



# 2015 Global Citizenship Report



**OUR COMMITMENT**

# CEO Letter

*Message from Ursula Burns, Chairman and Chief Executive Officer*

Dear Stakeholders:

It is my privilege to introduce you to the 2015 Xerox Global Citizenship Report. It represents Xerox's ongoing efforts to challenge ourselves to be a role model for the positive contributions we make to the world around us.

This year's edition marks our 10<sup>th</sup> annual report and as such it has a new look and feel, designed to make it easier for you to find the information you're seeking and to take a deep dive into areas of special interest to you.

During the last few years, we've broadened the company with the expansion of our services capabilities and we are now better positioned and equipped than ever to help the world work a little better. At the same time, we have deepened our dedication to responsible global citizenship, which is an inextricable part of our heritage.

Since our founding over a century ago, we've been motivated to make positive contributions to the communities in which we operate and to the world at large. That motivation is driven by our values and highest ideals of integrity, innovation and excellence. You will see that philosophy running throughout this report. It's organized around five themes that capture the essence of our citizenship efforts:

In **Doing Good Business**, you will learn why we believe that strong corporate governance is critical to long-term value creation, and how we strive to make certain that every aspect of our business — from supplier relations to financial practices — operates according to the highest standards of ethics and integrity. For example, we require all employees to complete ethics and compliance training annually. In 2014, Xerox people completed more than 1 million hours of training on topics from ethics to anti-bribery.

In **Evolving The Workplace**, you will find information about our continuing efforts to build and foster a strong, diverse and dynamic workforce with the experience, skills, passion and energy to deliver high performance. For example, we announced a new diversity policy called the "Wilson Rule." It's named after Joe Wilson — the first CEO of Xerox and a champion of equal opportunity in hiring practices. The policy requires that women and minorities, when available, be interviewed as part of the pool of qualified candidates for an open management position in the U.S. Outside the U.S., women, when available, will be interviewed as part of the pool of qualified candidates.

In **Putting Customers First**, you will learn about our passion for customers and how our research and innovation helps them better serve their clients and our society. For example, our **Xerox Maven** solution works across the public health ecosystem supporting data sharing and coordination among epidemiologists and medical professionals on the front lines of preventing and containing

90-plus communicable diseases. It was recently used by the New York City Department of Health and Mental Hygiene as part of the Ebola preparedness and response, and is also used by 12 other public health agencies in the U.S. and Australia.

In **Preserving The Planet**, you will see how our environmental strategy spans the entire business — from internal operations, to the sustainability services we provide clients, to how we engage with partners, suppliers and employees. As one example illustrating the steps we are taking along those lines, we joined the Sustainable Electronic Recycling International (SERI) coalition to help launch a program that encourages companies to responsibly reuse and recycle electronics. By partnering with SERI to support the U.S. Environmental Protection Agency's R2 Leader program, we're extending the reach of our sustainability practices to our customers and others in the industry, magnifying our positive impact on our world.

In **Caring For Communities**, you will get an overview of how our people invest their time and talent in a wide variety of organizations to strengthen the communities in which they work and live. For example, as early as 1968, our scientists were encouraged to donate their time to teach elementary school students the wonders of science, motivate them to consider pursuing studies and careers in science and technology, and provide good role models to emulate. Nearly 50 years later, that program is alive and well.

Those are just a few examples of the things we're doing to nurture a holistic citizenship program that benefits people, communities and the planet, and also creates value for Xerox employees, our customers and our shareholders.

As a 35-year veteran of Xerox, I have a great appreciation for what a force a global company can be for the betterment of mankind. The more we do, the more we discover what we must do. All of us at Xerox embrace that challenge and are determined to continue to drive meaningful innovation and beneficial change to better the world community we all share. We invite you to join us on our journey.

**OUR COMMITMENT**

# Company Profile

Xerox is helping change the way the world works. By applying our expertise in imaging, business process, analytics, automation and user-centric insights, we engineer the flow of work to provide greater productivity, efficiency and personalization. We do business in 180 countries, and our more than 130,000 employees create meaningful innovations and provide business process services, printing equipment, software and solutions that make a real difference for our clients – and their customers.

## For Us, Global Is Local



### **Our Values**

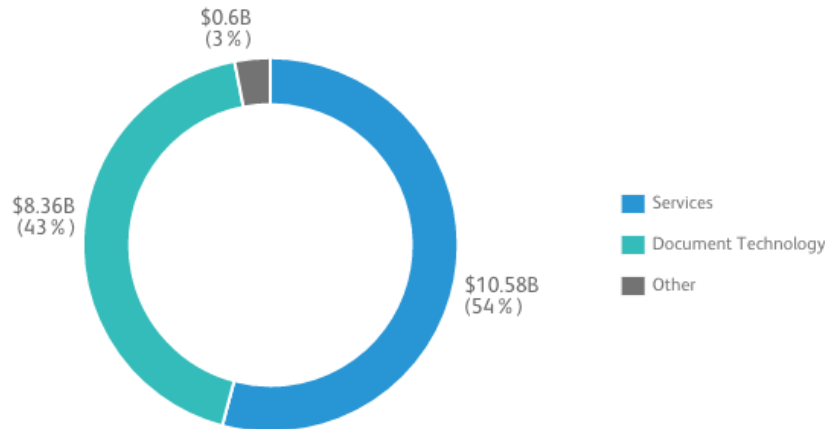
Since our inception, we have operated under the guidance of six core values:

- We succeed through satisfied customers
- We deliver quality and excellence in all we do
- We require premium return on assets
- We use technology to develop market leadership
- We value our employees
- We behave responsibly as a corporate citizen

### **Major Business Segments**

Services and Document Technology represent our two main business segments. We report our financial results through these two segments, plus a third smaller segment, Other.

## 2014 Revenue by Segment (\$ Billions)



Detailed financial information for operating segments is presented in our quarterly and annual reports available at [www.xerox.com/investor](http://www.xerox.com/investor).

### Services

Rapid innovation in the global economy has made business processes increasingly sophisticated and challenging to maintain. By outsourcing these functions to us, our customers can better keep pace with advances in technology while reducing costs and allocating resources to their core operations. Our Services segment comprises two types of offerings: Business Process Outsourcing (BPO) and Document Outsourcing (DO).

### Document Technology

We sell Document Technology products and supplies as well as provide technical service and financing for our products. Our Document Technology business centers on strategic product groups that share common technology, manufacturing and product platforms. The strategic product groups are Entry, Mid-Range and High-End.

### What We Offer: Services

We provide the industry's broadest portfolio of business process and document management solutions.

### Business Process Outsourcing

We are the largest diversified business process outsourcing provider in the world. Our expertise lies in transaction-intensive offerings that are tailored for industry-specific applications as well as common business process functions, such as:

- Healthcare Payer and Pharma
- Healthcare Provider Solutions
- Government Healthcare Solutions

- Human Resources Services
- Financial Services
- Customer Care
- Retail, Travel, Litigation and Learning
- Communication and Marketing Services
- Transportation Solutions
- Government Solutions

### **Document Outsourcing**

We are an industry leader in document outsourcing services, with more than 20 years of experience and 15,000 business professionals. We help companies optimize their printing infrastructure, simplify their communications and business processes, grow revenue, reduce costs and operate more efficiently.

Our primary offerings within Document Outsourcing are Managed Print Services and Centralized Print Services.

- **Managed Print Services (MPS):** We help large global enterprises and small- and mid-size businesses cut costs, increase productivity and meet their environmental sustainability goals while supporting their mobile and security needs. We provide a roadmap to help customers manage their information today and identify opportunities for continuous innovation. We are recognized as an industry leader by several major analyst firms, including Gartner, IDC, Quocirca and Forrester.
- **Centralized Print Services (CPS):** As a world leader in CPS, we work with customers to establish a common understanding of their business needs. We address the operational and financial aspects of their business and create a document production service that supports revenue growth. Our main offerings include the following:
  - On-site print center support (on-demand printing and copying)
  - Transactional printing
  - Complete finishing
  - Track and trace
  - Global governance and mainframe production printing
  - External print procurement
  - Mail and distribution
  - Creative and design
  - Cross-media and e-publishing

### **What We Offer: Document Technology**

#### **For the Workplace**

We provide solutions for workplaces and offices, large and small, through a broad array of document devices:

- Multifunction systems, in color and black and white, that combine printing, copying, faxing and scanning
- Color network printers, solid ink and laser
- Xerox ConnectKey®, which is a software system and set of solutions embedded in many of our multifunction printers
- Mobile offerings that make it easier for office workers to print from anywhere, at any time

- Document scanners and other computer peripherals to increase workplace efficiency

### **For Production Print Environments**

We pioneered the on-demand printing industry with digital production publishing and have supported its evolution through continual innovation. Books can now be printed for one or for thousands, and marketing materials can be customized for each and every prospect.

For the graphic arts, marketing and production environments, we offer these printing systems and services:

- Digital and inkjet printers and presses, both color and black and white, and solid ink and aqueous
- Continuous-feed printers
- Tools to help develop and grow a profitable digital print business
- Solutions for short-run book publishing, on-demand documents, transactional applications, cross-media customized campaigns and more
- Workflow software to simplify how print jobs are created and managed

### **Research and Development**

We lead the industry through innovation. Together with Fuji Xerox, our joint venture, we invested more than \$1.2 billion in research, development and engineering in 2014. With R&D centers in the U.S., Canada, Europe and India, we hold approximately 12,600 active U.S. design and utility patents. Our investments in innovation align with our growth opportunities in areas such as business process services, color printing and customized communications. Our research efforts can be categorized under four themes:

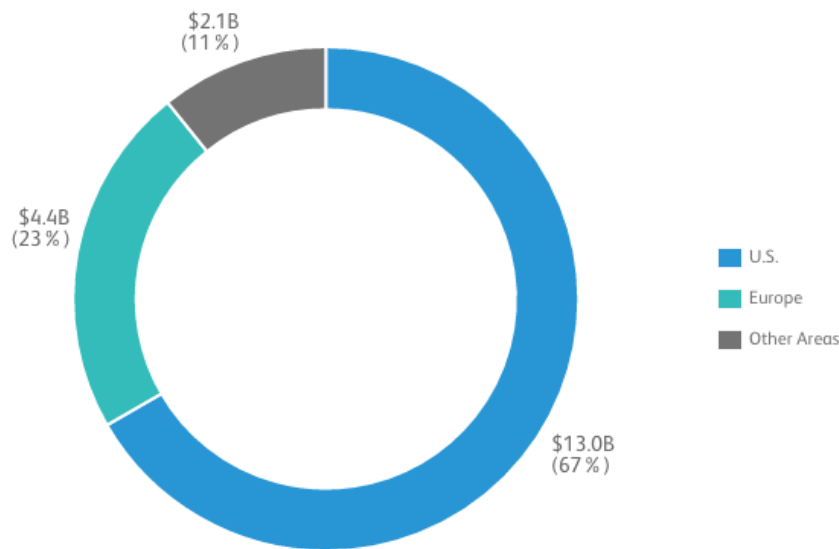
- **Usable analytics** transforms big data into useful information resulting in better business decisions
- **Agile enterprise** creates simple, automated and touch-less business processes resulting in lower cost, higher quality and increased agility
- **Personalization at scale** augments humans by providing secure, real-time, context-aware personalized products, solutions and services
- **Sustainable enterprise and society** enhances the environmental and societal benefits of our offerings

### **Xerox Around the World**

Xerox customers include small and mid-size businesses, graphic communications companies, government entities, educational institutions, Fortune 1000 companies and firms in key verticals such as healthcare, financial services, retail, technology and telecommunications, and transportation. Xerox offerings are sold through our worldwide sales force, a network of independent agents and concessionaires, dealers, value-added resellers and systems integrators, the Internet, and Global Imaging Systems, a wholly owned subsidiary of Xerox.



## 2014 Revenue by Geography (\$ Billions)



We do business in 180 countries worldwide and serve an approximately \$400 billion market. In 2014, about 33 percent of our revenue was generated from non-U.S. customers. Our largest subsidiary outside the U.S. is Xerox Limited, which operates predominantly in Europe. We conduct our Developing Markets Operations in Latin America, Brazil, the Middle East, India, Eurasia and Central Eastern Europe, and Africa through operating companies, subsidiaries and distributors.

Fuji Xerox, an unconsolidated entity in which we own a 25 percent interest, develops, manufactures and distributes document processing products and services in Japan, China, Hong Kong and other areas of the Pacific Rim, Australia and New Zealand.

**2014 Revenue:** \$19.5 billion

**2014 Net Income:** \$1,084 million

**Employees:** More than 130,000 worldwide

**Doing Business in:** More than 180 countries

**Founded:** In 1906 as The Haloid Company; named Haloid Xerox in 1958; named Xerox Corporation in 1961

**Fortune 500 Ranking:** No. 137

**NYSE:** XRX

**Headquarters:** Norwalk, Connecticut, U.S.A.

800-ASK-XEROX

[www.xerox.com](http://www.xerox.com)



## OUR COMMITMENT

# Our Stakeholders

Together with our customers, partners and communities, we help solve some of society's toughest challenges. The following stakeholder engagements are a few of the ways we deliver on our commitment.

## Focus - Our World: Public Policy Makers and Influencers

### How We Engage

- Through active memberships with business and trade associations and frequent engagement with public policy makers, Xerox helps to educate on key issues related to our business, industry and stakeholders

### Examples

- Xerox CEO Ursula Burns serves on the board for President Obama's initiative, Change the Equation, which focuses on increasing the number of minority and female students engaged in STEM, a national program aimed at honing students' skills in science, technology, engineering and math (STEM). The initiative is expected to help the U.S. sharpen its competitive edge in innovation.
- Xerox CEO Ursula Burns serves as chair of the President's Export Council, aimed at helping American businesses export more products, thereby helping the economy and creating jobs.
- Xerox executives serve on a variety of university and non-profit boards helping set strategy, define policy and engage in public advocacy.

## Focus - Our Communities

### How We Engage

- Employees contributed their time and talents in hundreds of community-related projects worldwide

### Examples

- In 2014, Canadian employees geared up and played hockey in support of the "Hockey for Heart" tournament. The Xerox team effort raised awareness and \$52,000 for the Heart & Stroke foundation.
- During the 2014 holiday season, Xerox employees in Monroe County, New York, donated more than 1,500 gifts as part of the 17th Annual Angel Tree program. The gifts were distributed directly to 639 disadvantaged children and adults through three non-profit agencies.

## Focus - Our People

### How We Engage

- Voice of the Employee Survey
- Ethics hotline
- Open-door policy
- Global webcasts
- Town hall meetings
- Employee roundtables
- Internal social networks, including our intranet

- Enterprise-wide learning and career-management tools
- Leader-led performance enabling processes, communications, conversations and tools
- Leadership development

### Examples

- In 2014, CEO Ursula Burns conducted 12 country visits, 32 employee roundtables, 15 employee town halls and five all-hands employee WebChats.
- In 2014, we launched Global Talent@Xerox, which provides employees with tools to manage their performance and development. Its sister application, Global Careers@Xerox, provides visibility to our internal talent pool and current job openings.
- Yammer, a private microblogging network, allows our employees to connect and collaborate with their colleagues in open or private groups. Since launch, nearly 25,000 employees have joined the network.
- During 2014, 1.2 million learning assets were accessed through Learning@Xerox by our employees and partners. Xerox employees and authorized partners have round-the-clock access to a collection of more than 750,000 learning resources, including videos, online classes and digitized books. XstreamVideo, our video-sharing platform, contains more than 8,000 videos created by Xerox employees which increase workforce engagement, allow our people to identify and promote innovative solutions and accelerate the adoption of successful business strategies.
- Xerox provides learning portals with curated resources targeted to specific employee population needs. For the Services business, we launched Xerox Services University in 2014, which features blended social learning, access to targeted content, and engaging coaching opportunities.
- Strategic Xerox senior leader-led development forums and mentoring programs that provide opportunities for Xerox employees to improve their management and leadership capabilities to transition into higher-level leadership roles.

## Focus - Our Customers

### How We Engage

- Customer Satisfaction System: real-time customer feedback in a closed-loop process
- Customer Relationship Surveys
- Xerox Customer Community and Forum
- Our own blogs and all major social media platforms
- Customer personalized portal offering
- Xerox Corporate Focus Executive Program
- Customer Care Officer of the Day
- Open Xerox website

### Examples

- Customer Service is social with Social Support offerings enhancing the online support experience. The Customer Support forum provides a peer-to-peer environment for customers and other industry professionals to post and respond to discussion threads about Xerox equipment and software. With thousands of registered members and more than half a million message views per month, customers have the opportunity to resolve printing issues and participate in conversations about Xerox products in a 24/7 online community. Customers can read and provide ratings for our products on our website.
- Open Xerox is a website to encourage customers to play a part in the exploratory research that serves as a source for new products, applications and services. This online technology portal provides instant access to the latest Xerox innovations and allows anyone to test pilot

technology and provide feedback directly to lab scientists and engineers.

- We've hosted dozens of sustainability forums with customers, sharing best sustainability practices and encouraging customers to reduce their environmental footprint.

## Focus - Our Suppliers

### How We Engage

- Routine business reviews with key suppliers
- Assess supplier performance against the Electronic Industry Citizenship Coalition (EICC) code of conduct
- Annual communication of Xerox supplier code of conduct to supplier base
- Xerox purchasing staff located in regions where suppliers are located
- Inclusion of small and diverse businesses through our Supplier Diversity Program

### Examples

- Achieved the Chartered Institute of Procurement and Supply Platinum Certification globally.
- Xerox holds executive sponsored reviews with key suppliers quarterly or semi-annually.
- Since 2010, Xerox has conducted over 300 compliance reviews and audits with Xerox Suppliers to ensure compliance with EICC Code of Conduct.
- A letter is sent annually to all active suppliers reiterating our Code of Conduct.
- Approximately 80 purchasing employees are based in Asia and 45 employees in other developing markets.
- Xerox is a corporate member of National Minority Supplier Development Council and Women's Business Enterprise National Council. Xerox spent over \$1 billion with U.S. Tier 1 diverse and small businesses in 2014.

## Focus - Our Shareholders

### How We Engage

- Annual meeting of shareholders
- Quarterly teleconferences
- One-on-one investor briefings
- Annual investor conference
- Small group meetings

### Examples

- Around 80 institutional investors, analysts and investment bankers participated in the company's annual investor conference in New York City and over 100 watched via live webcast.
- Xerox executives spoke with investors/analysts through approximately 350 one-on-one meetings and phone calls.
- Investors and analysts met with Xerox leaders at the Graph Expo trade show in Chicago.
- Xerox conducted two audio calls specific to Managed Print Services and Private Healthcare Exchange business.
- Xerox hosted approximately 60 small group meetings with current and potential investors in major markets, including Atlanta, Baltimore, Boston, Chicago, Dallas, Denver, Kansas City, London, Los Angeles, Minneapolis, Montreal, New York, San Francisco, Toronto and Zurich.

## OUR COMMITMENT

# How We Report

This report describes Xerox's global principles, policies and programs through September 2015, unless otherwise noted. It provides in-depth information in broad areas of corporate social responsibility, including governance and ethics, customer privacy and satisfaction, employee diversity and development, environmental initiatives, corporate donations and volunteerism, and much more.

We report yearly on our progress, including changes to our business and emerging issues. This report was prepared using the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines and contains Standard Disclosures. A table linking the content of this report to the GRI G4 Standard Disclosures follows [can be found here](#). Xerox did not seek external assurance for this report.

Much of the information in this report reflects the activities of Xerox in the countries where we do business. Some of our systems for collecting and reporting reliable social and environmental performance data, however, do not always cover all of our operations. Where appropriate, we identify operations excluded from specific disclosures. Fuji Xerox publishes its own citizenship report. Information about GRI is available at [www.globalreporting.org](http://www.globalreporting.org).

As part of our ongoing dialogue with stakeholders, we welcome your feedback. For additional information, questions or comments on this report, please e-mail us at [citizenship@xerox.com](mailto:citizenship@xerox.com).

**OUR COMMITMENT**

# Materiality

In 2015, we updated our materiality approach in alignment with GRI G4 Guidelines, company strategy and stakeholder feedback. We examined changing external factors including regulations and standards, social challenges people face around the world, our evolving business model, and environmental impacts of our products, services, processes and operations. Our assessment included an array of fact-finding forums, including interviews and workshops with internal stakeholders and Xerox leaders. It also included reviews of public and internal Xerox documents, discussions with external stakeholders and feedback from our employees. We concluded:

- Managing operations responsibly across our value chain — from decreasing environmental impacts to protecting customer privacy, to promoting diversity and ensuring ethical behavior — remains a priority for Xerox.
- Product, service and operations-related opportunities, such as improving energy efficiency and expanding access to technology, represent the leading areas where we can create value for society and for our business. Enhancing health, safety and labor conditions in our global value chain is among the most important ways we can drive sustainable development.

With these findings, we developed a new set of environmental sustainability goals and priorities, expanded our governance structure and reaffirmed the importance of our partnerships with non-government organizations, customers, academia and regulatory agencies, and the Code of Conduct to which we hold our employees and global suppliers accountable.

The following schematic summarizes the results of our materiality assessment for corporate social responsibility.

# Xerox Materiality Assessment





- Preserving The Planet
- Putting Customers First
- Caring For Communities
- Doing Good Business
- Evolving The Workplace








## OUR COMMITMENT

## GRI Guidelines

Xerox relies on the Global Reporting Initiative (GRI) G4 Sustainability Guidelines to determine the content and performance metrics for key sections of this report. A table linking the content of this report to the Standard Disclosures from the GRI follows. Information about GRI is available at [www.globalreporting.org](http://www.globalreporting.org).

 indicates full disclosure

 indicates partial disclosure


Standard Disclosure	Description	Reported	Location
<b>GENERAL STANDARD DISCLOSURES</b>			
<b>Strategy and Analysis</b>			
G4-1	CEO statement on sustainability		<a href="#">CEO Letter</a>
G4-2	Description of key impacts, risks and opportunities		<a href="#">CEO Letter</a> , <a href="#">Our Progress</a> , <a href="#">Risk Management</a> , <a href="#">Preserving The Planet</a>
<b>Organizational Profile</b>			
G4-3	Name of the organization		<a href="#">CEO Letter</a>
G4-4	Primary brands, products and/or services		<a href="#">Company Profile</a>
G4-5	Location of organization's headquarters		<a href="#">Company Profile</a>
G4-6	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report		<a href="#">Company Profile</a>
G4-7	Nature of ownership and legal form		Xerox is a corporation organized and incorporated under the laws of the











State of New York.  
Xerox stock is  
publicly traded on  
the New York Stock  
Exchange


G4-8	Markets served		<a href="#">Company Profile</a> , <a href="#">2014 Annual Report</a>
G4-9	Scale of the organization		<a href="#">Company Profile</a>
G4-10	Total number of employees by employment contract and gender; permanent employees by employment type and gender; total workforce by employees, supervised workers and by gender; total workforce by region and gender		<a href="#">Global Workforce</a>
G4-11	Percentage of total employees covered by collective bargaining agreements		<a href="#">Employee Rights</a>
G4-12	Description of organization's supply chain		<a href="#">Supplier Relations</a>
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership or supply chain		<a href="#">2014 Annual Report</a> (page 67)
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization		<a href="#">Risk Management</a> , <a href="#">Sustainable Services and Products</a>
G4-15	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses		<a href="#">Our Stakeholders</a> , <a href="#">Human Rights</a> , <a href="#">Supplier Relations</a> , <a href="#">Ethics and Integrity</a> , <a href="#">Preserving The Planet</a>
G4-16	List of memberships of associations and national or international advocacy organizations in which the organization is involved		<a href="#">Human Rights</a> , <a href="#">Public Policy</a> <a href="#">Engagement</a> , <a href="#">Preserving The Planet</a>

#### Identified Material Aspects and Boundaries







G4-17	Entities included in the organization's consolidated financial statements, and		<a href="#">2014 Annual Report</a> , Consolidated
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	whether any of these are not covered in the report		Financial Statements, page 67
G4-18	Process for defining report content and aspect boundaries, and how the organization implemented the Reporting Principles for Defining Report Content		<a href="#">How We Report, Our Stakeholders, Materiality</a>
G4-19	Identified material Aspects		<a href="#">Materiality</a>
G4-20	For each material Aspect, the Aspect Boundary within the organization		<a href="#">Materiality</a> , Throughout this report
G4-21	For each material Aspect, the Aspect Boundary outside the organization		Throughout this report
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements		<a href="#">Preserving The Planet</a>
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries		There have been no significant changes to the scope and aspect boundaries
<b>Stakeholder Engagement</b>			
G4-24	Stakeholder groups engaged by the organization		<a href="#">Our Stakeholders, Supplier Relations, Ethics and Integrity, Investor Relations, Putting Customers First, Preserving The Planet, Employee Engagement, The Xerox Foundation</a>
G4-25	Basis for identification and selection of stakeholders with whom to engage		<a href="#">Our Stakeholders</a>
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group		<a href="#">Our Stakeholders, Supplier Relations, Ethics and Integrity, Investor Relations, Putting Customers First, Preserving The</a>




[Planet, Employee Engagement, The Xerox Foundation](#)










G4-27	Key topics and concerns raised through stakeholder engagement, and the organization’s response		<a href="#"><u>Materiality, Our Stakeholders, Investor Relations, Putting Customers First, Preserving The Planet, Employee Engagement, The Xerox Foundation</u></a>
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**Report Profile**

G4-28	Reporting period		<a href="#"><u>How We Report</u></a>
G4-29	Date of most recent previous report		<a href="#"><u>How We Report</u></a>
G4-30	Reporting cycle		<a href="#"><u>How We Report</u></a>
G4-31	Contact point for questions regarding report		<a href="#"><u>Citizenship Contact</u></a>
G4-32	GRI index		<a href="#"><u>GRI Guidelines</u></a> . This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines
G4-33	Policy and current practice with regard to seeking external assurance for the report		<a href="#"><u>How We Report</u></a>

**Governance**

G4-34	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight		<a href="#"><u>Governance</u></a>
G4-35	Process for delegating authority for economic, environmental and social topics, from the highest governance body to senior executives and other employees		<a href="#"><u>Governance, Environmental Leadership</u></a>
G4-36	Report whether the organization has appointed an executive-level position(s) with		<a href="#"><u>Governance, Environmental</u></a>


	responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body		<u>Leadership</u>
G4-37	Process for consultation between stakeholders and the highest governance body on economic, environmental and social topics		<u>Governance</u> , <u>Employee</u> <u>Engagement</u>
G4-38	Composition of the highest governance body and its committees		<u>Governance</u>
G4-39	Whether the Chair of the highest governance body is also an executive officer		<u>Governance</u>
G4-40	Nomination and selection process for highest governance body and its committees, and criteria used for nominating and selecting highest governance body members		<u>Governance</u>
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed		<u>Governance</u>
G4-42	Report highest governance body's and senior executives' roles in the development, approval and updating of the organization's purpose, value or mission statements, strategies, policies and goals related to economic, environmental and social impacts		<u>Governance</u>
G4-44	Processes for evaluation of highest governance body's performance with respect to governance of economic, environmental and social topics; whether evaluation is independent, evaluation frequency, whether such evaluation is a self-assessment; actions taken in response to evaluation of the highest governance body's performance including, as a minimum, changes in membership and organizational practice		<u>Governance</u> (Self-evaluation by the Board)
G4-45	Highest governance body's role in identification and management of economic, environmental and social impacts, risks and opportunities		<u>Governance</u> , <u>Risk</u> <u>Management</u>
G4-46	Highest governance body's role in reviewing		<u>Governance</u> , <u>Risk</u>

	effectiveness of the organization's risk management processes for economic, environmental and social topics		<u>Management</u>
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities		<u>Governance, Risk Management</u>
G4-49	Process for communicating critical concerns to the highest governance body		<u>Governance, Employee Engagement</u>
G4-51	Remuneration policies for the highest governance body and senior executives and relation to economic, environmental and social objectives		<u>Governance</u>
G4-52	Process for determining remuneration; whether remuneration consultants are involved in determining remuneration and whether they are independent of management		<u>Governance</u>
G4-53	How stakeholders' views are sought and taken into account regarding remuneration, including results of votes on remuneration policies and proposals		<u>Governance, Employee Engagement</u>
<b>Ethics and Integrity</b>			
G4-56	Organization's values, principles, standards and norms of behavior, such as codes of conduct and codes of ethics		<u>Company Profile, Ethics and Integrity, Human Rights, Preserving The Planet</u>
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior		<u>Ethics and Integrity</u>
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior		<u>Ethics and Integrity</u>
<b>ECONOMIC DISCLOSURES</b>			
G4-DMA	Disclosures on Management Approach (DMA)		<u>Company Profile, CEO Letter, 2014 Annual Report</u>







**Economic Performance**

G4-EC1	Direct economic value generated and distributed		<a href="#">Company Profile, The Xerox Foundation, 2014 Annual Report</a>
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change		<a href="#">Preserving The Planet, Carbon Disclosure Project</a>
G4-EC3	Coverage of the organization's defined benefit plan obligations		<a href="#">2014 Annual Report</a> (page 30)
<b>Indirect Economic Impacts</b>			
G4-EC7	Development and impact of infrastructure investments and services supported		<a href="#">The Xerox Foundation</a>
G4-EC8	Significant indirect economic impacts, including the extent of impacts		<a href="#">The Xerox Foundation</a>
<b>Procurement Practices</b>			
G4-EC9	Proportion of spending on local suppliers at significant locations of operation		<a href="#">Supplier Relations</a>
<b>ENVIRONMENTAL DISCLOSURES</b>			
G4-DMA	Disclosures on Management Approach (DMA)		<a href="#">Preserving The Planet</a>
<b>Energy</b>			
G4-EN3	Energy consumption within the organization		<a href="#">Goals and Progress, Responsible Operations</a>
G4-EN4	Energy consumption outside of the organization		<a href="#">Sustainable Services and Products</a>
G4-EN6	Reduction of energy consumption		<a href="#">Goals and Progress, Responsible Operations</a>
G4-EN7	Reductions in energy requirements of products and services		<a href="#">Goals and Progress, Sustainable Services and Products</a>
<b>Water</b>			
G4-EN8	Total water withdrawal by source		<a href="#">Goals and Progress, Responsible Operations</a>




## Biodiversity

G4-EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas		<u>Sustainable Services and Products</u>
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## Emissions

G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)		<u>Goals and Progress, Responsible Operations</u>
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)		<u>Goals and Progress, Responsible Operations</u>
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)		<u>Goals and Progress, Responsible Operations</u>
G4-EN19	Reduction of greenhouse gas (GHG) emissions		<u>Goals and Progress, Responsible Operations</u>
G4-EN20	Emissions of ozone-depleting substances (ODS)		<u>Responsible Operations</u>
G4-EN21	NOx, SOx and other significant air emissions		<u>Goals and Progress, Responsible Operations</u>

## Effluents and Waste

G4-EN22	Total water discharge by quality and destination		<u>Goals and Progress</u>
G4-EN23	Total weight of waste by type and disposal method		<u>Goals and Progress, Responsible Operations</u>
G4-EN24	Total number and volume of significant spills		<u>Goals and Progress, Responsible Operations</u>

## Products and Services

G4-EN27	Extent of impact mitigation of environmental impacts of products and services		<u>Sustainable Services and Products</u>
G4-EN28	Percentage of products sold and their		<u>Sustainable Services</u>



packaging materials that are reclaimed by category



and Products

### Compliance

G4-EN29 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations



Goals and Progress

### Supplier Environmental Assessment

G4-EN32 Percentage of new suppliers that were screened using environmental criteria



Supplier Relations

### SOCIAL DISCLOSURES RELATED TO LABOR PRACTICES AND DECENT WORK

G4-DMA Disclosures on Management Approach (DMA)



Evolving The Workplace

### Aspect: Employment

G4-LA1 Total number and rates of new employee hires and employee turnover by age group, gender and region



Global Workforce

G4-LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation



Compensation and Benefits

G4-LA3 Return to work and retention rates after parental leave, by gender



Compensation and Benefits

### Aspect: Labor/Management Relations

G4-LA4 Minimum notice periods regarding operational changes, including whether these are specified in collective agreements



Employee Rights

### Aspect: Occupational Health and Safety

G4-LA6 Type of injury and rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities, by region and by gender












Health, Wellness and Safety, Our Progress

G4-LA7 Workers with high incidence or high risk of diseases related to their occupation



Safe Services and Products

### Aspect: Training and Education

G4-LA9	Average hours of training per year per employee, by gender and by employee category		<u>Talent Management and Workforce Development</u>
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings		<u>Talent Management and Workforce Development</u>
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category		<u>Talent Management and Workforce Development</u>
<b>Aspect: Diversity and Equal Opportunity</b>			
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		<u>Diversity and Inclusion</u>
<b>Aspect: Supplier Assessment for Labor Practices</b>			
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria		<u>Supplier Relations</u>
<b>Aspect: Labor Practices Grievance Mechanisms</b>			
G4-LA16	Number of grievances about labor practices filed, addressed and resolved through formal grievance mechanisms		<u>Employee Rights</u>
<b>SOCIAL DISCLOSURES RELATED TO HUMAN RIGHTS</b>			
G4-DMA	Disclosures on Management Approach (DMA)		<u>Human Rights, Ethics and Integrity, Supplier Relations</u>
<b>Aspect: Investment</b>			
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		<u>Supplier Relations</u>
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained		<u>Ethics and Integrity</u>

**Aspect: Non-discrimination**

G4-HR3	Total number of incidents of discrimination and corrective actions taken		<a href="#">Ethics and Integrity</a>
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**Aspect: Security Practices**

G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations		<a href="#">Ethics and Integrity</a>
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**Aspect: Supplier Human Rights Assessment**

G4-HR10	Percentage of new suppliers that were screened using human rights criteria		<a href="#">Supplier Relations</a>
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**SOCIAL DISCLOSURES RELATED TO SOCIETY**

G4-DMA	Disclosures on Management Approach (DMA)		<a href="#">Ethics and Integrity</a> , <a href="#">Public Policy</a> <a href="#">Engagement</a>
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G4-SO1	Percentage of operations with implemented local community engagement, impact assessments and development programs		<a href="#">The Xerox Foundation</a>
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**Aspect: Anti-corruption**

G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified		<a href="#">Ethics and Integrity</a>
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G4-SO4	Communication and training on anti-corruption policies and procedures		<a href="#">Ethics and Integrity</a>
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G4-SO5	Confirmed incidents of corruption and actions taken		<a href="#">Ethics and Integrity</a>
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**Aspect: Public Policy**

G4-SO6	Total value of political contributions by country and recipient/beneficiary		<a href="#">Public Policy</a> <a href="#">Engagement</a>
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**Aspect: Anti-competitive Behavior**

G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcomes		<a href="#">2014 Annual Report</a> , Note 18 of the Consolidated Financial Statement, page 115
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**Aspect: Compliance**

G4-SO8	Monetary value of significant fines and total		<a href="#">Goals and Progress</a>
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number of non-monetary sanctions for non-compliance with laws and regulations




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**Aspect: Supplier Assessment for Impacts on Society**

G4-S09 Percentage of new suppliers that were screened using criteria for impacts on society



Supplier Relations

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**SOCIAL DISCLOSURES RELATED TO PRODUCT RESPONSIBILITY**

G4-DMA Disclosures on Management Approach (DMA)



Putting Customers First

G4-PR1 Percentage of significant product and service categories for which health and safety impacts are assessed for improvement



Safe Services and Products

G4-PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes



Goals and Progress

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**Aspect: Product and Service Labeling**

G4-PR3 Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements



Safe Services and Products

G4-PR4 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes



Sustainable Services and Products, Safe Services and Products

G4-PR5 Results of surveys measuring customer satisfaction



Customer Satisfaction

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**Aspect: Marketing Communications**

G4-PR6 Sale of banned or disputed products



Sustainable Services and Products, Safe Services and Products

G4-PR7 Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications,



There were no incidents of non-compliance

including advertising, promotion and sponsorship, by type of outcomes

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**Aspect: Compliance**

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G4-PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services



Goals and Progress

**OUR COMMITMENT**

# Citizenship Contact

If you have questions or comments about any of the topics covered in this report, here's how to reach us.

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Norwalk, CT 06856-4505

United States

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Products and Services

[www.xerox.com](http://www.xerox.com)

800.ASK.XEROX (800.275.9376)

The Xerox Foundation

[www.xerox.com/foundation](http://www.xerox.com/foundation)

Mark Conlin, President

203.849.2453

[mark.conlin@xerox.com](mailto:mark.conlin@xerox.com)

Global Diversity and Inclusion Programs and EEO-1 Reports

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

Damika Arnold, Diversity and Inclusion Leader

585.423.3150

Minority and Women Owned Business Suppliers

[www.xerox.com/supplierdiversity](http://www.xerox.com/supplierdiversity)

Ethics Helpline

North America: 866.XRX.0001

International numbers and online submission tool

[www.xerox.com/ethics](http://www.xerox.com/ethics)

Environment, Health, Safety and Sustainability

[www.xerox.com/environment](http://www.xerox.com/environment)

Governance

[www.xerox.com/governance](http://www.xerox.com/governance)

Students and Educators

View openings/internships and apply: [www.xerox.com/careers](http://www.xerox.com/careers)

Request classroom donations: [www.xerox.com/foundation](http://www.xerox.com/foundation)

All other questions: [StudentTeacherRequests@xerox.com](mailto:StudentTeacherRequests@xerox.com)

Xerox Innovation

[www.xerox.com/innovation](http://www.xerox.com/innovation)

Comment on this Report

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**PRESERVING THE PLANET**

# Goals and Progress

Through our people, innovation and partnerships, we create solutions that reduce environmental impact and expand opportunities. We have conducted a comprehensive review of the environmental impact of our company and have identified four strategic commitment areas where we can make a significant positive impact:

**1. Reducing Energy Use and Protecting the Climate**

We invest in technologies that reduce the carbon footprint of our operations and offer solutions to our customers that reduce energy use, cost and waste.

**2. Preserving the World's Forests and Biodiversity**

We work with our customers, suppliers and other stakeholders to support the development of a sustainable paper cycle through paper sourcing guidelines and environmentally sound paper offerings, as well as through products and services that decrease dependency on paper.

**3. Preserving Clean Air and Water**

We work to eliminate the use of persistent, bioaccumulative and toxic materials throughout the supply chain. We look for ways to use water efficiently and to avoid the release of hazardous air emissions from our products and facilities worldwide.

**4. Preventing and Managing Waste**

Our goal is to produce waste-free products and services for our customers and waste-free facilities across our real estate portfolio and within our customers' workplaces.

## Our New 2020 Goals



### Performance Reporting

The following table summarizes our key environmental and safety performance indicators, including our goals and performance over the past five years. Additional detail is included in the corresponding sections of this report.

### Xerox 2014 Environmental Sustainability and Safety Performance

\* Indicates Goal Achievement in Current Reporting Year  
 Units in 1,000 metric tons unless otherwise indicated.

PRODUCTS	Goal	2010	2011	2012	2013	2014
<b>Eco-labels</b>						

% newly launched eligible products achieving EPEAT®	100 %				100 % *	100 % *
% of newly launched eligible products achieving ENERGY STAR®	100 %	100 %	100 %	100 % *	100 % *	100 % *

## End-of-Life Management <sup>1</sup>

### Equipment and Parts

% Remanufacture, Reuse, Recycle, Energy from Waste	100 %	97 %	98.6 %	99.7 %	99.4 %	95.6 %
Volume Remanufacture / Reuse, Recycle, Energy from Waste		43	43	38	34.0	34.6
Volume Used Equipment Sold		NA	NA	0.2	5.4	6.2
Volume Remanufacture / Reuse		8	8	5	2.0	1.7
Volume Material Recycling		34	33	32	24.6	25.2
Volume Energy from Waste		1	2	1	2	1.5
Volume Landfill		1	0.6	0.1	0.2	1.4
Volume Incineration		0.1	0	0	0	0.2
<b>Total Volume Waste - Equipment and Parts</b>		<b>45</b>	<b>44</b>	<b>38</b>	<b>34.2</b>	<b>36.2</b>

### Supplies <sup>2</sup>

% Remanufacture, Reuse, Recycle, Energy from Waste	100 %	95 %	95 %	95 %	97 %	97 %
Volume Remanufacture / Reuse, Recycle, Energy from Waste		3.5	3.5	4.0	3.6	3.7
Volume Remanufacture / Reuse		3.3	3.3	3.7	3.28	3.14
Volume Recycle		0	0.1	0.1	0.3	0.4
Volume Energy from Waste		0.2	0.1	0.2	0.04	0.2
Volume Landfill		0.2	0.2	0.2	0.1	0.1
Volume Incineration		0	0	0	0	0
<b>Total Volume Waste - Supplies</b>		<b>3.7</b>	<b>3.7</b>	<b>4.2</b>	<b>3.7</b>	<b>3.8</b>

### OPERATIONS / SERVICES

#### ENERGY / GHGs <sup>3</sup>

	Goal	2010	2011	2012	2013	2014
		Reduction from 2002 baseline			Reduction from 2012 baseline	
% Reduction Energy Use from Baseline (Scope 1 and 2)	20 % reduction by 2020 with a new baseline established in 2012	22 %	27 %	33 %	5 %	11 %
% Reduction GHG	20 % reduction by	31 %	36 %	42 %	10 %	15 %

<b>Emissions from Baseline (Scope 1 and 2)</b>	2020 with a new baseline established in 2012					
Scope 1 (Direct) Emissions - (Facilities & Fleet) <sup>4</sup>	163	149	132	122	114	
Scope 2 (Indirect) Emissions - (Purchased Electricity) <sup>5</sup>	180	167	142	125	118	
<b>Total Scope 1 and 2 Emissions</b>	<b>343</b>	<b>316</b>	<b>274</b>	<b>247</b>	<b>232</b>	
Scope 2 Emissions - Services Data centers <sup>6</sup>	NA	88	90	81	84	
% Renewable Energy <sup>7</sup>	NA	5.9%	5.1%	4.7%	8.2%	
Scope 3 Emissions - Employee business air travel <sup>8</sup>	14	23	22	22	25	
<b>WASTE</b>	<b>Goal</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Non-Hazardous Waste <sup>9</sup></b>						
<b>% Reduction Landfill / Incineration</b>		<b>-10%</b>	<b>15%</b>	<b>45%</b>	<b>53%</b>	<b>60%</b>
<b>% Reuse, Recycle, Energy from Waste</b>	Increase to 100% by 2020 Baseline est. in 2009	<b>89%</b>	<b>91%</b>	<b>93%</b>	<b>92%</b>	<b>93%</b>
<b>Volume Reuse, Recycle, Energy from Waste</b>		<b>52</b>	<b>49</b>	<b>48</b>	<b>42</b>	<b>41</b>
Volume Reuse		6	4	0.2	5	3
Volume Recycle		42	41	42	29	32
Volume Energy from Waste		4	5	5	8	6.3
Volume Treatment		2	2	2	2	1.3
Volume Landfill		4	3	2	1.6	1.4
Volume Incineration		0.4	0.4	0.2	0.3	0.2
<b>Total Volume Non- Hazardous Waste</b>		<b>58</b>	<b>54</b>	<b>51</b>	<b>46</b>	<b>44</b>
<b>Hazardous Waste <sup>10</sup></b>						
<b>% Reduction in Hazardous Waste from 2009 Baseline</b>		<b>6%</b>	<b>68%</b>	<b>74%</b>	<b>80%</b>	<b>79%</b>
<b>% Recycled, Fuels Blending</b>		<b>20%</b>	<b>49%</b>	<b>71%</b>	<b>62%</b>	<b>73%</b>
<b>Volume Recycled, Fuels Blending</b>		<b>0.5</b>	<b>0.4</b>	<b>0.5</b>	<b>0.3</b>	<b>0.4</b>
Volume Recycled		0.3	0.2	0.3	0.15	0.156
Volume Fuels Blending		0.2	0.2	0.2	0.17	0.238
Volume Treatment		1.8	0.3	0.1	0.12	0.103
Volume Landfill		0.04	0.02	0.03	0.0024	0.00002
Volume Incineration		0.12	0.08	0.04	0.07	0.045
<b>Total Volume Hazardous</b>		<b>2.5</b>	<b>0.8</b>	<b>0.7</b>	<b>0.51</b>	<b>0.54</b>

<b>Waste</b>							
<b>AIR EMISSIONS</b> <sup>11</sup>		<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
<b>% Reduction VOC / Non-VOC from 2008 Baseline (Production)</b>		<b>31 %</b>	<b>49 %</b>	<b>54 %</b>	<b>62 %</b>	<b>62 %</b>	
Volume VOC (MT)		17	13	13	11	11	
Volume Non VOC (MT)		10	7	5	4	4	
<b>Total Volume VOC / Non-VOC (Production)</b>		<b>27</b>	<b>20</b>	<b>18</b>	<b>15</b>	<b>15</b>	
NOx (non-production) (MT) <sup>12</sup>		ND	36	37	36	36	
SOx (non-production) (MT) <sup>12</sup>		ND	0.3	0.3	0.3	0.3	
<b>TOXINS AND HAZARDOUS MATERIALS</b>							
<sup>13</sup>		<b>Goal</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>% Reduction</b> Reportable Releases and Transfers from 2007 Baseline			59 %	67 %	64 %	70 %	71 %
<b>Volume</b> Reportable Releases and Transfers (TRI and PRTR) (MT)			193	158	172	144	137
<b>% Reduction</b> virgin MIBK from 2010 Baseline <sup>15</sup>			NA	ND	29 %	35 %	42 %
<b>Volume</b> virgin MIBK (lbs/part) <sup>15</sup>			0.399	ND	0.283	0.261	0.23
<b>% Reduction</b> of methylene chloride from 2010 Baseline <sup>16</sup>			NA	ND	54 %	57 %	61 %
<b>Volume</b> Total amount of methylene chloride (lbs) <sup>16</sup>			1,038,000	ND	480,500	445,200	403,842
<b>Volume</b> 1,3-butadiene air emissions from 2010 Baseline (lbs/batch) <sup>17</sup>			6.9	ND	6.7	6.6	7.5
<b>WATER</b> <sup>18</sup>							
			Reduction from 2009 baseline			Reduction from 2010 baseline	
		<b>Goal</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>% Reduction in Water Consumption from 2009 Baseline</b>		35 % reduction by 2020 with baseline year set as 2010	<b>7 %</b>	<b>21 %</b>	<b>35 %</b>	<b>35 %</b>	<b>28 %</b>
<b>Volume Water Consumption (ML)</b>			<b>2,030</b>	<b>1,725</b>	<b>1,427</b>	<b>1,433</b>	<b>1,444</b>
Volume Water Discharge to Sanitary Sewer (ML)			2,274	1,912	1,580	1,605	1,535
<b>WORKPLACE SAFETY</b> <sup>19</sup>							
		<b>Goal</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Total Recordable Incident (TRI) Rate		0.9 TRI	1.06	1.05	1.10	1.07	0.94
Days Away from Work		0.49 DAFW	0.51	0.54	0.61	0.54	0.5

(DAFW) Rate

<b>CORPORATE COMPLIANCE</b>	<b>Goal</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Reportable Spills / Environmental Releases	0	8	10	8	5	2
Safety non-compliance (\$ fines / # non-monetary violations)	0	\$0 / 0	\$300 / 5	\$300 / 4	\$5275 / 0	\$0 / 4
Environmental non-compliance (\$ fines / # non-monetary violations)	0	\$0 / 5	\$0 / 1	\$0 / 1	\$0 / 2	\$6150 / 2

ND = Not Determined; NA = Not Applicable.

1 Products End-of-Life Management: Returns processed through Xerox's worldwide asset recovery centers and third-party recyclers. 2012 data adjusted to include units sold as used through new resale program introduced 4th quarter 2012. In 2014, Xerox's operation in Itatiaia Brazil sent surplus parts to landfill as part of a one-time clean-up. This resulted in a decrease in the reuse/recycle rate of products and consumables returned to Xerox.

2 In 2012, the Supplies returns program changed the array of cartridges and bottles accepted. The weights of those containers also changed. The data was restated to reflect more accurate volumes. The 2013 supplies remanufacturing volumes were restated to reflect an error discovered in the total units returned.

3 The greenhouse gas inventory is based on the new Xerox energy goal, which began in 2013 using 2012 as baseline, and encompasses fleet and facilities for the Technology Business and Services. Note: The 2012 baseline has been restated. In accordance with the Greenhouse Gas Protocol, inventory adjustments are completed each year as a result of the opening and closing of facilities and the use of more appropriate emission factors to make data and performance trends between years more comparable.

\* Note: The new energy goal 2020 uses 2012 as baseline.

4 Direct emissions from natural gas and fuel used in fleet of Xerox Sales and Service personnel and natural gas consumed in facility boilers for facilities both leased and owned by Xerox. Emissions for facilities are based on actual data as reported on utility invoices, with estimates for remainder of facilities in the inventory using Commercial Building Energy Consumption (CBEC) energy use factors. Emissions from fleet are based on actual fuel receipts and vehicle efficiency rates. Note that 2012 data has been restated as new emission factors were used.

5 Indirect emissions of greenhouse gases include emissions from the consumption of purchased electricity and steam for facilities leased and owned by Xerox. CBECs energy use factors were used to include estimated emissions for office and warehouse facilities where data is not readily available (U.S. and Canada). HFC emissions were estimated based on square feet. Note that 2012 data has been restated as new emission factors were used.

6 Indirect emissions for worldwide Xerox Services Data Centers, located in the U.S. and Europe. Based on actual data as reported on utility invoices in the U.S. and the U.K. Estimates were used for the remaining Data Centers, based on the average energy consumption per square foot using Power Usage Effectiveness (PUE).

7 Renewable energy and renewable energy credits. It does not include the renewable energy available by default in the power grid. This encompasses use of 100% energy in the U.K and the Netherlands, REC's from wind for Monroe County, NY, REC's from Wilsonville, Oregon and REC's from Dallas, TX. Total energy encompasses fleet and facilities for both the Technology and Services operations.

8 Includes worldwide air travel emissions for total Xerox, as provided by Xerox's global travel services provider, based on aircraft, load, and miles.

9 Non-hazardous Solid Waste: Process waste consists primarily of paper, wood pallets, waste toner, plastics and packaging waste such as corrugated cardboard; Equipment Manufacturing Waste includes scrap metal, waste batteries and lamps, miscellaneous trash, and end-of-life equipment and parts. Recycling rates were restated in 2015 report after it was determined that treatment of non-hazardous waste provides no beneficial use of that waste.

10 Hazardous waste volumes referenced in the report represent our technology operations only.

11 Majority of air emissions originate from the production of imaging supplies such as toner, photoreceptor drums and belts, and fuser rolls. 2013 VOC emissions restated to include additional process emissions.

12 NO<sub>x</sub> and SO<sub>x</sub> emissions are calculated using emission factors applicable to small boilers from EPA's AP-42, Vol.1, CH1.4: Natural Gas Combustion. (<http://www.epa.gov/ttnchie1/ap42/ch01/final/c01s04.pdf>)

13 Operations with on-site reportable toxic chemical releases to the air, land, or water in amounts of greater than one metric ton were established in 2011 with goals, targets and objectives related to chemical releases.

15 Reduction accomplished by reclaiming and distilling waste MIBK from fuser roll manufacturing. Normalized to number of fuser roles produced.

16 Total amount of methylene chloride used to produce Xerox photoreceptor components.

17 From toner resin manufacturing, normalized to volume of resin produced.

18 Water consumption increased slightly in 2014 as increases due to volume increases not being fully offset by conservations efforts.

19 Workplace Safety performance reporting includes Xerox Technology Business (with the exception of Global Information Systems) Worldwide.



**PRESERVING THE PLANET**

# Environmental Leadership

As innovators who introduced two-sided copying in 1970, Xerox has continued to participate at the forefront of environmental sustainability, from creating the first recycled grade of cut sheet paper to being the first to offer office equipment with an energy-saving mode — long before ENERGY STAR® was established.

In 2014, Xerox again took the lead with nine other organizations, partnering with Sustainable Electronics Recycling International (SERI) on its R2 Leader program in an effort to advance responsible reuse and recycling of used electronics.

**Governance**

Our corporate Environment, Health, Safety and Sustainability (EHS&S) governance policy, first adopted in 1991, supports our environmental leadership program. (To review this policy, visit [www.xerox.com/environment](http://www.xerox.com/environment).) Our environmental governance model uses clearly defined goals, a set of worldwide standards and an audit process to validate compliance.

The Vice President of Strategic Partnerships & Alliances and EHS&S is responsible for overseeing our environmental governance and for leading our Corporate Social Responsibility (CSR) Council. The CSR Council is responsible for the materiality assessment process and establishment of associated goals and key performance indicators on all CSR related issues. The Council reports progress to the CSR Steering Committee, Corporate Management Committee and the Board. For more on our CSR Governance model, go to our [Governance](#) section of this report. The Vice President of Strategic Partnerships & Alliances and EHS&S reports to the president of Corporate Operations, who is a Corporate Officer and a direct report to the CEO.

Our Enterprise Risk Management (ERM) process, overseen by the Xerox Board of Directors, strengthens our capability to assess, monitor and manage all categories of business risk, including climate change. Vital strategic and operational risks identified are approved by the Corporate Management Committee (CMC) and reviewed annually by the Board.

A risk mitigation plan, in which leaders are assigned to each identified risk, is developed and reviewed by the CMC and the Board. The Business Ethics and Compliance Office and various Internal Control committees also monitor risk management and exposure. The Board of Directors regularly reviews the Enterprise Risk profile and monitors the effectiveness of management policies and decisions, including risk management activities.

The Office of Global Government Affairs is responsible for tracking external developments, including climate change policy, and for determining if these developments are likely to affect Xerox products and operations. Through trade associations and partnerships, EHS&S tracks applicable regulations and also policy changes that may affect the company. We develop processes, new technologies and products to counter the risks associated with external changes.

Our major operating units and key corporate functions (e.g., Risk Management, Real Estate) also are responsible for evaluating, monitoring and managing, within their respective businesses, site-specific risks that potentially have an impact on Xerox's ability to achieve its overall business objectives. The Business Continuity Assurance Process ensures business units are prepared for environmental risks.

### **Standards and Programs**

Environment, health and safety standards guide employees and suppliers in complying with corporate policies. These worldwide standards apply across Xerox and establish specific requirements for products, services, operations, product safety, materials safety, packaging, design for environment and environmental management. We also have established company-wide programs, such as Zero Injury, to engage employees worldwide.

### **Supply Chain Management**

As a critical element of supply chain governance, we extend environment, health and safety requirements across our supply chain. Since 1998, we have asked our materials, electronics and component suppliers to meet specific environmental, health and safety requirements. These requirements were broadened in 2004 to better govern the use of chemicals in our products, parts and supplies throughout the supply chain. The Xerox standard, "Xerox Environmental, Health and Safety Supplier Requirements: Chemical Bans/Restrictions and Part Marking," establishes requirements for regulatory compliance for parts and materials intended for use in electronic products. The standard also requires that suppliers utilize socially responsible supply chain due diligence practices in various operations, including but not limited to mining and smelting operations.

Further, by adopting the Electronic Industry Citizenship Coalition's (EICC) Code of Conduct, we have strengthened our commitment to ensure that our technology suppliers are operating according to accepted industry standards for environmental management. In 2013, our Vice President of EHS&S was selected by EICC as a member of the EICC Senior Executive Advisory Council.

For more information, see the [Supplier Relations](#) section of this report.

### **Employee Engagement and Training**

Employees and third-party contractors learn how our operations affect the environment and employee safety through training and internal communication. Beginning with our new hire orientation, employees are made aware of company-wide environment, health and safety requirements. Global programs such as Energy Challenge, Zero Injury, Sustainable You, Environmental Faces of Xerox and the Xerox Earth Awards engage employees throughout the company. Regional Earth and Safety Fairs and Green Teams also help to communicate challenges, best practices and accomplishments.

Yammer, our internal social media network, allows our employees across the globe to connect with each other. Through groups such as Working Green, Living Green and Simply Well, employees exchange information about the environment, safety and health. The Xerox Yammer network boasts nearly 25,000 employees worldwide.

The formation of local “Green Teams” provides employees, who are part of a common work group or share a workspace, with the opportunity to work together to educate, support and seek process or site changes that will enable environmental improvements, cost savings or productivity improvements.

As appropriate, employees receive training on topics such as hazardous waste management, spill prevention and response, recycling, ISO 14001 and a variety of other topics. In addition to safety topics for which regulations require training, employees are trained on established safe job procedures based upon the job-specific hazards they may encounter and procedures and protective equipment they are expected to use. A significant number of procurement professionals participated in training on Xerox corporate sustainability goals to re-emphasize our Socially Responsible Purchasing Policy.

Our environmental management policy is available on the Xerox internal website. We communicate environment, health and safety goals to all our operations and integrate those goals into processes for product development and services. Through our ISO 14001 environment management system, employees identify the environmental aspects associated with their responsibilities. Our Services facilities management personnel are introduced to our environmental sustainability and compliance programs and trained to identify sustainability opportunities and perform regulatory applicability assessments. This training included both Xerox facilities personnel and those from our third-party management company.

### **Stakeholder Outreach**

We communicate with stakeholders about environmental health and safety programs, goals and performance. Stakeholders include employees, customers, investors, universities, government agencies and environmental groups. We track inquiries and comments from customers and other stakeholders. Customers provide input through focus groups, and we tap into the larger community through participation in external organizations.

In June 2014, Xerox and nine other organizations partnered with Sustainable Electronics Recycling International (SERI) on its R2 Leader program in an effort to advance responsible reuse and recycling of used electronics. This also aligns us with both internal and external stakeholder expectations for environmentally responsible management of used and end-of-life equipment.

The program includes a commitment from the participating companies and organizations to support R2 certified electronics refurbishment and recycling, as well as considering R2 certification when choosing a recycling partner. R2 Leaders, including Xerox, take a leadership role in projects for responsible reuse and recycling around the world. By vetting our recycling vendors for R2 certification, we ensure they are responsible recyclers.

In 2014 two Xerox locations obtained R2 certification for their ongoing operations.

To advance global efforts to improve the environment, Xerox partners with these private and public organizations:

Business Consortia:

- Business Roundtable
- Business for Social Responsibility
- Conflict Free Sourcing Initiative (CFSI)
- Corporate EcoForum
- EcoPatent Commons
- Electronics Industry Citizenship Coalition (EICC)
- Sustainable Business & Enterprise Roundtable (SBER)
- Sustainable Electronics Recycling International (SERI) R2 Leader
- Sustainability Roundtable Inc.
- The Conference Board (U.S. and Canada)
- Wharton Initiative for Global Environmental Leadership

Non-Governmental Organizations:

- New York Economic Development Councils
- Second Nature (Higher Education)
- The Nature Conservancy
- The Prince's May Day Network

Government Organizations:

- U.S. EPA ENERGY STAR®
- U.S. EPA Green Power Partnership
- U.S. EPA SmartWay Transport Partnership
- U.S. EPA WasteWise

**PRESERVING THE PLANET**

# Sustainable Services and Products

We consider environmental priorities in the design of each product and service solution; it's better for our customers, our business and the environment. At the outset, we solicit feedback from clients and other stakeholders and take a forward-looking view of global trends in technology, regulations and eco-labels. We've developed a comprehensive sustainability program based on global standards and quantitative analysis.

Samples of our work:

- Charter partner of the ENERGY STAR® program; 100 percent of all new eligible Xerox product introductions achieved ENERGY STAR® certification
- Through a partnership since 2006 with the Nature Conservancy, The Xerox Foundation grants of over \$2 million have helped conserve and protect globally important forests
- Xerox's Innovative Merge™ Parking Management System was recently recognized as a "Product of the Year" by *Environmental Leader*

## **Reducing Environmental Impact through Our Services and Solutions**

Our expanding Services business offers solutions that reduce energy consumption and improve environmental performance.

We also help businesses resume after catastrophic events. With locations around the world and a comprehensive business resumption plan, we enable businesses whose plants or offices may be closed or debilitated to continue to function.

We provide an array of solutions to improve the productivity of transportation systems, IT infrastructures and back-office processing. An added benefit of many of these solutions is the opportunity to decrease environmental impact through reduced electricity usage, reduction in paper waste and reduced consumption of gasoline. For example, Xerox's Merge™ parking solution uses occupancy data from meters, sensors, and collection systems to enable rates to vary by location and time of day to create availability. This reduces time spent searching for on-street parking, reducing fuel usage and leading to associated air quality improvements. The Merge™ Parking Management System was recently recognized as a "Product of the Year" by *Environmental Leader*, a leading daily trade publication. Read more about our work with the [City of Calgary](#), the [City of Indianapolis](#) and the [City of Los Angeles](#). In addition, learn more about our [innovative solutions](#) for the transportation industry.

We work with customers to improve the efficiency of office document management by assessing printing needs and developing solutions. This leads to dramatically reducing stand-alone and networked office equipment devices, incorporating workflow tools, software applications and other technologically innovative equipment designs, as well as saving energy and associated greenhouse gas emissions while reducing solid waste.

In 2014 Xerox launched CompleteView™ Pro, a tool in the managed print assessment process that, in part, provides customers with a sustainability analysis documenting the environmental impact of print output such as power consumption and CO2 emissions by device and site. Learn more at [managed print services](#).

### **Standards**

Our product standards encompass the following: energy efficiency, chemical management, packaging, parts reuse and recycling, electrical and mechanical safety, ergonomics, electromagnetic emissions, noise, fire resistance and materials safety. Xerox business teams and the EHS&S organization review our products at each stage of the development process for conformance with environmental, health and safety standards, a requirement for the introduction of any new product. All Xerox standards ensure our products have the appropriate labels and information needed to meet all safety and environmental label requirements allowing our customers to be appropriately informed. All products meet required industry labeling standards for each market.

### **Lifecycle Assessment**

We integrate lifecycle thinking into all of our product and service development activities as well as our innovation activities. We conduct full Lifecycle Assessments (LCA) — in accordance with appropriate ISO standards — to compare products with a significant difference in technology and determine where in the product lifecycle the largest environmental impacts arise. Full peer-reviewed LCAs have been conducted on our solid ink products (8860, 8870, 8700 and ColorQube 9200 series). In addition, in 2013 we completed our first comparison of our toner cartridge system to a competitor's all-in-one cartridge system. This study compared the Xerox laser product (Phaser 6600) with a competitor's laser device and the results helped drive design improvements for future releases of the product. Peer-reviewed LCAs are being conducted on an increasing number of our office products in order to provide our design teams with opportunities for future reductions in environmental impacts.

In some cases, we utilize streamlined assessment methods in product development processes for equipment, materials (e.g., toner formulations) and our Services offerings. An estimated 65 percent of our product categories have undergone full LCA, with nearly all other hardware products and many services undergoing a more targeted evaluation. We encourage our customers to learn more about how their printing behavior affects the overall carbon footprint of their organization from a lifecycle perspective.

### **Product Design**

Xerox has long incorporated environmental considerations into product design. Scientists in our materials research group evaluate aspects of Safety, Energy, Materials and Sustainability (SEMS) using a tool we developed that allows researchers to quickly compare the current design with a future proposed design. The tool challenges designers to think about the whole lifecycle of the product and recognize any positive or negative impacts to the environment. By using SEMS, we can quantify energy reductions, reduce risk of regulated materials and track progress over time. SEMS was designed to be used in early research and development stages to understand tradeoffs and help make decisions early in the product lifecycle.

### **EPEAT®**

For office products, Xerox uses the Electronic Products Environmental Assessment Tool (EPEAT®) as the foundation of our Design for Environment program. A comprehensive environmental rating

system, EPEAT® identifies electronic equipment that meets specific criteria. It combines comprehensive criteria for design, production, energy use and recycling with ongoing independent verification of manufacturer claims.

EPEAT® criteria reflect several categories of environmental attributes that span the lifecycle of electronic products: material selection, design for end-of-life, product longevity/life extension, energy conservation, end-of-life management, corporate performance, packaging, consumables and indoor air quality. As of June 1, 2015, Xerox had registered 118 products representing over 25 product families with EPEAT®.

Learn more about the EPEAT® program and view current [Xerox EPEAT® registered products here](#).

## Reducing Energy Use Through Our Products and Technology

- **ENERGY STAR®**

More than 10 years before the inception of the U.S. Environmental Protection Agency (EPA) ENERGY STAR® Office Equipment program, Xerox introduced the first imaging product with an automatic power-down mode. Since joining with the EPA as a Charter Partner in 1993, we continue to introduce copier, printer, fax and multifunction products that have earned ENERGY STAR® status, even as the certification criteria have grown more stringent.

In 2014, 100 percent of all our new eligible product introductions achieved ENERGY STAR®. This continued success in cutting the power consumption of our laser-based printing products has been achieved by adjustments in the fuser design, changes to the properties of the toner, more efficient electronic controls and the workings of the xerographic system as a whole.

The ENERGY STAR® program introduces progressively more stringent requirements over time, with the most recent revision having gone into effect January 1, 2014. While the new standard is significantly more challenging to meet, our goal remains to have 100 percent of new product introductions achieve this label.

- **Multifunction Devices**

Our multifunction systems further reduce the amount of energy required to copy, print, fax and scan by combining the functions of multiple products into one machine. The annual energy savings of replacing several individual ENERGY STAR®-qualified copiers, fax machines and printers with one Xerox ENERGY STAR-qualified WorkCentre multifunction system is up to one-half. Energy savings would be substantially higher if a multifunction system replaces individual products that have not earned the ENERGY STAR® rating.

- **Xerox ConnectKey™**

ConnectKey is a software solution that enables information to be moved to and from the cloud without the security risks that commonly exist. Cloud computing is an alternative to large data centers and is being recognized worldwide as less energy intensive than data centers while generating fewer greenhouse gas emissions. In addition, Xerox ConnectKey™ and Cisco EnergyWise enable energy management by allowing for control, management, and reporting of a device's power consumption and the setting of power states and timeout intervals.

## **Deinkability**

In recent years, deinkability has become an area of increasing concern, particularly among our graphic communications customers. Ensuring that prints produced with our equipment and materials can be responsibly managed at the end of their useful life is an important consideration in our product development process. When appropriate, independent testing confirms that these prints pose no unique challenges to the recycling stream. While the deinkability of xerographic prints has long been demonstrated, a key milestone for a new technology came in 2010 when the CiPress printer achieved a “Good Deinkability” rating from INGEDE, the international association of the deinking industry.

## **Paper Use**

Our equipment and software is designed to help customers operate efficiently. The “earth smart” feature, integrated into the Xerox global print driver, brings several resource-saving settings together at the single click of a button. These features, such as duplex (two-sided printing), n-up (multiple pages per sheet), proof print and toner saving modes, make it easier for customers to make responsible print choices. Xerox Enterprise Print Services customers have access to sophisticated print management and reporting tools, such as Xerox Print Agent, which provides additional methods of encouraging and tracking responsible print behavior. Software products such as DocuShare® and FreeFlow® Digital Workflow Collection help Xerox customers reduce paper consumption by facilitating electronic data management, scan to email, print-on-demand and distribute-then-print workflows. Xerox has also been exploring creative ways to engage employees in the sustainability effort. The Xerox® Print Awareness Tool is an innovative solution that allows employees to view graphical representations of print usage and take an active role in helping their organization reach print reduction targets.

## **Packaging and Distribution**

Packaging and distribution are integral parts of our product commercialization process. We strive to eliminate, reduce, reuse and recycle packaging. We document our expectations in our Environment Health and Safety Requirements for Packaging Standard — EHS-710, and also in our General Packaging Standard — 88P311. Our commercial equipment is designed and tested extensively to be shipped without any requiring packaging. We strive to eliminate or reduce packaging wherever feasible, which conserves natural resources and decreases fuel use for distribution; a sustainability win for business and the environment.

We also offer the Xerox® Automated Packaging Solution. This system uses the latest in document technology to print, finish and cut customized folding cartons in short runs. By creating packaging quickly and cost-effectively, this solution enhances materials efficiencies as well as decreasing obsolescence through the creation of customized boxes and containers. Automated packaging reduces financial and environmental costs associated with warehousing, storage and disposal; an advantage for focused marketing campaigns and rapidly changing competitive markets.

A few examples that illustrate our commitment to sustainability in this area:

### **Developer Housing Assembly — Converting to Use of Molded Pulp**

For many years our principal supplier shipped housing assemblies to us packed in foam. We moved production to the U.S. and redesigned the packaging to allow us to take advantage of readily recyclable molded pulp solutions.



The expanded polystyrene endcaps, weighing 68 grams each and measuring 5 inches in length, 6.5 inches in width and 6 inches in height per side were replaced with molded pulp endcaps. The result was a decrease in our material footprint large enough to increase the amount of product per unit load from 77 units per pallet to 144, an increase of 87 percent. This eliminated 4,800 kilograms (10,575 lbs.) and 8,559 cubic feet of foam annually; reducing costs and also conserving natural resources.

### **WorkCentre 7120 Customer Replaceable Units (CRUs) — Reducing our Footprint**

As with our developer housing assemblies, we redesigned packaging provided to us by a large supplier of color WorkCentre 7120 CRUs by removing polystyrene end caps and reducing the size of the package. The result was a reduction of 4,725 kilograms (10,417 lbs.) or 27,756 cubic feet of polystyrene waste annually, and a 27 percent increase of product per unit load.

### **Xerox Replacement Cartridges (XRC) — Reducing Solid Waste**

For XRC products, Xerox packaging engineers replaced hot wire expanded polystyrene endcaps with inflatable air bags. Upon receipt of the package, the air bags are easily deflated, producing far less solid waste by mass and cubic volume compared to polystyrene; an environmentally preferable alternative.

### **Materials**

We have made a long-term commitment to eliminate the use of persistent, bioaccumulative and toxic materials throughout our supply chain by applying strict internal standards and by tightly managing chemicals in our supply chain. We were the first in our industry to evaluate the health effects of toner and did so for over 30 years. We have re-engineered or eliminated processes to dramatically reduce the use of toxics and heavy metals and have made substantial progress in eliminating the use of mercury. Mercury-containing lamps that scan images and backlight user displays are being phased out as alternatives become available.

Our requirements for minimizing toxic materials govern our product design and materials selection. Toxicologists conduct a comprehensive assessment of new materials in our products to ensure conformance with applicable global registration, hazard communication, and waste handling and disposal requirements. As a result of our stringent requirements, Xerox toners and printing products are non-carcinogenic and non-mutagenic. In addition, these products do not: cause adverse developmental or reproductive effects; pose a toxicity hazard to humans or aquatic species; cause a permanent adverse impact to the skin, eyes or respiratory system; or have the potential to generate federally regulated hazardous waste.

Our supplier requirements are periodically updated as regulations change and new information becomes available. All new product designs refer to these requirements, and suppliers are expected to verify their compliance with them. Learn more at [www.xerox.com/environment](http://www.xerox.com/environment).

Our safety and supplier processes enable us to meet global regulations governing chemical use. Since 2007, Xerox's newly launched products have been designed to meet the European RoHS requirements in all markets. However, where regulations allow, some products may contain parts with small amounts of RoHS substances in order to avoid premature disposal of existing parts that continue to have usable life. Similar types of legislation continue to be implemented in many other market regions. Through our proactive regulatory tracking process, we expect to be fully compliant with all aspects of these regulations as the provisions become effective and applicable.

In early 2015, Xerox was informed by a supplier that certain units of four product families shipped in the second half of 2014 may not comply with the European Union's Restriction of Hazardous Substances Directive (RoHS) Recast Directive. Tests showed that four small plastic parts in the affected units contained a small amount of cadmium, which exceeded permitted limits. Xerox stopped shipment of the affected units within our control and inventory was reworked with compliant parts. Affected product already placed at customer locations is being reworked on a 'next service call' basis. There is no customer or employee exposure or risk. In accordance with applicable regulations, Xerox self-reported this nonconformity to the relevant authorities who assessed no penalties.

### **Third-Party Supplies Sold by Xerox**

In some cases, Xerox sells supplies through its distribution network that are manufactured by other companies. We review these supplies to ensure compliance with appropriate regulatory requirements. In addition, we also assess against our own stringent standards. The results of these reviews ultimately determine which products carry the Xerox brand. Information is provided on [Safety Data Sheets](#) (SDS), which have been recently updated to meet the requirements of the Globally Harmonized System of Classification and Labeling of Chemicals (GHS) as implemented through regulations in our various markets.

### **End-of-Life Management**

Our aim is to design products, packaging and supplies that make efficient use of resources, minimize waste, reuse material where feasible and recycle what can't be reused. To meet this commitment, we developed several programs: Xerox's Green World Alliance initiative provides a collection and reuse/recycling program for spent imaging supplies; Xerox's Product Takeback and Recycling program manages equipment at end-of-life; and we invest in technologies that reduce the creation of waste. Our solid ink imaging process utilizes compact "cartridge-free" solid ink sticks with no plastic housings or casings, thereby reducing print-related waste by up to 90 percent compared with comparable color laser products. For laser-based products, materials innovation has extended the life of critical replaceable components by up to 50 percent.

Our approach to managing products at end-of-life translates into significant environmental and financial benefits. Globally, our combined returns programs (equipment resale or remanufacture in conjunction with parts and consumables reuse and recycling) prevented over 38,000 metric tons of waste from entering landfills in 2014.

### **Consumables Takeback and Recycling**

Xerox's Green World Alliance (GWA) initiative provides a collection and reuse/recycling program for spent imaging supplies. GWA is central to our commitment to waste-free products.

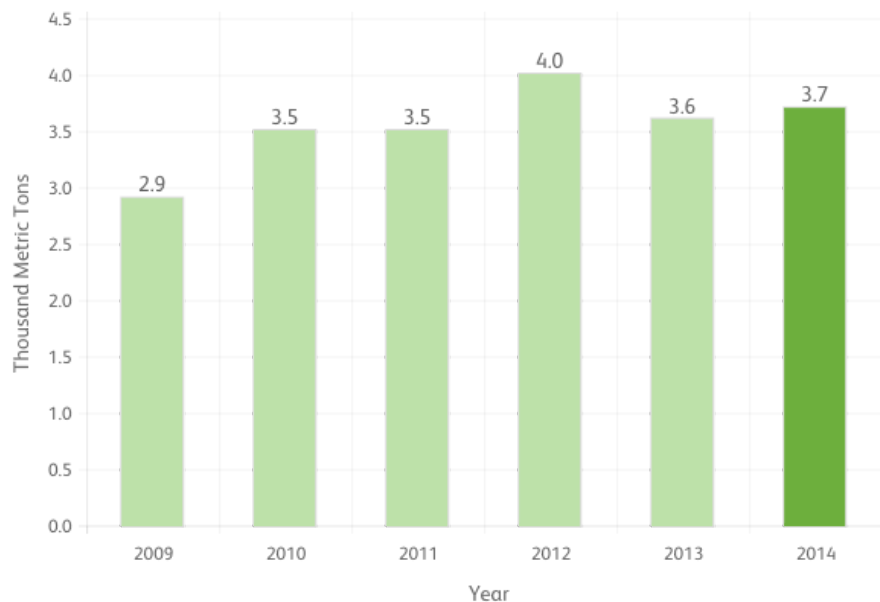
Currently, more than 35 countries participate in the Xerox Green World Alliance. Each has its own GWA country website that describes the processes available to the customer or the appropriate points of contact for more information. Worldwide, our customers returned over 3.9 million cartridges, toner containers and other used supply items in 2014, equating to 3,700 metric tons.

Although our consumables returns programs have been in existence for two decades, we continue to enhance them. Major improvements in the U.S. program in 2010 were followed by similar changes in Canada in 2011, including the North American EcoBox program, enabling customers to

order a set of recycling boxes and return multiple used imaging supplies, such as toner bottles and cartridges, in one box. More information on Xerox's consumables returns program is available at the Xerox Green World Alliance website: [www.xerox.com/gwa](http://www.xerox.com/gwa).

Returned products are sorted, and items suitable for remanufacturing are cleaned, inspected and then remanufactured. Remanufactured cartridges, containing an average of 90 percent reused/recycled parts, are built and tested to the same performance specifications as new products. Items that are not suitable for remanufacturing are recycled or recovered through energy from waste. Recycled waste toner and toner reclaimed from manufacturing that qualifies for reuse may account for 25 percent of the weight of new toner, without compromising toner functionality. Reusing waste/reclaimed toner saves several million dollars in raw material costs each year. Of the toner that can't be reclaimed, 75 percent is recycled by our consumables recycling partner while the remaining volume is utilized at energy from waste facilities to generate steam and electricity.

## Total waste diverted from landfills from consumables recycled, reused, energy from waste



\*2013 data has been restated due to calculation error in 2014 report.

### Equipment and Parts Takeback and Recycling

In the early 1990s, we pioneered the practice of converting end-of-life electronic equipment into products and parts that contain reused parts while meeting new-product specifications for quality and performance. We have developed a comprehensive process for taking back end-of-life products and have established a remanufacture, parts reuse and recycling program that fully supports our waste-free initiatives.

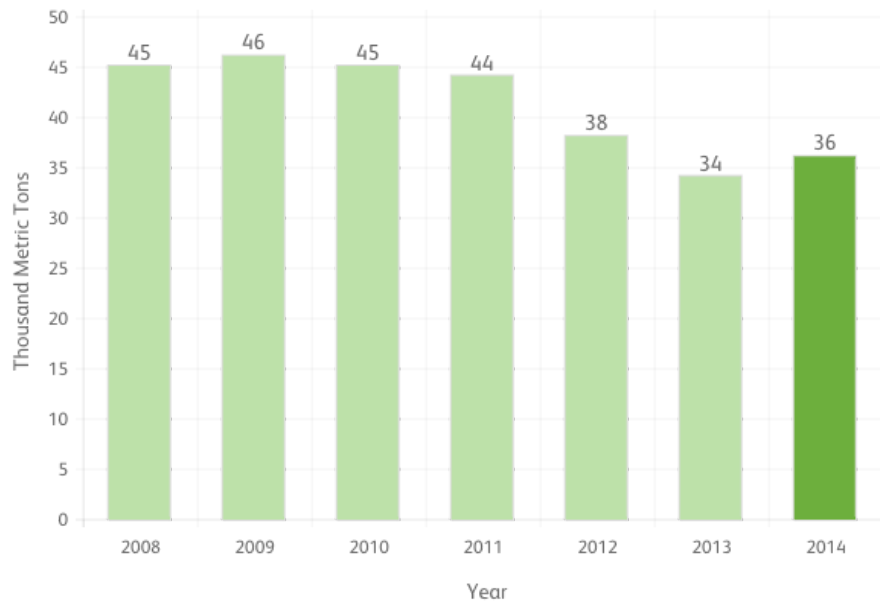
We design our machines with the minimum number of required parts and with high durability and reuse capability in order to encourage multiple product lifecycles. During the active phase of a product, all returned equipment is evaluated for reuse opportunities throughout the Supply Chain. Finally, all parts are coded with disposal instructions, so they are easy to recycle in the most effective manner during the end-of-life/end-of-service phase of the product life.

Xerox enables reuse according to the following principles:

- **Reuse of complete end item.** This requires the least reprocessing, transportation and energy usage.
- **Remanufacturing or conversion into a newer-generation product or part.** Product families are designed with a high level of commonality to enable maximum reuse in this manner. This allows us to remanufacture to “as new” performance specifications while reusing 70 to 90 percent of the machine components by weight without degradation of quality or performance. Nearly 65 percent of machines returned in the U.S. are given new life by being sold as used or sent for remanufacturing of some sort.
- **Reuse of major modules, subcomponents and parts for spares or manufacturing.** Many of our machines that have outlived their useful life are stripped of usable parts and components prior to the scrap/reclaim process. Used spare parts returned from the field are also considered for this reuse stream. Xerox is continually looking to increase the number of components that are reused in upstream and downstream processes after the original machine has been designated for disposal.
- **Material recycling.** After the processes noted above have been followed, any remaining portion of a machine is stripped of any recyclable material (e.g., plastics, copper wire) and material requiring special disposal services, such as PWBs, batteries and lamps. The remainder of the machine is then crushed and sent to a scrap metal reclaim facility.

Changes in volumes of waste diverted from landfills is due in part to changes in product mix, design of lighter-weight machines and growth of regulatory-driven local recycling schemes. For example, the transition to digital equipment and lighter-weight parts has reduced the weight of both office and production equipment by as much as 50 percent over the last 10 years. The decline also represents a decrease in the number of office machines returned for remanufacturing in Europe due to participation in EU member state Waste Electrical and Electronic Equipment (WEEE) programs. In geographies where Xerox exercises direct control over the end-of-life management of equipment, return rates are high. For example, approximately 60 percent of all U.S. equipment installs are ultimately returned to Xerox for end-of-life disposition, a figure that rises to 100 percent for leased equipment.

## Total waste diverted from landfills from returned equipment and parts



### E-Waste

While Xerox has long been committed to responsible end-of-life management of equipment, the proliferation of e-waste regulations has created a need for multiple programs in different countries and even states. The subtle differences in requirements among these regulations pose challenges from a process consistency and efficiency standpoint. For example, with the implementation of the European Union's Waste Electrical and Electronic Equipment (WEEE) Directive, we continue to operate our European take-back program to enable equipment remanufacturing and parts reuse. We also participate, as needed, in European member states' individual collection and recycling programs.

In the U.S., Xerox recently partnered with a large electronics recycler to ensure that our customers have a means to have their old imaging devices processed in a responsible manner. The program is consistent with the requirements defined in the various manufacturer take-back initiatives.

We carefully manage suppliers who provide recycling and waste disposal services. A waste vendor approval process assesses the safety and environmental practices as well as compliance history of each vendor. Where appropriate, we require these companies to document the final disposition of materials sent to their facilities, including electronic scrap. Xerox does not allow its vendors to send electronic scrap to developing nations for processing. We strive to work with only those recyclers who have implemented voluntary programs that are certified by accredited organizations. The programs are U.S. EPA's Responsible Recyclers (R2) or the Basal Action Network's e-Stewards standards. In addition, in 2014 Xerox's two U.S. equipment processing facilities achieved R2 certification.

### Paper

We recognize our obligation to responsibly source paper and enable efficient paper use. Our strategy begins upstream with the fiber source and continues on to processing and manufacturing, through use and end-of-life. We utilize a multi-pronged approach, through partnerships with our customers and suppliers, The Nature Conservancy and other stakeholders, including non-

government organizations (NGOs), government agencies and academia. Our long-term goal is to support a sustainable paper cycle and minimize environmental impacts while meeting our customers' exacting business needs.

In 2013, Domtar signed an agreement with Xerox for the acquisition of the Xerox paper and media products business in United States and Canada. This deal gives Domtar exclusive rights for the marketing and distribution of Xerox brand paper and print media. [Read more](#) about Domtar and sustainability. The same year Xerox's paper business in Western Europe was sold to Antalis. [Read more](#) about Antalis's sustainability charter. Xerox maintains the paper business in its Developing Market Operations.

We apply stringent paper sourcing guidelines for companies that provide paper to Xerox for resale. The requirements cover all aspects of papermaking, from forest management to production of finished goods. We supply papers that comply with sustainable forest management standards, including Forest Stewardship Council (FSC) and Program for the Endorsement of Forest Certification (PEFC). FSC-certified papers use raw materials from an FSC-certified source, controlled wood sources or post-consumer reclaimed sources. As a requirement for displaying the FSC label on our papers, we earned FSC Chain-of-Custody certification from the Rainforest Alliance's SmartWood program. Xerox has also earned PEFC Chain-of-Custody certification.

We offer papers ranging from 80 to 100 percent post-consumer recycled content. Our recycled papers use post-consumer waste and/or recycled fiber in place of new pulp. Recycled products are required to meet the same strict performance specifications as virgin products and are designed for optimal performance in our equipment.

### **Our Partnership with The Nature Conservancy**

Through The Xerox Foundation grants of over \$2 million since 2006, Xerox and The Nature Conservancy have partnered to conserve and protect globally important forests through a variety of means — some maturing tools, such as forest certification and High Conservation Value (HCV) assessments, and other new tools and mechanisms for conservation, such as the alignment of forest carbon and certification. Our partnership builds on the commitment of Xerox to sustainability throughout its operations and corporate leadership on the world stage.

Xerox and The Nature Conservancy formed the Forest Conservation Partnership in 2006 to bring tactical resources and assistance to the paper industry as it strives to improve forest management practices, as well as to help the Conservancy meet its conservation objectives. During the third term of the partnership in 2014, Xerox supported the Conservancy's efforts to:

- Develop and test a broadly applicable forest carbon methodology for improved forest management that would allow landowners to achieve forest certification and serve as a platform for potential carbon benefits
- Strengthen a key tool for identifying priority habitats — the High Conservation Value approach — building consistency across projects, disseminating standards and training assessors through global and regional HCV networks
- Promote responsible forestry through the implementation of forest management standards by working with Xerox suppliers and other land managers at two sites in North America: Central-Western New York and across the Canadian boreal forest (including a focused project in Northwest Ontario)

These initiatives have improved forest conservation, helping to develop a sustainable paper cycle and advance sound forest management practices through market incentives, landowner investment and resource networks. Most important, our work has and will continue to stem the tide of forest loss and degradation, a contributor to global greenhouse gas emissions.

## PRESERVING THE PLANET

# Responsible Operations

### Reducing our Company-wide Carbon Footprint

While our ultimate goal is to be climate-neutral, our first priority is to reduce our total greenhouse gas (GHG) emissions by lowering the energy intensity of our operations. Xerox is finding success with the following approaches:

- Shifts toward energy-efficient technologies such as Emulsion Aggregation (EA) toner, which is estimated to generate 28 percent fewer GHG emissions in the manufacturing process than conventional toner
- Process improvements including using digital multifunction systems in our workplaces instead of stand-alone printers, copiers, fax machines and scanners
- Energy management and equipment upgrades such as utilizing outdoor pipes to cool process water in winter months (rather than powered industrial chillers) and replacing outdated heating and cooling systems with energy-efficient and digitally controlled models
- Use of renewable energy sources to power our facilities (our U.K. facilities are entirely powered by Green Energy) or to offset energy use (our Webster, New York; Wilsonville, Oregon; and Dallas, Texas, facilities in the United States voluntarily use renewable energy or credits to offset a portion of electricity consumption)
- Efficiency-promoting initiatives including purchasing energy-efficient lighting and vehicles, reducing packaging sizes, mileage tracking and route efficiencies

Data in this section associated with Air Emissions, Releases, Water, Hazardous and Non-Hazardous waste represent total quantities for our manufacturing, research, development, warehouses and equipment recovery/recycle operations. Data in this section associated with Energy and Greenhouse Gases (GHG) Emissions represent total quantities for our manufacturing, research, development and equipment recovery/recycle operations, offices and data centers. Normalized values for 2010 forward have been calculated using Xerox revenue. Unless otherwise noted, all numbers represent worldwide totals for Xerox (excluding GIS locations) and are reported in generally accepted international metrics.

The data presented is based on actual measurements to the extent possible. Where direct measurements are not available, we employ engineering calculations or estimates. We continue to strive to increase the accuracy of the data we report.

All of our major manufacturing and distribution operations employ an environmental management system that conforms to ISO 14001. The system:

- Establishes a framework to ensure compliance with regulations and Xerox standards
- Identifies environmental impact and sets objective and performance targets
- Ensures integration between day-to-day business activities and environmental planning and program management
- Encourages innovative engineering solutions, creative partnerships and employee involvement



Our major manufacturing operations have been certified to ISO 14001 since 1997. Our major worldwide technology equipment distribution centers achieved certification in 2010. Quarterly status meetings and integration with a newly deployed scorecard promote visibility, best practice sharing and innovation.

### **Energy Goal 2020**

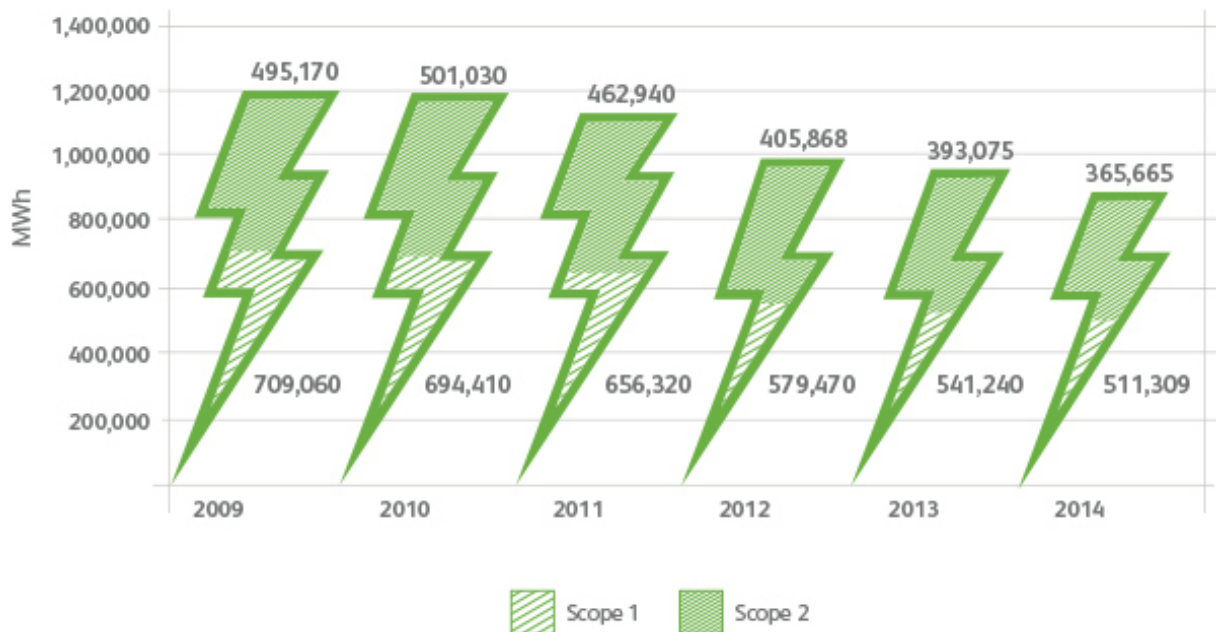
In 2003, we made a public commitment to reduce (GHG) emissions — our carbon footprint — by joining the U.S. EPA Climate Leaders program and launching an internal program known as Energy Challenge 2012.

This 10-year initiative set a goal to reduce GHG emissions across all company operations<sup>1</sup> 10 percent by 2012. We met this target six years ahead of schedule, so we set a new target of 25 percent reduction by 2012 (from a 2002 baseline). At the conclusion of the program, we successfully cut emissions by 42 percent — that's 210,000 tons of carbon dioxide equivalents (CO<sub>2</sub>e) — and reduced energy consumption by 31 percent.

Our new corporate-wide goal is to reduce energy consumption by 20 percent by 2020 (from a 2012 baseline). In 2014, we reduced energy consumption by 11 percent and cut emissions by 15 percent — that's 41,434 tons of carbon dioxide equivalents (CO<sub>2</sub>e).\*

\* Excludes data centers numbers. Energy Challenge 2012 included fleet and facilities for the Technology Business (and Services where co-located). Energy Goal 2020 encompasses all parts of our business.

## Energy Consumption



Energy and GHG emissions totals are associated with fuel consumption by company-owned fleet and natural gas/electricity consumption in facilities. Vendor invoices from utility and fuel providers are the preferred source of data, when unavailable, estimations have been used.

### Greenhouse Gas Inventory

In keeping with the international guidelines of the Greenhouse Gas Protocol developed by the World Resources Institute and the World Business Council for Sustainable Development, we track the six major GHGs: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulfur hexafluoride (SF<sub>6</sub>). We express our carbon footprint in terms of carbon dioxide equivalents (CO<sub>2</sub>e).

Energy sources account for more than 99 percent of our GHG emissions. Our GHG inventory includes direct emissions from the combustion of fossil fuels, primarily natural gas and indirect emissions from purchased electricity and steam at our manufacturing sites, offices and warehouses. The inventory also includes the combustion of gasoline and diesel fuels in our service and sales vehicle fleet.

In accordance with the Greenhouse Gas Protocol, inventory adjustments are completed each year as a result of the opening and closing of facilities and changes to the vehicle fleet; as reflected in Energy Consumption and GHG Emission charts. We have expanded our GHG tracking to include Scope 3 emissions, from employee business travel, product transport and employee commute.

In 2014, Xerox GHG emissions totaled 232,241 metric tons of CO<sub>2</sub>e. About 51 percent were indirect emissions from purchased electricity and steam. The remaining 49 percent were direct emissions from the combustion of natural gas, gasoline and diesel fuel. Xerox-owned or leased

facilities, such as manufacturing sites, offices and warehouses, are associated with 50 percent of our direct GHG emissions. The remaining 50 percent are direct emissions from our service and sales vehicle fleet and other mobile sources.

## Greenhouse Gas Emissions



Energy and GHG emissions totals are associated with fuel consumption by company-owned fleet and natural gas/electricity consumption in facilities. Vendor invoices from utility and fuel providers are the preferred source of data, when unavailable, estimations have been used.

The assessment of Scope 3 emissions poses many challenges due to the large number of variables, the difficulty in collecting data from suppliers and increasing uncertainty in the data as the sources become further removed from the company. We have begun calculating Scope 3 emissions according to the WRI Scope 3 Accounting Standard. We will use the information to prioritize our GHG emission reduction opportunities and to integrate consideration of carbon impact into sourcing and internal decision-making.

Our Scope 1, Scope 2, and Scope 3 GHG emissions have been verified by a third party verification/assurance company in accordance with ISO 14064-3:2006 against our Xerox Corporation defined methodology described in “Xerox Corporation Greenhouse Gas Emissions Inventory Management Plan, Version 2, August 2014” and the principles of Transparency, Accuracy, Consistency, Completeness and Relevance.

### Climate Change Risks and Opportunities

Xerox has examined the regulatory, physical and commercial risks and opportunities associated with climate change across our value chain.

We assess and manage our carbon risk by maintaining both a robust GHG emissions inventory and a mature regulatory tracking function that provides the necessary information to stay abreast of developing regulation. We do not consider our company to be subject to unique risks due to changing weather patterns, rising temperatures and sea level rise, but we recognize that our business could be impacted by more frequent disruptions as a result of severe weather in locations

where we operate. We may also need to invoke our business continuity and resumption plans to aid customers who are impacted by business disruptions due to severe weather. We're experienced in working with customers to ensure continuity of critical applications by prioritizing business needs and developing customer-specific preparedness plans where appropriate. Our business resumption plans include communication with employees and customers, management of employee health and safety issues, business continuity and resumption processes, and interaction with government organizations.

We recognize that the increasing costs of energy and concerns around energy security are issues that affect both our operations and those of our customers. Our commitment to reduce energy use in our operations was driven in part by cost savings, and we recognized that helping our customers to reduce energy costs through more efficient document solutions could increase our revenues.

Our immediate (short-term) focus is reducing energy consumption in our own operations as we make progress toward achieving our corporate goal of 20 percent reduction by 2020. We strive to provide sustainable document management technology solutions to our customers to reduce the energy and environmental impacts of their business.

To meet our commitment for "Reducing Energy Use and Protecting the Climate," our long-term (more than three-year) strategy is to continue to invest in technologies that reduce the carbon footprint of our operations and develop technology solutions that help our customers to reduce the energy and environmental impacts of their business. Our ultimate aim is to be carbon-neutral.

We invest in innovation, market leadership and sound management practices that deliver measurable benefits to the environment, our customers and society and that also increase shareholder value. We recognize the importance of creative partnerships with suppliers, customers and other stakeholders to achieve these benefits and maximize their value. Being smart with product innovation is an important part of sector leadership.

We are well positioned for current and potential future regulation by our investment in a robust GHG emission inventory. We are currently gathering Scope 3 emissions data and other key metrics to assess climate change risk in the supply chain.

## **Preserving Clean Air and Water**

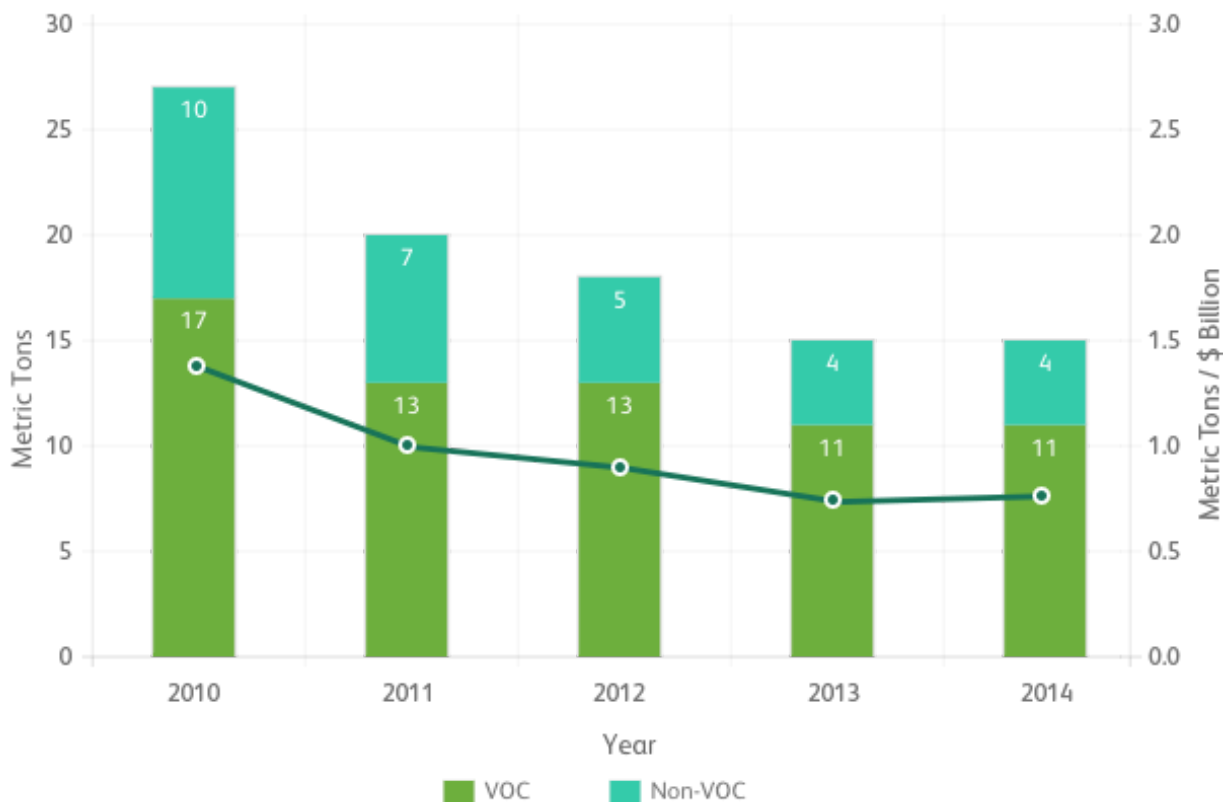
### **Air Emissions**

Xerox has significantly reduced manufacturing air emissions over the past 20 years. Continuous improvement remains a priority.

Most of our air emissions originate from the production of imaging supplies such as toner, photoreceptor drums and belts, and fuser rolls. Although 2014 volatile organic process air emissions (VOC and non-VOC) from these production activities were essentially the same as in 2013\*, our historical reductions demonstrate the success of our design initiatives to minimize environmental impact. Emission reductions have primarily come from process modification, lower production volumes of legacy products coated using organic solvents, and production declines attributable to longer-life components.

\* 2013 emissions have been revised in this report to reflect the inclusion of process emissions that were inadvertently excluded.

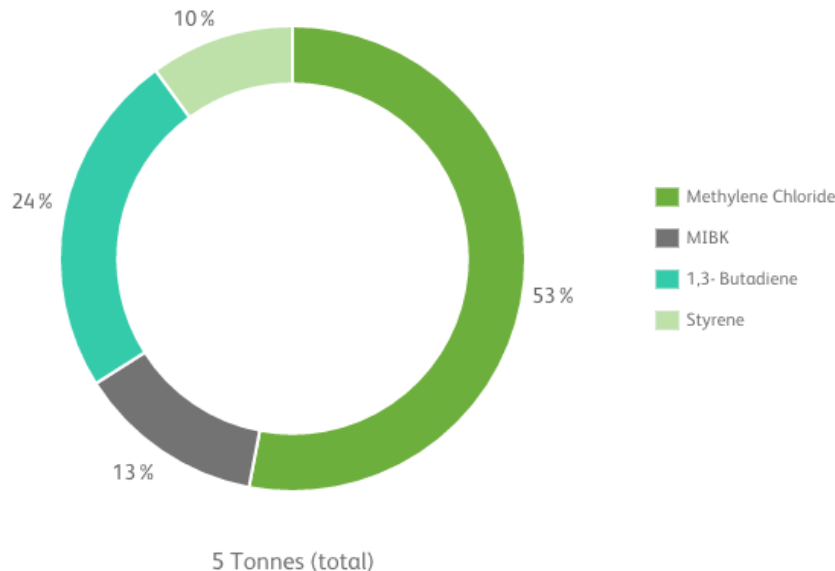
## Volatile Organic Process Air Emissions



A subset of these volatile organic process emissions is defined by the U.S. Environmental Protection Agency (EPA) as hazardous air pollutants (HAP). In 2014, Xerox reported worldwide air emissions of approximately 5 metric tons of HAP under national toxic chemical release regulations, including the United States' Toxic Release Inventory (TRI) program. Methylene chloride, methyl isobutyl ketone (MIBK), 1,3-butadiene and styrene represent virtually all of these HAP emissions.

## 2014 HAP Air Emissions

as Reported Under National Toxic Release Regulations



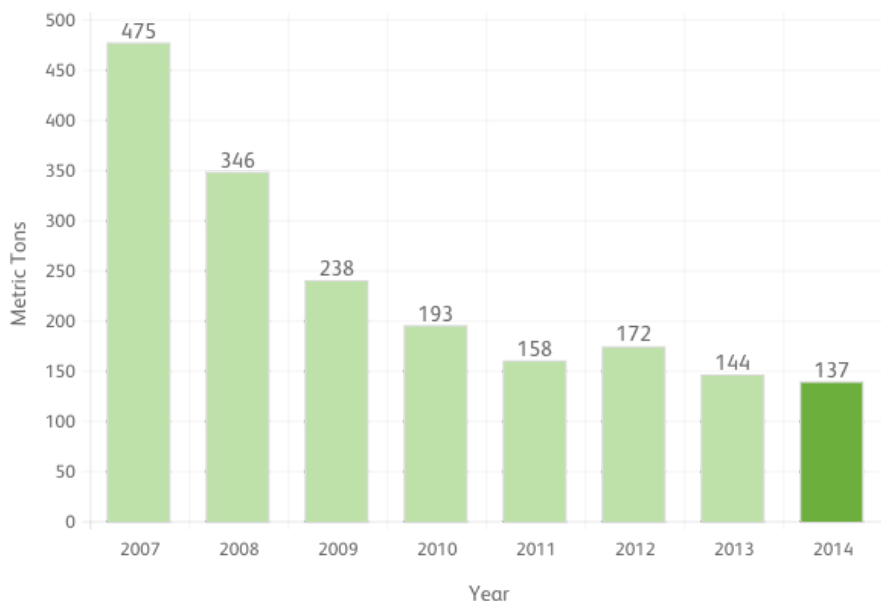
### Ozone-Depleting Substances

Xerox policy prohibits the use of ozone-depleting substances (ODS) as ingredients in products, spare parts, accessories and packaging. Ozone-depleting substances are used as refrigerants in facility and vehicle air conditioning systems and various food/equipment-cooling systems. Although ODS may be released during the normal operation and failure of these systems, the total amount released is not significant from a company-wide perspective. Elimination of ODS as refrigerant is managed consistent with government phase-out dates.

### Toxic Chemical Releases

The release of materials used in our worldwide operations is evaluated annually and reported to government agencies under national toxic chemical release reporting regulations, such as the U.S. Toxic Release Inventory, the Canadian National Pollution Release Inventory, and the European Pollutant Release and Transfer Register. Releases for reporting year 2014 were 5 percent lower than 2013 levels and 71 percent lower than 2007 levels. In 2014, reportable releases and transfers decreased primarily due to decreases in the amount of organic solvent used in production manufacturing processes.

## Reportable Toxic Chemical Releases and Transfers



In 2011, operations with reportable toxic chemical releases to the air, land or water — in amounts of greater than one metric ton — established goals, targets and objectives related to chemical releases. Progress against these goals as of year-end 2014 is summarized below.

- An initiative to reclaim spent methyl isobutyl ketone (MIBK) continued to exceed expectations in the third full year of implementation. Recovered solvent was qualified for use as a cleaning solvent for the fluid delivery systems used in U.S. fuser roll coating operations. As a result, the amount of virgin MIBK purchased in 2014 for use in the manufacturing operation was reduced by 42 percent from the 2010 baseline on a normalized, per-part basis.
- The amount of methylene chloride used to manufacture Xerox photoreceptor belts was reduced by more than 61 percent from the 2010 baseline, greatly exceeding target. This dramatic reduction was primarily due to volume declines of legacy products and process modifications that reduced the amount of methylene chloride used for batch cleaning of production equipment.
- Emissions of 1,3-butadiene from U.S. toner resin manufacturing operations did not meet the normalized, per-batch target in 2014 due to a process modification that increased transfer losses. Actions have been taken to partially mitigate those losses, and a new baseline will be established.

### Spills and Accidental Releases

Our goal is to prevent all environmental releases of regulated materials to air, soil and water. We have greatly reduced the frequency of spills and accidental releases, though we have not yet reached our target of eliminating these events.

In 2014, our North American operations identified two reportable accidental spills/releases (compared with five in 2013). Both of the events occurred at our Monroe County, New York, location. One event was contained within the internal containment structure and cleaned up with no environmental impact. The other was the result of a minor spill of a hazardous material which forced an evacuation of the building and subsequent ventilation of the material to the air. Immediate corrective actions were taken in both cases.

## **Water Consumption and Treatment**

As part of our commitment to conserve resources, we monitor water consumption across our manufacturing, distribution and R&D facilities worldwide. We have met the corporate goal to reduce water consumption by 21 percent by 2014 (against a 2009 baseline).

Our new goal is to reduce water consumption by 35 percent by 2020 (against a 2010 baseline). Water consumption in 2014 was down 28 percent against the 2020 goal.

Though we certainly continued conservation activities in 2014, any additional benefit was offset by changes in production scheduling that resulted in increases in manufacturing, more frequent product changes, and cleaning cycles. As a result, water consumption rose slightly in 2014.

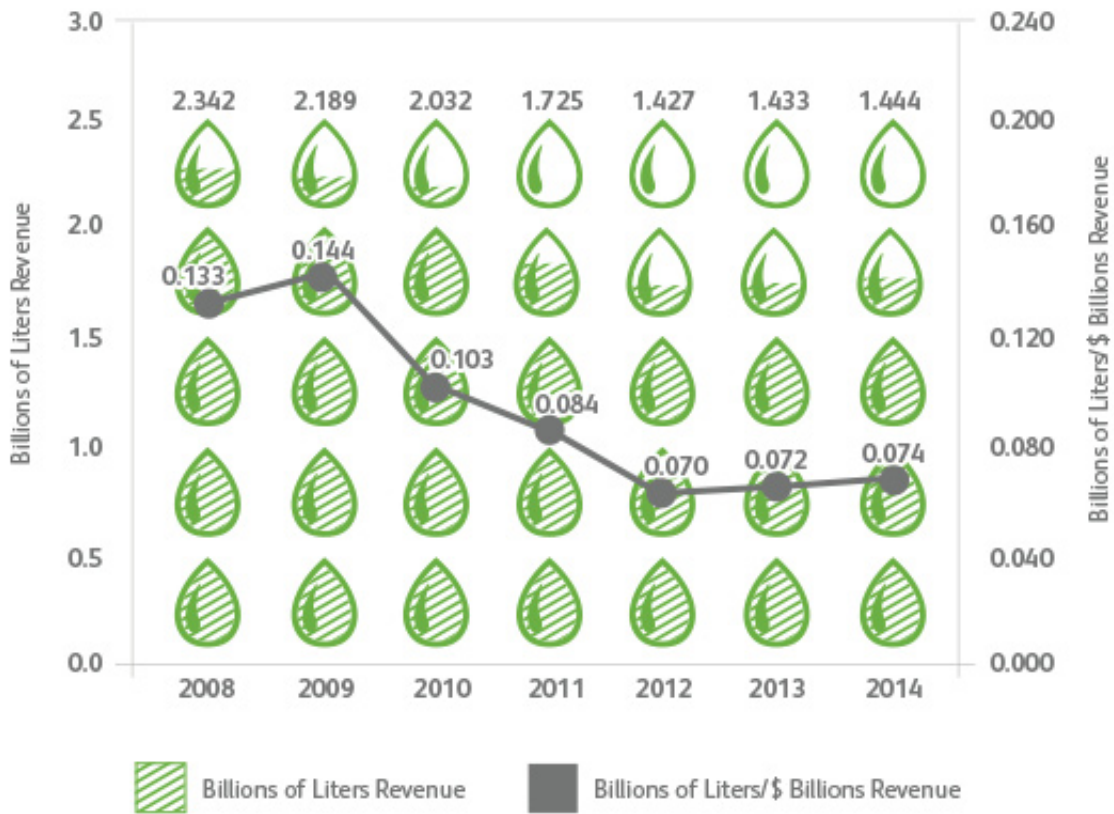
However, at our emulsion aggregate toner plant in Webster, New York, employee teams worked to reduce overall waste generated by the process. A primary focus was the amount of water used for equipment cleaning. Teams were able to identify opportunities to reduce the frequency of full equipment washes and to optimize the way water is directed through the equipment. It improves cleaning efficiency and reduces the amount of fresh water used in each cleaning cycle.

The water discharges at manufacturing sites are monitored to validate compliance with local sanitary sewer discharge limits. Wastewater from manufacturing processes is treated, as necessary, before being discharged into local sanitary sewers. We utilize best practices to prevent unwanted pollutants from entering waterways via surface contamination and run-off. Extensive sampling of wastewater, discharged to both sanitary and storm sewers, ensures that discharged water meets our strict requirements.

The New York Water Environment Association presented our Webster, New York, facilities with a SILVER Environmental Performance Award for Water Discharge Quality for 2014. This award acknowledges that nearly 4,000 water permit analyses for sanitary and storm water met all permit specifications. We have received five gold and ten silver awards since the program began in 2000.



# Water Consumption



Revenue from continuing operations attributable to Xerox, revised for all periods to reflect Discontinued Operations.

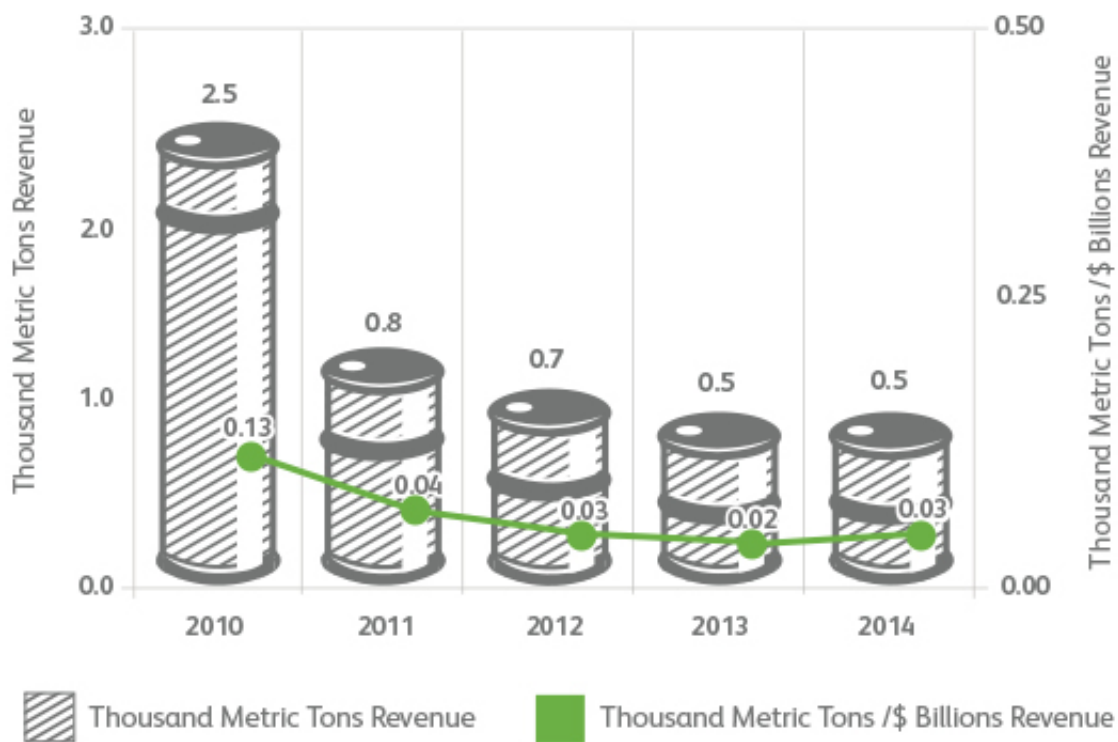
## Preventing and Managing Waste

### Hazardous Waste

There were no significant changes to our worldwide hazardous waste volumes in 2014. However, improvements included beneficially managing 73 percent of the hazardous waste generated in 2014 through recycling and/or fuels blending technologies, as compared with 62 percent in 2013.

We do not export hazardous waste to developing nations. A third-party supplier is contracted to recover spent methyl isobutyl ketone; this material is returned to us to support ongoing coating operations. Solid and liquid hazardous waste streams that have an adequate BTU value are managed via a fuels blending program. An off-site waste disposal vendor blends these waste streams to meet the specifications provided by cement kilns.

# Hazardous Waste Generated

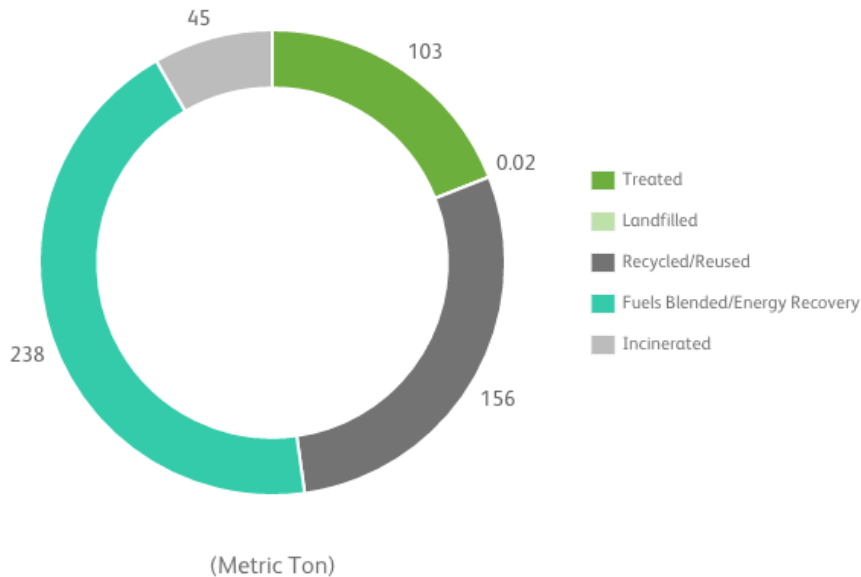


Revenue from continuing operations attributable to Xerox, revised for all periods to reflect Discontinued Operations.

Historically, the revenue values included in this graph only represented our Technology business. The revenue values include in this year's graph include the total revenue for the entire company.

## 2014 Hazardous Waste Management Methods

Chart Does Not Include Remediation Groundwater



### Non-hazardous Solid Waste

We have had major waste reduction efforts in place for many years. We reuse boxes, pallets and containers for parts delivery. We recapture toner that is outside the acceptable size range during manufacturing, recycle returned equipment and reuse totes for recycling scrap metal and paper.

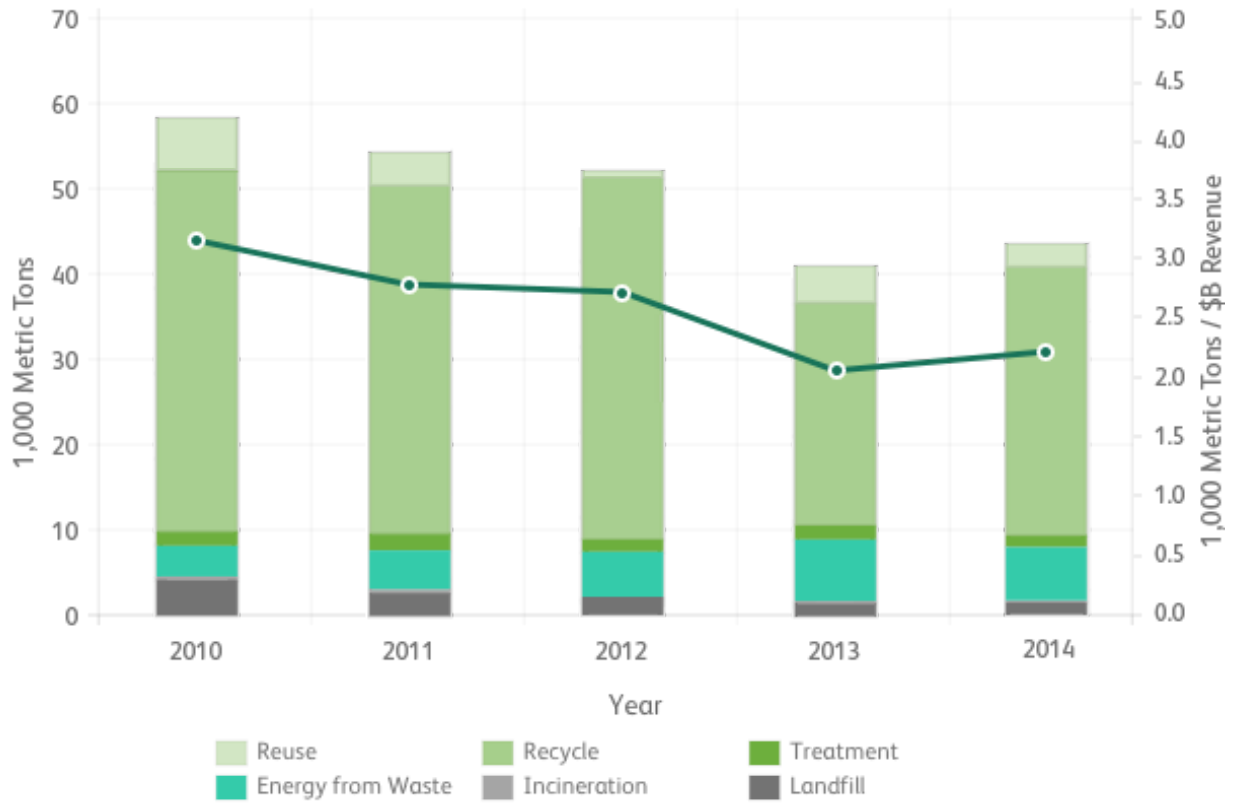
We have an aspirational goal to drive our reuse/recycle rate to 100% by 2020 at our technology facilities compared to a baseline year of 2009. Additionally, Xerox has committed to developing a process to collect and track solid waste data at all of our Services facilities.

Our global manufacturing operations and all facilities in Monroe County, New York, generated 43,000 metric tons of non-hazardous solid waste in 2014, up slightly from 41,000 metric tons in 2013. Process waste consists primarily of paper, wood pallets, waste toner, plastics and packaging waste such as corrugated cardboard; equipment manufacturing waste includes scrap metal, waste batteries and lamps, miscellaneous trash, and non-usable end-of-life equipment and parts that are returned to Xerox for processing. Equipment manufacturing waste made up about 65 percent of the non-hazardous solid waste managed by Xerox operations in 2014.

In 2014, we managed 93 percent of non-hazardous solid waste beneficially, up from 92 percent in 2013. The increased reuse/recycle rate can be attributed to an increase in our manufacturing operations using energy from waste technology for non-recyclables in 2014. Additionally, in 2014 our equipment resellers were able to return a number of products to the marketplace for resale. That resulted in a significant reduction of all non-hazardous waste. Please note that the reuse/recycle rate has been revised from previous years to more accurately represent non-hazardous waste management methods.

# Non-hazardous Waste

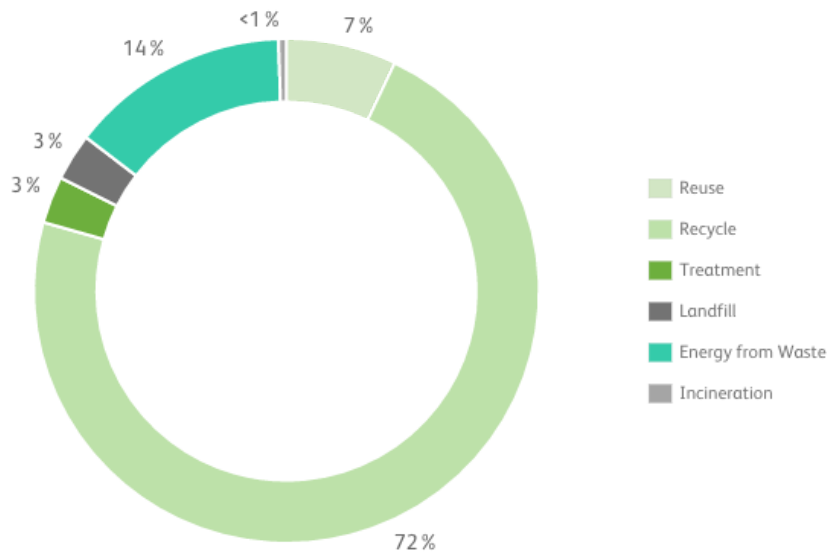
Annual volume by management method



Revenue from continuing operations attributable to Xerox, revised for all periods to reflect Discontinued Operations.

# 2014 Non-hazardous Waste Management Methods

Percentage by Management Method



93% Reuse, Recycle, Energy from Waste

## Non-hazardous Solid Waste Recycling Rate



### Environmental Remediation and Compliance

In 1985, we began a voluntary assessment program that identified 68 of our worksites requiring remediation. We worked closely with the appropriate federal, state and local agencies to initiate prompt and appropriate measures to ensure the protection of employees, neighbors and the environment.

Today, only seven of the original 68 sites still require active remedial or control measures. During 2014 we were able to complete active remediation at two sites. We have removed the sources of contamination and have remediated the properties for reuse or redevelopment. In 2014, we completed remediation at a site in Canada, which was validated with final confirmation sampling in 2015. The other site remediated was in California, which will now enter into long-term groundwater monitoring.

In addition to using conventional techniques for groundwater recovery and soil excavation, we have a history of developing innovative remedial technologies. These included techniques that enhance the recovery of contaminants such as high-vacuum 2-Phase Extraction and enhanced bedrock fracturing. We also employ technologies where contaminants are converted to less-harmful substances through enhanced natural biodegradation and chemical oxidation.

### Compliance Reporting

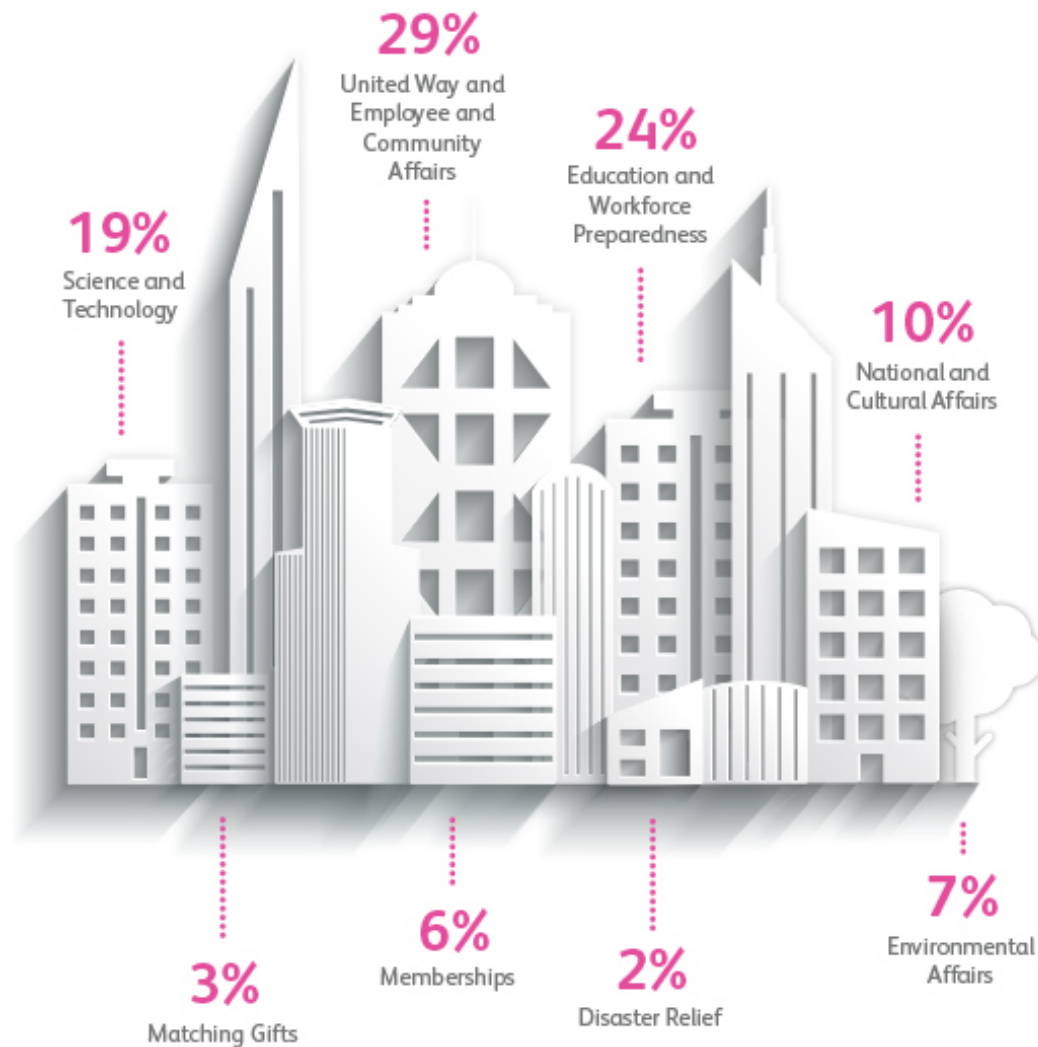
We require our various operations and subsidiaries worldwide to report allegations of regulatory violations to our EHS&S group for tracking, evaluation and corrective action, where appropriate. In 2014, six instances resulted in a notice of violation. Two of these resulted in penalties. One stemmed from incomplete inspection and maintenance records and the other involved exceeding wastewater discharge limits. All issues have been abated and closed out with the relevant authorities, and we've established appropriate controls to ensure ongoing compliance.

## CARING FOR COMMUNITIES

# The Xerox Foundation

We invest in the communities in which we live and work for reasons beyond fulfilling our obligation as a corporate citizen. We do it because it makes our company stronger and more competitive.

## A Foundation For Good



Our philanthropic efforts are managed through The Xerox Foundation, which executes a deliberate investment strategy to deliver the greatest impact possible for every dollar spent. In 2014, we invested \$13.5 million in the non-profit sector through The Xerox Foundation. More than 2,500 non-profit organizations, colleges and universities received direct financial support in the form of grants, matching gifts or community involvement activities of Xerox people.

Our philanthropic efforts, carried out through The Foundation, support objectives within the following four categories:

- Employee volunteer activities: bolster communities through coordinated volunteer efforts of Xerox Community members
- Education and workforce preparation: provide educational access to underserved minorities
- Science and technology: promote innovation through the support of institutions of higher learning in science and technology
- National and cultural affairs: support organizations dedicated to worthy causes and cultural enrichment



## CARING FOR COMMUNITIES

# Employee Volunteer Activities

At Xerox, we believe a combination of financial and human resources can bring about greater change than either on its own. This philosophy is perhaps best represented by our Community Involvement Program. This long-running grassroots program backs the voluntary spirit of our employees with funding support from Xerox. In this way, we're making the biggest difference in the communities where we live and work.

Since the program began in 1974, thousands of Xerox people have been involved in regional, community-focused projects each year. In 2014, The Xerox Foundation invested over \$1.3 million in the Community Involvement Program, enabling 13,000 Xerox people to participate in 800 projects.

Outside of our employee volunteer programs, Xerox people also give their time and talent to a wide variety of causes. Here are a few examples:

- Xerox scientists participate in the Xerox Science Consultant Program, which sends our people into elementary schools to teach science to inquiring young minds and to ignite interest in science as a career
- Xerox lawyers provide pro bono work to a wide range of non-profits
- People across Xerox — from the “C-suite” to the “factory floor” — volunteer their time to help make our world a better place

During 2014, 91.3 percent of our philanthropic investments were directed to institutions and organizations where someone from Xerox was personally involved.

No relationship better illustrates Xerox's commitment to community volunteers than the one we have with the United Way. In 2014, The Xerox Foundation gave \$1.8 million in grants to some 70 United Way organizations throughout the United States, including \$500,000 to the United Way of Rochester, New York. In addition, Xerox employees personally donated more than \$650,000 of their own money as well as time volunteering at United Way agencies and Day of Caring.

The grand total of Xerox's contribution to the United Way in 2014, combining Foundation grants and employees' donations, was more than \$2.4 million.

## CARING FOR COMMUNITIES

# Education and Workforce Preparedness

As part of a larger effort to support individuals pursuing technical degrees and help the U.S. address its shortage of scientists and engineers, we provide matching gifts to colleges and universities. In 2014, 500 different institutions received 1,300 matching gifts from The Xerox Foundation.

## Investing In Education



### The Top 5 Beneficiaries

- 01 University of Rochester
- 02 Rochester Institute of Technology
- 03 Cornell University
- 04 Dartmouth College
- 05 Massachusetts Institute of Technology

To help train a new generation of scientists and engineers, The Xerox Foundation awarded grants to 500 different institutions throughout the United States in 2014. The top five beneficiaries of this program in 2014 were the University of Rochester, Rochester Institute of Technology, Cornell University, Dartmouth College and Massachusetts Institute of Technology.

Our support of education involves managing three programs with a common theme: providing educational access to underrepresented minorities. In turn, this supports the strategic interest of the company by enabling us to recruit from a highly motivated, technically educated talent pool. In addition, our own people benefit by being involved on college campuses.

- The Black College Engineering Liaison Program awarded 20 grants to schools such as North Carolina A&T University; Howard University; Spelman College; Morgan State University; Hampton University; Talladega College; Tuskegee University; Southern University; and Benedict College.
- The Hispanic College Liaison Program dispersed 22 grants to schools such as University of Puerto Rico; City College of New York; University of California; University at Buffalo; University of Central Florida; Polytechnic Institute of NYU; California State; California Polytechnic; Interamerican University of Puerto Rico; University of Texas; and Rochester Institute of Technology.
- The Xerox Technical Minority Scholarship Program provided 128 scholarships to help deserving minority students complete degrees in engineering.

We also continued our partnership with the National Academy Foundation's Academies of Engineering. These "schools within schools" provide incentives for minority and female high school students to pursue college degrees and ultimately careers in science, technology, engineering and mathematics, the STEM principles.

We made a \$1 million, four-year grant commitment as a founding member to Change the Equation, a start-up organization aimed at rallying support from the business community around STEM education, identifying programs that have empirical results, and leveraging them on a national scale.

In partnership with the National Merit Scholarship Corporation, The Xerox Foundation also awarded a total of 31 Xerox Merit, Xerox Achievement, National Merit and National Achievement Scholarships.

Other investments in education and workforce preparedness include:

- A Better Chance
- Prep for Prep
- The National Action Council for Minorities in Engineering
- Monroe Community College (in New York)
- FIRST
- Catalyst
- United Negro College Fund
- Posse Foundation
- Hispanic Scholarship Fund
- The American Indian Science and Engineering Society

The Xerox Foundation also invested in four organizations that assist returning members of the military who are experiencing difficulty re-entering the workforce.

**CARING FOR COMMUNITIES**

# Science and Technology

At Xerox, innovation is our foundation for success. Academic organizations play an important role in the long-term strategic interests of the company by furthering scientific research and training the next generation of scientists. In 2014, Xerox scientists championed 40 grants to 30 different universities — 23 located in the United States, and seven worldwide.

Grants worth more than \$1.1 million were recommended to university science programs by the Xerox University Affairs Committee, which consists of a dozen Xerox scientists from the United States, Canada and the United Kingdom.

Our scientists and the professors we funded co-authored and published 18 research papers in leading academic journals.

Academic organizations play an important role in the long-term strategic interests of the company by furthering scientific research and training the next generation of scientists. This is why the The Xerox Foundation supports many such organizations, including University of Rochester and University of Rochester/Wilmot Center, New York Hall of Science and Polytechnic Institute of New York University.

As a result of the program, Xerox hired one graduate student and hosted eight interns in 2014. In all, we hosted 21 visits to our Webster, New York, campus and made 53 visits to universities around the world.

**CARING FOR COMMUNITIES**

# National and Cultural Affairs

Xerox supports a variety of organizations that address issues facing our nation, help those in need, or honor veterans or victims of national tragedies. We support many cultural and arts institutions in the communities where our employees live and work.

Organizations that address national problems include:

NAACP Legal Defense and Educational Fund, Partnership for a Drug-Free America, Paralyzed Veterans of America, National Center for Addiction and Substance Abuse, Minority Corporate Counsel Association and Asian American Legal Defense and Education Fund.

Cultural organizations include:

Dance Theater of Harlem, Connecticut Ballet, Kennedy Center, Lincoln Center, Ballet Hispanico, Stepping Stones Museum for Children, Lockwood Mathews Mansion Museum and many more.

**Memberships**

In 2014, we paid membership dues to 38 non-profit organizations, including Council on Foreign Relations, Conference Board, National Minority Supplier Development Council, TechAmerica, American National Standards Institute and the Technology CEO Council.

**Disaster Relief**

We invest in the American Red Cross for its efforts to respond quickly and effectively to natural disasters. We invest in Save the Children and Concern Worldwide for their efforts to respond quickly and effectively to humanitarian needs across the world. Over the last year, our support went to those affected by the earthquake in Nepal and the Ebola outbreak in Africa.

**Environmental Affairs**

From habitat preservation to sustainability research and the promotion of environmental consciousness, we are committed to the protection of the environment for future generations. A grant to the Nature Conservancy helps continue pioneering work in promoting sustainable forestry practices in Northern Boreal Forests of Canada.

**Science and Technology**

We support New York Hall of Science, Polytechnic Institute of NYU, University of Rochester and Rochester Institute of Technology.

Other grants benefit Outward Bound (which teaches respect for the environment among young people); The Maritime Aquarium in Norwalk, Connecticut; National Aquarium in Baltimore, Maryland; SUNY College of Environment and Forestry; SoundWaters; University of Pennsylvania/Wharton's Global Environmental Program and many other organizations such as Discovery Center, Discovery Museum, Mill River Collaborative, Connecticut Science Center and institutions that work toward the goal of a sustainable world.

## EVOLVING THE WORKPLACE

# Employee Engagement

When people believe they can make a difference in an organization, they are more motivated and effective at their jobs. That is why Xerox is committed to fostering open communication between employees and management.

We encourage one-on-one conversations between employees and supervisors. We also survey employees regularly to gather information that becomes the basis for improvements throughout the company. Our commitment to employee engagement creates an environment of open innovation that benefits our business and strengthens our contribution to global citizenship.

### **Voice of the Employee Survey**

Since 2009, we've run our anonymous Voice of the Employee (VOE) survey. The survey gets to the heart of the day-to-day work experience, generates dialogue among managers and employees, and results in actions carried out by teams.

The VOE survey is administered every two years. The results reported here were collected in 2013. The 2015 survey is currently under way; we plan to share these results in our 2016 Citizenship Report.

The 2013 VOE survey was available to our global population in 49 countries and offered in 26 languages. We received over 68,500 survey responses with almost 100,000 write-in comments.

### **There are four categories in the survey:**

- **My Work:** Questions about the job, feedback, learning opportunities, the ability to take informed risks and personal job satisfaction
- **My Manager:** Questions about the manager's behaviors, expectations, communication, team building and the employee perception of his/her leadership
- **Our Team:** Questions about how employees work together and collaborate
- **Our Company:** Questions about Xerox strategy and direction

In addition, two write-in questions ask people to describe 1) what they like best about working for Xerox and 2) where we as a company can improve.

We received over 31,000 responses to the first question offering more than 50,000 ideas. The dominant theme expressed in the survey was the power of collegiality and the open and supportive atmosphere at Xerox. As one respondent put it: "I feel I am with a company, a team, and a leader that shares my vision and passion as well as a place that fosters openness to new thinking." Employees also praised the friendly and stress-free work environment, the diversity of the work, the flexibility provided to them by management and the strength of the Xerox brand worldwide.

### **Highlights of the survey questions reveal:**

- Employees have a solid understanding of personal contribution to team goals
- Managers make their expectations known and clear
- Managers share the information needed for employees to do their job
- Most employees feel personal accomplishment from their work contributions

More important, the survey reveals areas for improvement. The 2013 survey identified three key areas of importance to our employees: developing a clearer understanding of our business strategy, ensuring fair pay and ensuring fair treatment in the workplace. In 2014 and 2015, we developed programs to address each of these.

Topic	Program
Articulating our overall business strategy with greater clarity	Our <b>Major Site Outreach Program</b> (beginning in 2015) sends corporate officers to Xerox workplaces around the globe, where they spend a day meeting with employees and sharing the Xerox story.
Rewarding performance	Our <b>Pay Review Process</b> (in the first quarter of every year, beginning in 2015) formalizes our approach to employee pay reviews across all organizations and locations. We create industry-based pay guidelines for a variety of roles in each locale, then we examine employee performance and compare current employee pay to those guidelines in order to determine increases.
Ensuring fairness in the workplace	We established a <b>Diversity and Inclusion Training Program</b> to help ensure all employees are valued for their unique talents and contributions, and treated with dignity and respect. Every member of the Xerox management team completed the program in the first quarter of 2015.

As we collect and analyze the results from our 2015 survey, we will compare the current data against past years' to identify signs of progress and areas of improvement for 2016 and beyond.



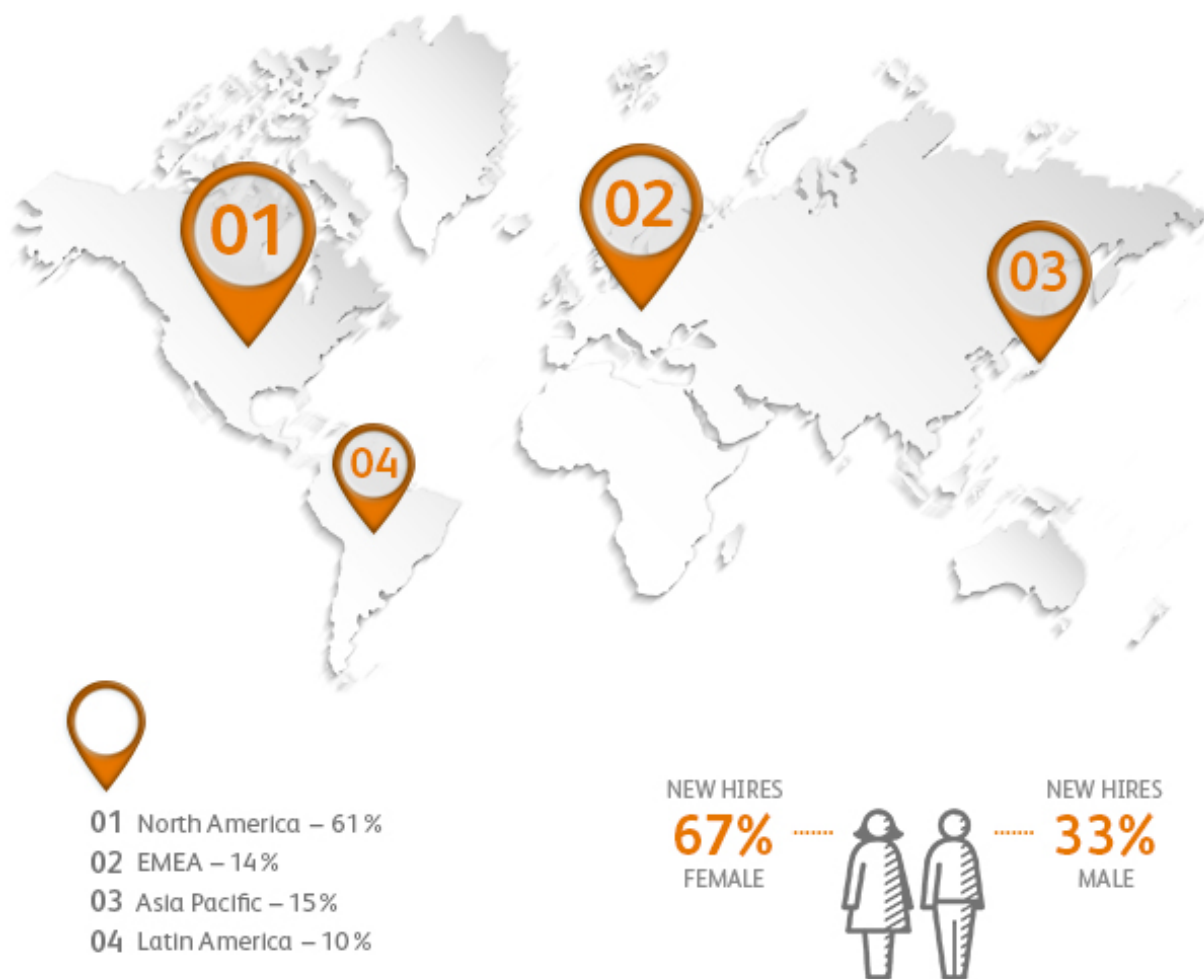
EVOLVING THE WORKPLACE

# Global Workforce

The experience, skills and cultural diversity of the people who work at Xerox worldwide represent our most important asset. Our wide range of products and services requires a diverse employee population, representative of the markets in which we do business.

## Xerox Team Snapshots

Xerox people around the globe:



Worldwide Employment as of Dec 31, 2014

Total number and rate of U.S. new employee hires by age group and gender as of Dec. 31, 2014

Age	Percentage
Younger than 25	36%
25 to 34	32%
35 to 44	15%
45 to 54	10%

55 to 64	5 %
65 and older	<1 %

## New Hires

Women	Men
67 %	33 %

## Hiring Practices

We hire from the communities in which we do business. We take care to research and comply with local labor laws to ensure the safety and happiness of all our employees around the globe. Candidates must be authorized to work in the country to which they are applying and be fluent in the language of the country where a job is based.

We don't discriminate against any applicant for employment or any employee in any aspect of their employment at Xerox because of age, race, religion, sex, disability, sexual orientation, gender identity, military status, pregnancy, national origin, veteran status, other legally protected characteristic or basis, or any unlawful means.

Compensation is based on merit, degree of responsibility, the scope of the work, the impact the role has on the company and other work-related criteria. We comply with all laws governing fair employment and labor practices.

## Military Hiring Programs in the U.S.

We value the experience and skills acquired during military service. As part of a commitment to the White House Joining Forces Initiative, we pledged to hire 10,000 veterans by 2018; in 2014, we hired nearly 1,700.

Through our Heroes@Home program, we hire qualified veterans and military spouses for at-home employment opportunities.

We're proud partners with all branches of the military, the Military Spouse Employment Partnership (MSEP), the U.S. Chamber of Commerce and "Hiring Our Heroes" Career Fairs.

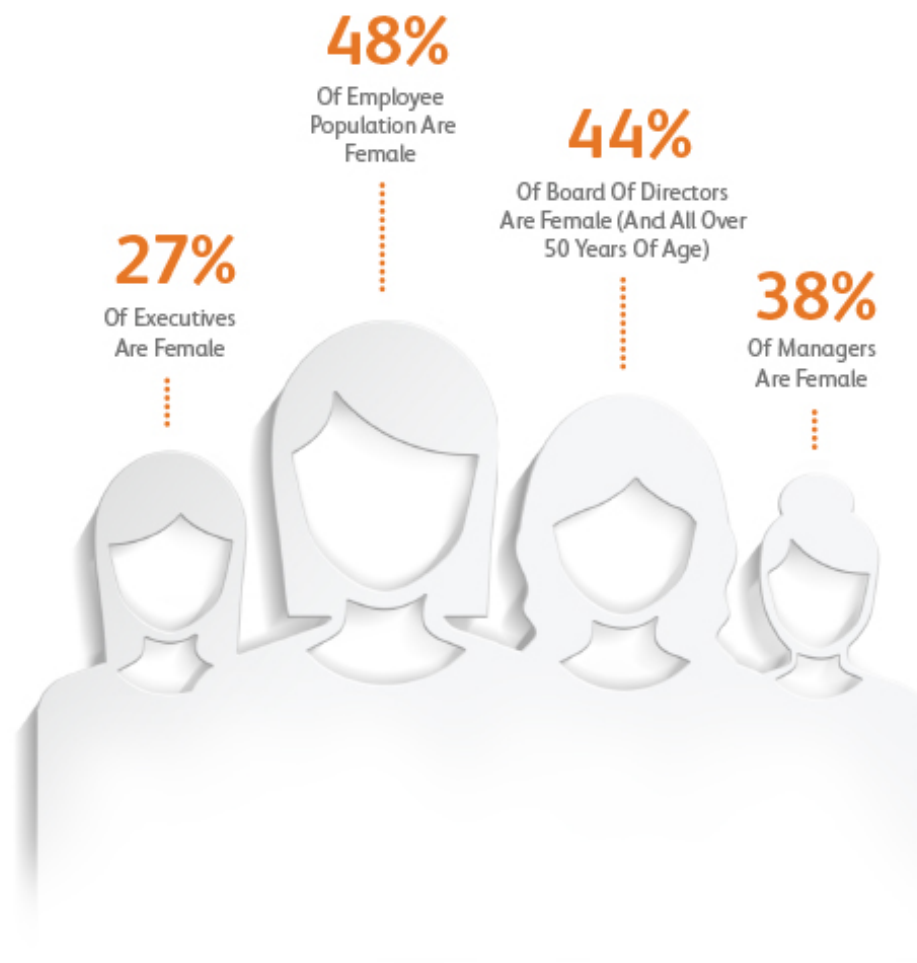
Learn more about our Military Hiring Program for transitioning military, retired military personnel, veterans with disabilities, and military spouses and family members at [www.xerox.com/jobs/military-leadership/enus.html](http://www.xerox.com/jobs/military-leadership/enus.html).

## EVOLVING THE WORKPLACE

# Diversity and Inclusion

At Xerox, diversity is not viewed as a mandate, but as an essential part of our corporate culture. Treating others with respect and offering equal opportunity regardless of origin, race, gender or sexual orientation makes us stronger because it allows us to take full advantage of a global workforce that is rich in experience, knowledge and creativity. Many of our accomplishments as a company originate from teams of diverse individuals whose varying perspectives complement one another as they work together to achieve our strategic goals.

## Females In The Workplace



We foster a culture of inclusion and opportunity, which is supported by a number of employee-focused initiatives and tracked through measurable actions.

### Award-Winning Diversity

Year after year, Xerox is recognized for embracing diversity in the workplace. The following is a list of some of our acknowledgements from 2014 and 2015:

- “Top 50 Companies for Diverse Managers to Work” by *Diversity MBA Magazine*
- “Top 25 Noteworthy Companies for Diversity” by *DiversityInc.*
- “40 Best Companies for Diversity” by *Black Enterprise Magazine*
- Best Companies to Work for LGBT employees by Human Rights Campaign (Xerox has consistently scored a perfect 100 percent on this index each year since its inception over a decade ago)
- “Top 100 Companies for Latinos” by *Latino Magazine*
- “50 Best Companies for Latinas” by *Latina Style Magazine*
- Canada’s Best Diversity Employers by MediaCorp Canada, Inc.
- “Top 100 Companies for Veterans” by *Military Friendly Employers Magazine*
- “Recognized Veteran Friendly Employer” by *GI Jobs Magazine*
- Four-time 2020 Women on Boards’ Winning “W” Company, which recognizes the importance of board diversity
- Top Supporter of Historically Black Colleges and Universities (HBCUs) by the deans of the Accreditation Board for Engineering and Technology and the corporate-academic alliance members of Advancing Minorities’ Interest in Engineering (AMIE)
- *Careers & the Disabled Magazine* top employer over the past 20 years

### **Executive Diversity Council**

The Executive Diversity Council consists of senior leaders from across Xerox. The Council meets at selected times throughout the year to discuss matters such as:

- Workforce representation
- Work environment
- Diverse customer markets
- Organizational efforts to address the needs of a multicultural workforce

In addition, select Council members may be involved in other diversity initiatives, such as the Corporate Champion Program, where senior executives are matched with employee caucus groups. The “champions” educate our senior management on their groups’ unique environmental perspective and community initiatives.

Independent caucus groups also play an important role in our diversity story. These caucuses, similar to networking and affinity groups, are instrumental in advocating openness, opportunity and inclusion for the entire Xerox community. They work with management to achieve common business objectives and self-advocacy and to create an environment of inclusion. Six caucus groups currently address the concerns of employees who are African-American, Hispanic, Asian, women, African-American women, and/or gay, bisexual, lesbian and transgender.

### **Non-discrimination Policy**

Globally, we create policies that support our business goals and reflect the culture of the countries in which we do business. Xerox does not discriminate on the basis of race, color, religious belief, sex, age, national origin, citizenship status, marital status, union status, sexual orientation or gender identity.

By focusing on diversity, Xerox hires, promotes and retains the best people who are well suited for our business. We’ve designed our hiring and promotion efforts to ensure a deep, diverse reserve of strong players who are ready to assume leadership roles. Our hiring practices include engaging

Xerox people to recruit at universities and career fairs, providing scholarships to minority students interested in information technology and offering internships and co-op programs to diverse groups of students and new graduates.

### Scholarships and Recruitment

We grant more than 120 scholarships each year through our Technical Minority Scholarship Program, and we are reaching out to young people through programs such as the FIRST (For Inspiration and Recognition of Science and Technology) robotics competition and the Xerox Science Consultant Program that encourages broader interest in science and technology. We introduce Xerox career opportunities to the Hispanic student population at 45 universities and institutions and, to expand our recruitment efforts further, we are partnering with the Society of Hispanic Engineers. We have a similar university outreach program for recruiting African-American employees.

### Equal Employment Opportunity

In the U.S., Xerox complies with Equal Employment Opportunity (EEO) guidelines and all applicable federal, state and local laws that govern the hiring and treatment of its employees. We do not discriminate against protected veterans, including veterans of the Vietnam era and disabled veterans, individuals with a disability or employees who take protected leave time.

### Representation of Women Around the Globe

Across all lines of business and around the world:

- Twenty-seven percent of our Executives are female
- Thirty-eight percent of our Managers are female
- Forty-four percent of our Board of Directors are women; all are over 50 years of age
- Women account for 48 percent of our employee population globally

### Representation of Women and Minorities in the United States

2014 Representation in U.S.	Total Workforce	Executives	New Hires
Women	55 %	27 %	67 %
Minorities	42 %	13 %	57 %

### U.S. Veterans

In 2014, four percent of the employees we hired in the United States were military veterans.

## EVOLVING THE WORKPLACE

# Compensation and Benefits

At Xerox, we have long understood our success depends on attracting and sustaining a healthy and productive global workforce. To that end, we offer well-rounded compensation and benefits packages that place value in the whole person.

Our comprehensive U.S. package includes competitive pay, healthcare benefits for employees and their families, a 401k savings plan with a company match, wellness resources and workplace recognition opportunities. We also offer employee assistance programs, healthcare coaching and advocacy support, adoption assistance, education assistance and tuition aid. Our paid-time-off program includes company-paid holiday and vacation benefits. We offer a variety of continuing education and learning opportunities to enhance personal and professional development.

Xerox supports time-off programs including personal leaves of absence, military leaves and family medical leaves in compliance with the U.S. Federal Family and Medical Leave Act of 1993.

Our pay philosophy in all countries supports both individual and business needs by providing our people with rewards that are linked to individual performance and company results. Our total compensation package includes all forms of cash (base pay, overtime and commissions), benefits and recognition. To ensure our pay and benefits packages remain competitive, we participate in numerous pay and benefit surveys. We offer the same benefits package to full- and part-time employees by region.

In 2015, we began a Pay Review Process, which will recur in the first quarter of every year. This process formalizes our approach to employee pay reviews across all organizations and geographies. Following this process, we create industry-based pay guidelines for a variety of roles in each geography, then we examine employee performance and compare current employee pay to those guidelines in order to determine increases.

**EVOLVING THE WORKPLACE**

# Health, Wellness and Safety

We believe that the health of our business depends on the health and safety of our people. From giving our employees and their families the means to manage their health to making workplaces and commutes safer, we continue to make measureable changes in the lives of our people worldwide.

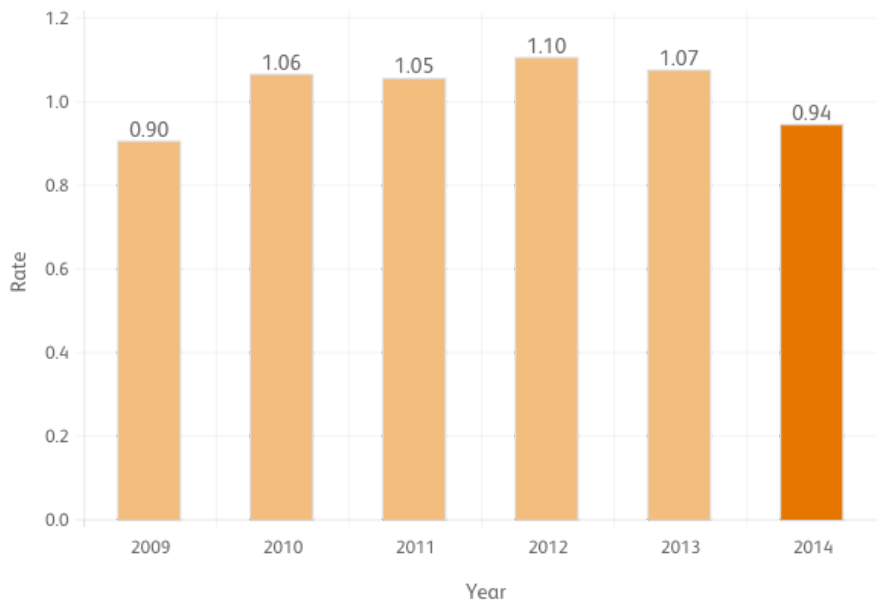
**Healthcare**

Our healthcare philosophy — Healthy Together — focuses on helping employees and family members to make informed healthcare decisions and gives them the tools to manage their health and well-being. Employees can also access various health and wellness programs through the healthcare carriers they select. As part of the Healthy Together program, the company provides free, confidential wellness screenings on an annual basis so employees can identify key health risks and work with their primary care physician. Xerox also contracted with various wellness vendors to assist employees in developing action plans to address these risks. We provide easy access to meaningful, timely and relevant information through a single portal, simplifying the experience of choosing and using benefits. Currently, this program is available to employees in the United States. Our Healthy Together strategy will continue to evolve as we move toward an outcomes-based wellness strategy that provides employees with incentives for improving their health.

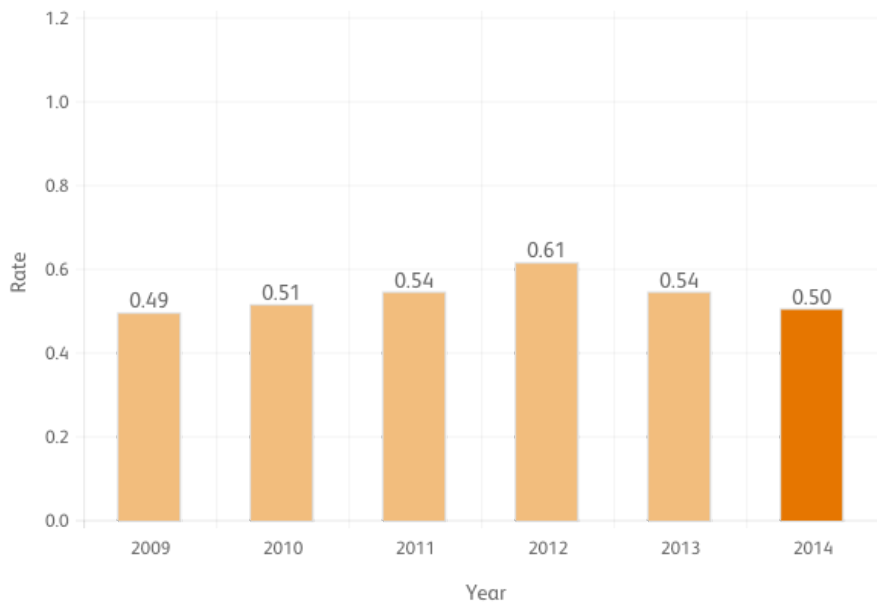
**Employee Safety**

Xerox is committed to creating a safe work environment for our people. We strive toward a goal of zero workplace injuries, continually decreasing the frequency and severity of injuries every year. In 2014, our global Technology operations total recordable injury (TRI) rate decreased 12% and the day away from work case (DAFW) rate decreased by 7% from 2013 levels. Across all of our U.S. operations, the TRI frequency rate decreased 3% and DAFW frequency rate decreased by 13%. These performance improvements are reflective of the increased safety awareness and communications to our employees and focused safety management processes within our management teams.

## Total Recordable Incident Rate



## Day Away From Work Rate



<sup>1</sup>Data in this section excludes Global Imaging Services operations.

We have been successful in integrating many corporate safety management processes into our Services organization, including injury recordkeeping, accident investigation, fire and life safety, and emergency preparedness. This integration has established common objectives and standardized the inspection and management processes for key employee safety disciplines.

We focus our safety improvement efforts where we can make the most impact on preventing incidents and where populations are most at risk. We have continued our efforts to increase employee safety awareness and integrate inspections of safe work practices into our management



processes. With weekly health, safety and wellness communications to our equipment service technician workforce, and newly established safety training programs, we help them recognize safe practices on and off the job to improve their overall health and wellness.

### **Safe Facilities**

In order to ensure fire and life safety attributes are in place in the buildings we own and lease, all real estate transactions are reviewed by the Environment, Health, Safety and Sustainability (EHS&S) organization prior to occupying. Xerox fire safety and life safety requirements have been established regardless of location in the world, size of the facility or occupancy classification. The focus of the safety review is fire and incident prevention, early detection, suppression, occupant notification and prompt building evacuation. These reviews are linked with the implementation of building specific emergency preparedness planning and drills.

### **Audit Program**

A well-established internal audit program measures our success in implementing corporate standards, allows us to share best practices and helps us validate regulatory compliance. Audits at major operations are conducted on a rolling average of once every three to five years (or sooner, based on performance). The frequency and the focus of the audits are based on the type of operations and the inherent risks associated with the operations. In 2012, we added our Services operations to this audit schedule.

Xerox audit teams evaluate operations against our internal standards, external regulations and industry guidelines. Beginning in 2010, the teams also evaluated management system performance. With the assistance of the local managers and support staff, action plans are developed and deficiencies corrected. Senior management pays particular attention to situations with the potential to pose a significant risk of environmental damage, serious injury to employees or regulatory non-compliance. In 2014, we met our goal of resolution of these issues within 90 days and continued to demonstrate that the audit program has become an important mechanism for identifying and correcting performance gaps.

### **Adding Services to the Mix**

## Xerox Service Audits

33 countries • 200 Locations • 130 International + 70 US (20%)



Our Services operations are located in approximately 500 sites worldwide. Initially, EHS&S was engaged in audits of a limited number of facilities between 2010 and 2012. In 2013, EHS&S set out to complete audits of all 130 international Services locations and worked with various value chain partners including Global Real Estate and Facilities, Human Resources, and local operations management to address any issues that were identified.

In 2014, audits were completed at 70 U.S. locations, for a total audit count of 200. In order to establish a consistent level of EHS&S performance worldwide, a common set of facility requirements was developed that applies across all geographies, taking into account existing life safety and building codes as well as specific regulatory requirements that may apply in different parts of the world.

The on-site review of these locations provided significant insight into the variety of business operations, facility and/or management issues and best practices that could be used to improve overall performance. Outside of the U.S., due to the large variation in local regulations, the audits identified a number of sites requiring some sort of physical upgrade, modification or intervention to meet safety and environmental requirements. Corrective actions for all of these locations have been completed.

Consistent application of accepted life safety and building codes within all 50 U.S. states means there were fewer physical issues identified. However, some operational management process deficiencies were identified and are currently being addressed.

Now in the control phase, the Services operations audit project will include on-going assessment, on-site spot checks and continued outreach. Site operations and facility management will be required to complete an annual self-assessment and provide supporting documentation as

evidence of ongoing compliance. In addition, processes are in place to ensure that acquisitions are thoroughly evaluated to ensure that new facilities meet appropriate standards.

### **Emergency Preparedness**

Because emergencies and disasters often strike without warning, Xerox has implemented an emergency preparedness and response program to help protect the safety of our employees, the surrounding communities and the environment.

To prepare for emergencies, Xerox facilities worldwide have implemented site-specific Emergency Preparedness Plans to assist with the development and execution of appropriate actions in response to local emergencies. Our plans account for common emergencies, such as responding to fires; for weather-related emergencies, such as tornadoes and hurricanes; and for more location-specific emergencies, such as responding to earthquakes and radiological emergencies. We also include resources and procedures for first aid medical response in the event of an injury or illness to an employee in our facilities. We provide first aid kits and emergency medical information to our Medical Emergency Response Team (MERT) and provide training to our MERT and fire response personnel.

Shelter-in-Place procedures, already in place in our Technology sites, are being rolled out to our Services sites to protect our employees from emergency situations that occur outside of our facilities.

In addition to emergency action plans that are established at the local operation level, there are preparedness plans at the corporate level including major incidents, crisis management and pandemic preparedness. These plans have been designed with a central corporate strategy that utilizes an incident command structure. Incident Response Managers are responsible for local/regional tactical and emergency response; coordinating efforts at their respective locations with the Corporate Crisis Management Team; and addressing local business operations issues. Response coordination and integration are part of the planning process.

All preparedness plans are regularly tested for effectiveness through management reviews, corporate audits and annual drills. Any discrepancies are noted and corrective actions are implemented. Following an emergency, Business Resumption Plans are put into action to ensure the business operations are quickly restored after the incident.

### **Motor Vehicle Safety**

Motor vehicle safety is a key component of our safety initiatives. We have a company car program that specifies motor vehicle safety requirements for our drivers and accident prevention and reporting processes. Employee driving records are reviewed on a regular basis, and we provide remedial motor vehicle safety training to improve awareness and competency. Motor vehicle accidents are tracked by frequency and type and are reported to the management team.

We also participate on fleet safety benchmark forums to keep up to date on the latest motor vehicle safety practices and technologies and to share Xerox's best practices with our peers.

The use of cell phones in any company vehicle is restricted. Texting is forbidden while the vehicle is moving. Employees who need to use their phones in the car are instructed to find a safe place to stop.

A comprehensive safety review is conducted on any vehicle model prior to it being accepted as part of the Xerox fleet. We review the safety ratings and crash test results of candidate vehicles and require safety features such as daytime running lights and safety barriers between the driver's seat and storage areas.

### **Ergonomics**

Because musculoskeletal disorders represent a significant portion of our work-related injuries, we work to minimize the risk factors as a job is designed. We study exposure to ergonomic hazards and raise awareness with employees so they can make improvements to their workstations.

From manufacturing operations to office work, we continue to study the causes and potential remedies for workplace injuries. The following provides some brief highlights.

- **Manufacturing Operations:** Workstation evaluations are conducted in Xerox facilities worldwide for ergonomic hazards based upon risk profile and injury experience. Ergonomic enhancements such as tilt tables, lifts and hoists make it easier for employees to maneuver parts and equipment during assembly.
- **Machine Service:** Xerox Customer Service Engineers' (CSEs) exposure to ergonomic hazards has been studied. The findings have helped us select tools and develop procedures to mitigate risk of musculoskeletal disorders. Throughout the equipment design process, evaluations are done to assess risks for our CSEs. The best time to make a modification is when a product is still in the design or early test phases.
- **Office Ergonomics:** Our largest employee population is office-based. Raising awareness and helping employees make effective workstation changes is critical to minimizing risk for this population. We created computer-based training on ergonomics principles and practices. This method of delivery enables employees to go through needed training programs at a time that minimizes business interruptions. For employees that require additional ergonomic technical assistance due to workplace injuries or medical accommodations, we have partnered with a third-party consultant to conduct more detailed ergonomic assessments. By leveraging this consultant we are able to better support a larger geographic area. We also continue to focus on ways to unify the ergonomics program across all sectors of business.

### **Asset Protection and Fire Safety**

The Xerox Asset Protection and Fire Safety Program provides fire-safe workplaces and limits the potential for losses to Xerox equipment and property from fire, explosion and natural hazards, such as windstorms, snow-loading collapse and floods. The program includes periodic inspections, management reviews of findings, and mitigation planning. Our philosophy is to maintain our higher-valued locations to a "Highly Protected Risk" standard. In addition, locations are reviewed for conformance to Xerox standards and recognized fire and life safety standards. We continue to demonstrate strong loss control performance and benefit from favorable insurance rates and premiums.

### **Contractor Safety Process**

The goal of the Contractor Safety Program is to ensure contracted work conforms to all applicable regulations and Xerox environmental, health and safety requirements. Contractors are qualified to the safety and health requirements prior to beginning work at a Xerox location. Contractors are required to submit a job safety plan and workers on U.S. Xerox sites attend an orientation session. Incidents and injuries are tracked both as feedback and to measure program effectiveness. Although first established in our Rochester, New York, operations, this model is being applied successfully in many of our larger locations.

Xerox also functions as a contractor for many Xerox client accounts. We establish safety plans, deliver specific employee training and maintain management oversight to ensure operations meet both Xerox and client requirements. In 2014, Xerox UK was awarded accreditation from SafeContractor a second year in a row for our commitment to achieving excellence in health and safety when conducting contracted work. This distinction has proved to be an asset in both obtaining new business and retaining our existing customers. SafeContractor is a leading third-party accreditation scheme that recognizes very high standards in health and safety management among U.K. contractors.

### **Workplace Health Management**

Our workplace health programs include processes for emergency medical response, the characterization of employee fitness for duty, illness prevention, and health and wellness promotion.

Programs are in place for conducting medical exams in connection with safety-sensitive work, and drug testing and immunizations based upon specific work operations and client accounts. EHS&S and Corporate Risk Management partner on managing accommodations and post injury or disability return to work processes.

### **Preventing and Monitoring Workplace Exposures**

To protect employees from unsafe exposures to chemicals, noise and radiation, Xerox applies exposure limits to worldwide manufacturing, research and technology service operations based upon the Threshold Limit Values (TLV) recommended by the American Conference of Governmental Industrial Hygienists. These reflect the best advice of a widely respected committee of international experts. However, in jurisdictions where government regulations are more stringent, Xerox meets those regulatory requirements. For some materials — including toners and certain solvents and metals — Xerox has established exposure limits that are more stringent than the TLV or existing regulations and standards.

Using the Xerox Exposure Assessment process industrial hygiene and safety professionals monitor, assess and report workplace exposures. Effective process design, engineering controls, safe job procedures and personal protective equipment are used to control exposures and protect employee health. Medical surveillance programs are in place to monitor the health of employees working in operations with specific jobs and hazards (e.g., high noise, organic solvents). Results of those medical exams are reviewed to ensure no adverse health effects.

Of the workplace exposures monitored in 2014, approximately 99 percent were within Xerox limits. All were within regulatory limits or were controlled through the proper use of personal protective equipment where engineering controls were not possible.

**Environment, Health and Safety Project Reviews**

We continually make modifications to work processes and operations to improve efficiency and effectiveness. To ensure these changes meet Xerox safety standards and follow our risk management philosophy, projects are reviewed by technical safety and environmental professionals. The scope of the project is defined, potential safety and environmental impacts are characterized, and control requirements are established before the project is initiated. The process serves to inform the engineering and management teams on safety requirements and ensures all project designs have controls integrated into work plans. The process ensures environmental, health and safety requirements are understood and implemented at the beginning of the project.

**EVOLVING THE WORKPLACE**

# Talent Management and Workforce Development

At Xerox, we've built a culture around learning. Rather than simply "delivering training," we integrate learning into day-to-day work. Our employees have access to a library of learning tools aligned to our corporate vision, values and business direction. So whether an engineer wants to brush up on writing and editing or an accountant wants to learn what it takes to be a manager, employees can delve into what interests them and take ownership of their own development.

We rely on the expertise of our workforce to remain competitive and thrive.

Our key priorities include:

- Integrating learning with work
- Building a culture of learning, not just the delivery of training
- Fostering ownership of high-performance and career-focused learning among employees

**Career Planning**

We want employees to have rewarding careers at all levels, and our learning strategy and assets play an important part in our success. Managers and employees work together to build individualized learning plans. In addition, we are developing our next generation of leaders. When managers identify an emerging leader on their team, they work with the individual to plan future learning, education and job roles. In addition, they alert their own management team about the emerging leader.

Each year, our CEO and her senior team discuss individual performance and career paths with those who are poised to assume key management roles. Our Human Resource Development Council provides a forum for senior management to review the future needs of the organization, noting strengths, gaps and strategies to build strong teams for years to come.

**Learning Resources**

All employees (plus authorized business partners) can access our online learning environment, Learning@Xerox. This includes resources for many industry and Xerox proprietary certifications. In addition to on-demand virtual learning, we offer face-to-face and virtual instructor-led classes, online collaboration, user-generated sharing, customized online portals and performance support to our people worldwide.

On-the-job training is tailored to both current responsibilities as well as building a foundation for the future. These experiences provide hands-on opportunities to expand and enhance skills.

We also encourage and, in some cases, offer support for employee participation in advanced degree and certification programs.

We realize that a strong employee onboarding experience for new hires is important for their success. The experience combines aspects of education about Xerox culture and values with guidance about benefits, and more. Learning paths cover topics such as ethics, diversity, and inclusion and security, as well as organization and critical job-specific information.

### **Asset Access**

During 2014, 1.2 million learning assets were accessed through Learning@Xerox by our employees and partners. To keep our learning resources fresh, we publish thousands of new assets each year, including approximately 1,000 new or updated proprietary eLearning courses. Completions for each asset are captured allowing employees and managers to validate progress.

We are currently working to improve our tracking and reporting process for employee training that occurs outside of our Learning@Xerox environment.

Learning@Xerox is our web-based global learning platform. Xerox employees and authorized partners have round-the-clock access to a collection of more than 750,000 learning resources, including videos, online classes and digitized books that support both formal and informal development needs.

XstreamVideo, our video-sharing platform, contains more than 8,000 videos created by Xerox employees which increase workforce engagement, allow our people to identify and promote innovative solutions, and accelerate the adoption of successful business strategies.

Xerox provides learning portals with curated resources targeted to specific employee population needs. For the Services business, we launched Xerox Services University in 2014, which features blended social learning, access to targeted content and engaging coaching opportunities. Each portal is aligned to our workforce development strategy.

We evaluate all learning activities to ensure they contain relevant knowledge, fill skill gaps and promote the development of our employees. We assess the impact on our business through Competency Development Impact studies, which help us understand how our training enhances productivity.

Our global learning and development has been recognized by the human capital development industry for thought leadership and spotlighted in publications such as *Training Magazine*, *Elearning! Magazine*, and *Chief Learning Officer Magazine*. We have received industry recognition from Bersin by Deloitte as a “Learning Leader” and won the WhatWorks® Award.

In 2015, Xerox was recognized as a learning leader through participation in the White House summit focused on the President’s Upskill America initiative. The commitment to our workforce was referenced in the associated [White House report](#).



**EVOLVING THE WORKPLACE**

# Employee Rights

At Xerox, we protect the fundamental rights of our employees and respect the laws and customs of the countries in which we do business.

We recognize our employees are our greatest asset. We continually strive to provide all of our employees with a safe workplace, free from all forms of harassment and discrimination. We have global policies and practices to ensure the highest ethical standards. All of our employees are treated fairly and equitably regardless of nationality, religion, ethnic origin, gender, sexual orientation, language or any other protected status.

Many Xerox employees are represented by labor unions, trade unions or work councils throughout our global operations. Relationships with these groups are based on applicable laws in each country.

- In Europe, we recognize a variety of work councils and trade unions as established under European labor laws to meet requirements for information and consultation for the protection of employee rights.
- In the United States and Canada, we maintain a cooperative and effective relationship with five unions that represent nearly 2,000 employees in 15 locations: Workers United, the International Union of Operating Engineers (IUOE), Communications Workers of America (CWA), the United Brotherhood of Carpenters and the Service Employees International Union, through a Cooperative Agreement with Workers United.

## **Operational Changes to Collective Agreements**

In the U.S., the notification periods required for operational changes are specified in the different collective bargaining agreements and vary depending on the location and type of change. As a default, each agreement contains a “duration clause” which provides that if either party desires to make changes to the agreement before its termination, written notice must be given 60 days prior to the expiration date.

## **Grievance Processes**

Each collective bargaining agreement in the U.S. includes a provision allowing for unions to file grievances. The number of steps in the grievance process, however, is unique to each collective bargaining agreement, with the final step being binding arbitration.

In calendar year 2014, U.S. grievances heard at the following steps (which denotes varying levels of management) were as follows:

Step 1: 165  
Step 2: 107  
Step 3: 111  
Step 4: 53  
Arbitration: 2  
Others resolved: 79

## PUTTING CUSTOMERS FIRST

# Customer Satisfaction

Our customer experience is the key to our success. By listening to customers and enhancing our work based on their input, we are able to drive both meaningful relationships and quantifiable analytics to continuously enhance our programs and process.

### Relationship Surveys

Through relationship surveys, we ask our customers and partners about their experiences working with Xerox. The surveys identify levels of customer satisfaction with our products, services and support. The feedback helps us determine which improvements are most likely to bolster customer value and help differentiate us from the competition. We follow a rigorous management process to ensure customer feedback is addressed at multiple levels with full accountability by the business.

### Transactional Surveys

We employ transactional surveys to monitor satisfaction with our products and services. These surveys help us to diagnose root causes of complex issues. Transactional surveys also tell us if we have achieved the objectives of our service-level agreements and if our customers are satisfied with individual interactions.

### Customer Satisfaction

Our global customer experience includes survey features and functions as well as advanced analytics capabilities, which drive progress in our customer experience program through better insights and closed-loop follow-up. In addition, the centralized platform provides a basis for governance and measurement process oversight.

### Social Media

We have several customer support social media offerings, enhancing the online support experience and providing new ways for customers to engage with Xerox Support in the U.S.:

- The [Xerox Support Community](#) offers a peer-to-peer forum where customers and other industry professionals can collaborate about Xerox equipment and software. Customers may also access this online community with their mobile devices, enhancing their support experience with social networking on the go.
- The [At Your Service blog](#) provides customers with a witty and insightful look into equipment features and services.
- Xerox's latest support news is shared with followers of the @XeroxSupport Twitter handle. Customers may also engage with us for product information and technical assistance.

We actively listen to, and engage in, conversations generated by consumers in public forums and social media. This enables us to better understand consumers' experiences with our products and processes and their perceptions of our brand. Social media listening focuses on individual, publicly available conversations and provides insight into the impact of our products, processes, people, innovations and communications.

**Xerox Corporate Focus Executive Program**

The Xerox Corporate Focus Executive Program fosters relationships with our top corporate accounts. A senior Xerox executive is assigned to collaborate with our account team to understand customer requirements, establish and implement strategic account plans, marshal resources to eliminate customer concerns and build strong, productive customer partnerships that enhance customer satisfaction and accelerate revenue growth.

**Executive Customer Care Program**

For more than 20 years, our corporate officers have volunteered in a rotation as “Customer Care Officer of the Day.” The program provides customers the opportunity to share their concerns with our senior leaders. It also gives our executives a unique opportunity to hear from a broad range of customers firsthand.

The officer, supported by a team of dedicated professional problem solvers, assumes personal responsibility for assisting with any and all customer concerns. The officer of the day has three main priorities: listen to the customer, address the customer’s problem and take the necessary action to fix the underlying cause. It is a time-honored commitment to our customer focus.

## PUTTING CUSTOMERS FIRST

# Innovative Solutions

Innovation is more than a buzzword at Xerox. It's what we use smartly and strategically to help the world tackle many daunting and laborious tasks. Our mission and heritage to help our customers be more successful has led us on a fascinating journey where we innovate services, technologies and solutions that improve the flow of work, help our environment and enhance people's lives.

## Controlling an Outbreak

Xerox's Maven Software Helps Contain the Spread of a Health Crisis like Ebola by:



Identifying  
Outbreaks



Tracking Symptoms



Monitoring Patients



Communicating Freely  
with All Relevant Agencies  
and Groups Involved in  
Public Health

We have more than 600 researchers and engineers at Xerox. Since we acquired Affiliated Computer Services in 2010, many of these individuals have shifted focus to our Services business. We've developed more than two-dozen technology platforms to drive our business. These platforms support more than 100 customer offerings, such as the Merge™ parking platform, Mobile Analytics Platform, CitySight®, Maven® Outbreak Management Software and the Xerox® Program Integrity Validator. Today, approximately 40 percent of our patent filings are in support of our Services offerings.

### Customer Dreaming Sessions

In the words of Sophie Vandebroek, Xerox Chief Technology Officer and President of the Xerox Innovation Group, "Something is only an innovation if it makes a difference to our clients or to the world." So the question is, how do you know what delights your customers? In our case, we ask them.

At Xerox, we view our customers as partners in innovation. Our researchers observe customers and their clients directly in their work environments and employ ethnographic methods to identify needs and pain points. Last year, we conducted nearly 200 customer events with more than 2,500 participants. More than half of those interactions were dreaming sessions, where researchers and customers get together to explore the future of the customer's business and identify the key issues.

From those deep dives spring ideas that develop into business opportunities. For example, we're working on ways to make it easier to harness data from images. Scientists and engineers from our four global research centers are applying advanced image processing, sophisticated algorithms and predictive analytics to a range of industries, including transportation and healthcare.

The Merge® Parking Management System, deployed in downtown Los Angeles, is one example of a solution built on Xerox innovation. This first-of-its-kind system gathers and analyzes data from smart meters, off-street parking lots and more than 6,000 on-street parking sensors to provide a complete picture of parking demand. Motorists use their smartphones and vehicle navigation systems to obtain real-time information on parking rates and available parking spaces, and to make payments. In addition, smart-pricing algorithms adjust parking rates based on demand. This demand-based pricing helps eliminate congestion by offering incentives to drivers to use a different mode of transportation or park farther away.

Xerox is developing an easy-to-use transit solution, called Xerox Seamless™, which will provide a new, disruptive model for public transport mobile payments. Operators would simply install Near Field Communication (NFC) tags provided by Xerox on their transport network. The tags use a patented method, developed by Xerox research and development teams based in Grenoble and Valence, France, to secure the encrypted transactions and transmit them even without network connectivity.

The Xerox Seamless solution will come with a smartphone app that makes it easy for public transport customers to manage their travel. Travelers will simply download the Seamless app and register. Billing will be processed automatically, based on the trips completed on the various transport providers.

**PUTTING CUSTOMERS FIRST**

# Safe Services and Products

Safety has always been a cornerstone of our work in product development. Our comprehensive Product Safety Plan details specific requirements and all Xerox imaging equipment is assessed for conformance to these requirements. We assess all potential hazards, including the ways in which different hazards may interact. We take a conservative position on potential health risks to employees and customers, always meeting or exceeding government safety regulations.

Customers are encouraged to review product safety information and understand the environmental profile of our devices. User guides contain information regarding safe use as well as any applicable hazard warning. Our Product Safety Data Sheets (PSDS) offer environmental, health and safety information for each Xerox device. Safety Data Sheets (SDS) identify hazards associated with specific materials and describe how they can be safely handled, used and stored. Both our SDS and product labeling have been recently updated to meet the requirements of the Globally Harmonized System of Classification and Labeling of Chemicals (GHS) as implemented through regulations in our various markets. Customers can access SDS and PSDS in multiple languages at [www.xerox.com/environment](http://www.xerox.com/environment).

We have robust processes for tracking regulatory violations and non-conformity with voluntary codes and labels. In 2014, no such instances resulted in fines or sanctions. We did self-report a non-compliance related to cadmium content in excess of regulatory and ecolabel limits in a small assembly used in several product families. The situation and actions we took are described in detail in the Sustainable Services and Products section of this report. We have a comprehensive process in place for tracking customer concerns and other field events. All customer issues, such as incidents involving component failures and other potential safety concerns, are investigated carefully to determine the root cause, as well as monitored to discover trends. Corrective actions are implemented, as necessary.

## **Ergonomic Design**

We consider the ergonomic aspects of our products from both a user and a service standpoint to ensure inclusion and operability. Our design teams consider all points of human interface, including a product's height, curves, placement of touch screens and paper trays. Customers work directly with the designers in our labs to test and continually improve the usability of new products.

## **Machine Emissions**

Consistent with the world's most stringent ecolabels, we design products to control emissions of chemicals and noise. As a result, current products have achieved chemical emission levels that are well below global regulatory requirements — often at or near the detection limit of our measurement equipment — and are considered to have a negligible impact on customers' work environments. We publish emissions data on each product's Product Safety Data Sheet.

## **Toner Study**

In 2013, we concluded a comprehensive investigation that lasted more than three decades on the health risks of inhaling xerographic toner. The studies included assessments of the health of current employees and an assessment of the causes of death for people who worked for the

company between 1960 and 1982. The analyses demonstrated that the health and mortality patterns of Xerox employees are consistent with a healthy working population, and in fact, our employees had a lower rate of disease (i.e., are healthier) than the general population. In October 2010, the mortality study was published in the peer-reviewed Journal of Occupational and Environmental Medicine.

**PUTTING CUSTOMERS FIRST**

# Data Privacy

At Xerox, we take the utmost care to prevent the unauthorized use or disclosure of information our customers provide.

Our success depends directly on the extent to which our customers trust us to manage their business processes. We have policies and controls in place to ensure privacy protection for our customers' personally identifiable information. Our policies follow industry best practices, like the use of encryption technology and data loss protection software.

Additionally, we research and monitor the data-protection laws in the countries where we do business to ensure that we comply with applicable requirements. For example, we comply with the following international laws where applicable:

- Canadian Personal Information Protection and Electronic Documents Act (PIPEDA)
- European Union Directive 95/46/EC on the protection of personal data
- U.S. "Safe Harbor" framework, which was negotiated between the U.S. Department of Commerce and the European Commission as a way for U.S. companies to provide privacy protection as required by Directive 95/46/EC
- Applicable U.S. federal and state privacy laws

We govern our privacy practices through the Xerox Ethics Hotline and independent external sources, such as the Better Business Bureau EU Safe Harbor program. Both resources give customers and employees an outlet to report any concerns about the potential misuse of data.

Read more about [Xerox privacy policies](#).



**PUTTING CUSTOMERS FIRST**

# Cybersecurity

Cyber attacks pose a threat to our customers, our employees, and our partners — in short, our very business. That's why we're always on the alert, working to stop hackers who would deface our website or gain access to sensitive information. We have comprehensive plans to deal with sophisticated threats, such as organized cyber criminals, cyber-espionage groups and even state-sponsored intrusion.

Our cybersecurity strategy has five major components:

**Data-centric protection**

We use data segregation, encryption and data-loss-prevention technologies to ensure safe and secure processing and sharing of critical information. In addition, all data is classified according to its sensitivity. This data classification process enables us to understand the relative importance of securing each dataset and to make an informed business decision about the level and allocation of resources required.

**Standards-based management**

By following industry-standard cybersecurity guidelines, we ensure our processes are repeatable, predictable and easily understandable.

Of the numerous cybersecurity control frameworks, we chose to implement both ISO 27000 and the National Institute of Standards & Technology Cybersecurity Framework.

- ISO 27000 Information Security Management System — this international standard defines “requirements for establishing, implementing, maintaining and continually improving an information security management system.” We incorporate ISO 27000 as a normal part of our business processes. Independent auditors have certified many of our systems and data centers as ISO 27000-compliant.
- National Institute of Standards & Technology Cybersecurity Framework — created through collaboration between industry and government, this framework protects networks and infrastructure. The prioritized, flexible and scalable approach helps us manage cybersecurity-related risk in a cost-effective manner. While this framework is relatively new to Xerox, it has already proven useful to predict, detect, disrupt or deter, respond and recover valuable data.

Capability maturity assessments performed by independent parties and benchmarking with other companies find our implementation to be sound, relevant and aligned with industry standards.

**Continuous assessment**

We utilize a combination of evidence-based assessments, vulnerability scanning and penetration tests to validate that our data protection is effective and to ensure controls are operating properly on an ongoing basis.

**Cybersecurity incident response**

We have emergency response procedures in place throughout our business. If we were to identify an attempted cybersecurity attack, we would take the following actions:

- Identify whom to notify internally
- Establish a multidiscipline virtual response team
- Implement monitoring protocols and egress prevention
- Estimate the extent of the compromise
- Coordinate with legal counsel and insurance carriers
- If necessary, notify legal authorities

These steps provide a general framework; business units have detailed plans tailored to their needs. We perform tests to assess our operational and managerial readiness on a regular basis.

**Cyber risk management**

Recent high-profile breaches demonstrate that any organization can suffer a cyber attack. When this occurs, there may be costly consequences — such as regulatory fines or purchasing identity-theft monitoring for affected parties. Many companies invest in Errors & Omissions or Cyber Liability Insurance to mitigate this risk.

Many insurance carriers and underwriters assess the level of risk when determining insurance rates. Xerox, as well as other companies, has received reduced premiums and/or more favorable policy limits by implementing effective cybersecurity management.

Cybersecurity is not solely the responsibility of the IT department. By collaborating across our company, we effectively manage risk, reduce the likelihood and limit the impact of exposure, and enable quick recovery from any attack on our infrastructure, networks and systems.

**PUTTING CUSTOMERS FIRST**

# Accessibility and Mobility

Xerox was the first in the print industry to design products that are accessible and easy to operate, and we are committed to upholding that standard for the products and services we provide today. To make our systems more accessible for people with disabilities, we have developed accessories such as angled consoles, magnifying lenses for visually impaired users, Braille console labels and “start print” foot switches. Software for embedded web servers and print drivers is specifically designed to be compatible with screen readers to allow people with visual impairments to operate them. We strive to continually improve our performance in the area of accessibility and adapt products so that ease of use is not compromised.

In 1998, Congress amended Section 508 of the U.S. Rehabilitation Act of 1973. We developed solutions to adapt our technology for use by government workers who are disabled. We established a rigorous process to evaluate our products’ compliance with Section 508.

In the near future, there will be changes to the Section 508 rules and new input from the European Union and the Far East. [Learn more](#) about our efforts to meet Section 508 accessibility requirements.

Today, we are focused on increased mobility with the anywhere, always-on enterprise. We’re enabling enterprises to manage a complex infrastructure as employees are bringing their own devices to work and demanding the same seamless, secure ability to find, use and print business documents. Xerox technologies — such as mobile print solution and predictive analytics used to improve the ease of municipal parking — are enhancing mobility and easy access to information.

**DOING GOOD BUSINESS**

# Governance

The Xerox Board of Directors represents the interests of our shareholders in the successful operation of the company. The Board also oversees the management of Xerox to ensure the vitality of the company for our customers, employees and the other individuals and organizations that depend on us. The Board is accountable for ensuring that Xerox executes its responsibilities in a legal and ethical manner in any business environment.

Oversight of our commitment to global citizenship rests with the Corporate Governance Committee of the Xerox Board of Directors. The Committee reviews significant shareholder-relations issues, and environmental and corporate social responsibility (CSR) matters, and ensures that our actions align with our core values and priorities for citizenship. To that end, members of the Board have reviewed a detailed outline of this report and support its content.

In 2015, Xerox strengthened its governance model by formalizing operation of a CSR Steering Committee and CSR Council. The Steering Committee is ultimately accountable to the Board.

The Steering Committee, which includes three Corporate Officers who report directly to the CEO, sets corporate priorities, defines strategy and provides direction to the Council. The CSR Council is composed of senior executives with responsibility and subject matter expertise in CSR elements.

The Council is composed for the materiality assessment process and establishment of associated goals, key performance indicators and timelines. The Council reports progress to the Steering Committee and the Board. Each Council member leads a function-based work group that is responsible for understanding the drivers of performance, identifying risks and opportunities, executing action plans, and tracking regulatory and voluntary developments related to CSR matters.

Read more about Corporate Governance at [www.xerox.com/governance](http://www.xerox.com/governance).

**Board Independence**

Based on standards for independence developed by the New York Stock Exchange, the Xerox Board is currently approximately 90 percent independent. It includes one non-independent director: Xerox Chairman and CEO, Ursula M. Burns.

The Board appoints one of the independent directors to serve as the lead independent director whose responsibilities include: presiding at executive sessions of the independent directors; calling special meetings of the independent directors, as needed; addressing individual Board member performance matters, as needed; and serving as a liaison on Board-wide issues between the independent directors and the Chief Executive Officer, as needed.

**Criteria for Membership**

The Corporate Governance Committee of the Xerox Board considers candidates for Board membership recommended by Board members, management, shareholders and others. The

Corporate Governance Guidelines require that a substantial majority of the Board should consist of independent directors, and that management representation on the Board should be limited to senior company management.

Although no specific minimum qualifications must be met by prospective candidates, the Corporate Governance Committee applies criteria set forth in our Corporate Governance Guidelines. The criteria include, among other things, the candidate's broad perspective, integrity, independence of judgment, experience, expertise, diversity, ability to make independent analytical inquiries, understanding of the company's business environment and willingness to devote adequate time and effort to Board responsibilities. Nominees should bring a variety of business backgrounds, experiences and perspectives to the Board. The Corporate Governance Committee does not assign specific weights to particular criteria, and no particular criterion is necessarily applicable to all prospective nominees.

### **Director Election**

Each director stands for re-election every year at the company's annual shareholder meeting. In an uncontested election, each director is elected by the affirmative vote of a majority of the total votes cast for the director. Any incumbent nominee who receives a greater number of "votes against" than "for" his or her election is required to submit his or her resignation promptly. The remaining independent directors then evaluate relevant facts and circumstances and determine whether to accept or reject the resignation. Following the official results of the election, the Board is required to promptly disclose, in a filing with the Securities and Exchange Commission, its decision and the reasons for the decision.

### **Requirement for Ownership of Shares**

All non-employee directors are expected to establish a meaningful equity ownership interest in the company. This requirement is achieved by paying directors at least one-half of their semi-annual Board membership fees in deferred stock units, which are required to be held until one year after termination of Board service.

### **Access to Management, Employees and Advisors**

Board members have complete access to the company's senior management and other employees, and at the company's expense, are authorized to obtain advice and assistance from outside professional advisors of their choosing.

### **Interaction with Stakeholders**

Board members are expected to attend the company's annual meeting of shareholders and be available to speak with Xerox stakeholders. To communicate with the non-management directors, you may directly contact the Chairman of the Xerox Corporate Governance Committee at the "Contact the Board" link at [www.xerox.com/governance](http://www.xerox.com/governance).

### **Executive Sessions of Outside Directors**

Each regularly scheduled Board meeting includes an executive session of only the independent directors.

## Board Committees

Xerox has four standing committees: Audit, Compensation, Corporate Governance and Finance. Each is composed entirely of independent directors.

The purpose of the Audit Committee is to assist in Board oversight of the following:

1. Integrity of the company's financial statements
2. Compliance with legal and regulatory requirements
3. Company's risk assessment policies and practices, including the Enterprise Risk Management process
4. Independent auditors' qualifications and independence
5. Performance of our independent auditors and internal audit function
6. Code of Business Conduct and ethics
7. Preparation of the Audit Committee report to be included in our annual proxy statement

The Compensation Committee performs these duties:

1. Discharges the responsibilities of the Board relating to compensation of the company's officers
2. Oversees the evaluation of the Chief Executive Officer and other executive officers
3. Sets the compensation of, and reviews and approves performance goals and objectives for, the Chief Executive Officer and other executive officers
4. Oversees the development and administration of the company's executive compensation plans
5. Prepares a Compensation Committee report required by the applicable SEC rules
6. Consults with the Chief Executive Officer and advises the Board with respect to senior management succession planning
7. Exercises the sole authority to retain and terminate the consulting firms engaged to assist the Committee in the evaluation of the compensation of the CEO and senior management
8. Oversees the work of the compensation consultants and determines the compensation to be paid to any such consultants
9. Assesses the independence of any compensation consultants
10. Reviews and approves employment, severance, change-in-control, termination and retirement arrangements for executive officers

The Corporate Governance Committee performs these functions:

1. Identifies individuals qualified to become Board members
2. Recommends to the Board individuals to serve as directors of the company and on committees of the Board
3. Advises the Board with respect to Board composition, procedures and committees
4. Develops, recommends to the Board and annually reviews a set of corporate governance principles applicable to the company and reviews significant environmental and corporate social responsibility matters and significant shareholder relations issues
5. Evaluates and makes recommendations to the Board with respect to the compensation of directors
6. Oversees the annual evaluation of the Board and committees
7. Administers the company's related Person Transactions Policy

Finally, the Finance Committee is responsible for reviewing the following:

1. The company's cash position, capital structure and strategies, financing strategies and insurance coverage, and dividend policy
2. The adequacy of funding of the company's funded retirement plans and welfare benefit plans
3. The company's policy on derivatives, including an annual review as to whether the company and its subsidiaries shall enter into swap and security-based swap transactions that are not cleared with a Commodity Exchange Act registered clearing organization

The purpose and responsibilities for each of these committees are outlined in committee charters adopted by the Board, at [www.xerox.com/governance](http://www.xerox.com/governance).

**DOING GOOD BUSINESS**

# Ethics and Integrity

Our commitment to business ethics represents more than a declaration to do the right thing. It has become an integral part of the way we do business. In 2001, we established a Business Ethics and Compliance Program to make sure Xerox employees and all those working on behalf of the company follow the highest ethical standards. The program aims to prevent, detect and address potential violations of Xerox's Code of Business Ethics and its policies, laws and regulations.

**Business Ethics and Compliance Program**

To oversee all ethics-related activities, Xerox established a Chief Ethics Officer who reports to senior management and the Board of Directors. In addition, the Xerox Ethics and Compliance Governance Board was formed to integrate the Business Ethics and Compliance Program into worldwide business operations. The Ethics and Compliance Governance Board represents business and corporate organizations within Xerox and its subsidiaries, and participates in quarterly meetings chaired by our Business Ethics Office. Each board member has the following duties within his/her area of responsibility:

- To establish a business ethics and compliance network
- To implement ethics training and education programs
- To ensure consistent enforcement of discipline policy
- To ensure that organization-specific policies are consistent with existing laws, the Xerox Code of Business Conduct and other company policies
- To oversee and make recommendations for changes to Xerox policies, including the Business Ethics and Compliance Office Charter
- To evaluate ethics and business conduct issues and trends to proactively address potential problems
- To attest annually that organizational ethics and compliance programs are effective and all employees have completed required business conduct training and acknowledgements

**Code of Business Conduct**

Our Code of Business Conduct serves as the foundation of our ethics and compliance program. It embodies and reinforces our commitment to integrity and helps our people resolve ethics and compliance concerns consistent with our core values and legal and policy controls. Our Code of Business Conduct is available in 15 languages and accessible on our internal and external websites. The Code is aligned to our core values and covers policies and guidance on key topics, including sales and marketing activities, controllership, insider trading, bribery, nondiscriminatory employment practices, privacy rights, human rights and environmental stewardship. The Code also specifies employees' obligations to report suspected ethical violations and reinforces our strong "no retaliation policy."

In addition to our global Code of Business Conduct, we have a supplemental code of conduct for finance employees and a specific code of conduct for the Board of Directors. As a member of the Electronic Industry Citizenship Coalition, Xerox uses the Electronic Industry Code of Conduct (EICC) as our supplier code of conduct.



## Key Components

At the start of every year, our CEO distributes a message on business ethics to all employees. All employees must complete ethics training annually and acknowledge that they have read the Code of Business Conduct. At the same time, officers and senior managers must certify that they are in compliance with our Code of Business Conduct and have processes in place to support the company's Business Ethics and Compliance Program.

We promote awareness of our ethics and compliance program on our Ethics & Policies website and our intranet. Periodically, we send ethics surveys to employees in several countries to gauge the state of the company's ethical culture and help us focus on areas for improvement.

We provide a variety of channels for employees, suppliers and customers to report suspected ethical violations, including phone, web, email and postal mail. Our Ethics Helpline is available globally 24 hours a day, seven days a week, in multiple languages, via toll-free telephone numbers (see [www.xerox.com/ethics](http://www.xerox.com/ethics)) and our web reporting tool ([www.xeroxethicshelpline.com](http://www.xeroxethicshelpline.com)), which supports multiple languages. We've contracted with an independent third party that specializes in helpline reporting with immediate electronic transfer of all reports to our Business Ethics and Compliance Office for case management.

For some cases, the Business Ethics and Compliance Office provides guidance and takes immediate action; for others, including allegations of wrongdoing, an ethics investigation is required. The Office follows a formal, consistent method for assessing alleged violations and complaints and directs them to the appropriate functional areas for investigation, resolution and closure. Our Business Ethics and Compliance Office Charter includes a "Worldwide Assignment of Responsibility Matrix for Handling Potential Ethics Violations and Associated Penalty Guidelines." The matrix includes a wide range of possible ethics and compliance violations within each category of our Code of Business Conduct. Ethics allegation matters that are substantiated, in whole or in part, result in some sort of disciplinary action — either counseling, training, warning letter, job reassignment, financial penalty or, in some cases, dismissal from the company. In addition to disciplinary action, resolution of many cases also may involve changes in processes or policies to prevent future occurrences.

Our Business Ethics and Compliance Office tracks all cases from initial reporting to closure. Additionally, the Office reports quarterly case activity and trends to the Business Ethics & Compliance Governance Board and the Audit Committee of the Board of Directors, including the number of matters reported, case categories, outcomes and disciplinary action.

See [www.xerox.com/ethics](http://www.xerox.com/ethics) for additional information regarding Xerox's Business Ethics and Compliance Program.

## Matters Reported to Business Ethics and Compliance Office

Matters Reported	2011	2012	2013	2014
Human resources	55 %	54 %	56 %	53 %
Internal policy violations	5 %	7 %	7 %	5 %
Fraud	5 %	4 %	5 %	7 %
Misappropriation of assets	2 %	2 %	3 %	3 %
External relationships (customers, agents, vendors, etc.)	9 %	7 %	6 %	5 %
Conflict of interest	3 %	4 %	4 %	4 %
Confidential information	1 %	2 %	2 %	2 %
Accounting and financial reporting	2 %	2 %	2 %	4 %
Policy inquiries	5 %	7 %	6 %	6 %
Other	14 %	10 %	9 %	9 %

### Anti-Corruption

Xerox operates an active and comprehensive anti-bribery and anti-corruption program that complies with all related laws and regulations. We have developed a global compliance program, supported by policy and training, to ensure zero tolerance for the giving or offering of a bribe of any amount or value, including so-called “facilitation payments.” The program also includes risk assessment of third-party intermediaries, followed by the application of appropriate due diligence, training and certification prior to engagement. We are committed to enhancing the program continually.

### Banknote Anti-Counterfeiting

The risk of banknote counterfeiting has increased with the quality of digital imaging tools and color printing technology. In response, we have joined other companies, the [U.S. Secret Service](#) and the [Central Bank Counterfeit Deterrence Group](#) (a consortium of 32 central banks and note printing authorities) to assess threats to currency and support the use of anti-counterfeiting technologies. Technology to deter the use of digital equipment for counterfeiting banknotes is being standardized. Xerox sales and service employees are trained to respond to inquiries about our anti-counterfeiting efforts.

### Black Market Supplies

Every year, the global imaging industry — and the customers who use its products and services — suffer the loss of millions of dollars due to counterfeiting or theft of supplies. We continually remind our customers that counterfeit supplies can result in poor equipment performance, low supply yields, inferior print quality, toner leakage, increased failure rates and equipment downtime — all of which can cost time and money. To avoid this risk, we advise our customers to purchase solely from Xerox Authorized resellers. We work closely with our procurement department to call attention to “blending” of supplies — the mixing of counterfeit with original materials to achieve lower pricing and make detection of counterfeit items more difficult.

Theft of customer supplies represents an increasingly costly problem for Xerox and its customers. It is difficult to prevent because web-based sales channels make it easy to purchase stolen products and to sell them once they are stolen. We continue to invest in technology and resources

to bring the problem to the attention of customers and to identify their obligation to maintain the security of supplies (contracted and purchases). Through engagement and support of our customers and local law enforcement agencies, we also provide tracing of stolen goods to identify and close the sources of theft.

Xerox is leading the charge against counterfeiting and other black-market activities, independently and in collaboration with other original equipment manufacturers (OEMs). To combat acts of piracy and fraud, our security team routinely works with the U.S. Federal Bureau of Investigation, attorneys general offices, the Postal Inspector's office and other global law enforcement agencies. In addition, we are a member of the Imaging Supplies Coalition (ISC), a trade association that serves to heighten customer awareness of black-market activities. Wholesalers, dealers and consumers may submit questionable goods to the ISC for authentication by the manufacturer. For more information, visit [www.isc-inc.org](http://www.isc-inc.org).

## DOING GOOD BUSINESS

# Human Rights

As a truly global enterprise, we understand that we have an obligation to play a larger role in the world. We lead by example, encouraging respect for human rights in our own company and through our business relationships. Every employee engagement, partner relationship and customer touchpoint represents an opportunity for Xerox to exercise its commitment to human rights.

Our Code of Business Conduct supports the principles of The United Nations Universal Declaration of Human Rights. We make sure those principles are followed in our labor relations and employment practices, relationships with suppliers, risk management, internal audit systems and our approach to building business in emerging markets.

Xerox is a member of the Electronic Industry Citizenship Coalition (EICC), an organization that promotes a standards-based approach for monitoring the social responsibility of suppliers. Through the EICC, we further our commitment to human rights in such areas as labor, health, safety and environmental activity. [See Supplier Relations](#) for more information.

We also manage a comprehensive data privacy program. We take utmost care to preserve protection of customer and employee personally identifiable information. [See Data Privacy](#) for more.

A corporate-wide [global policy letter](#) serves as the foundation of our position on human rights.

DOING GOOD BUSINESS

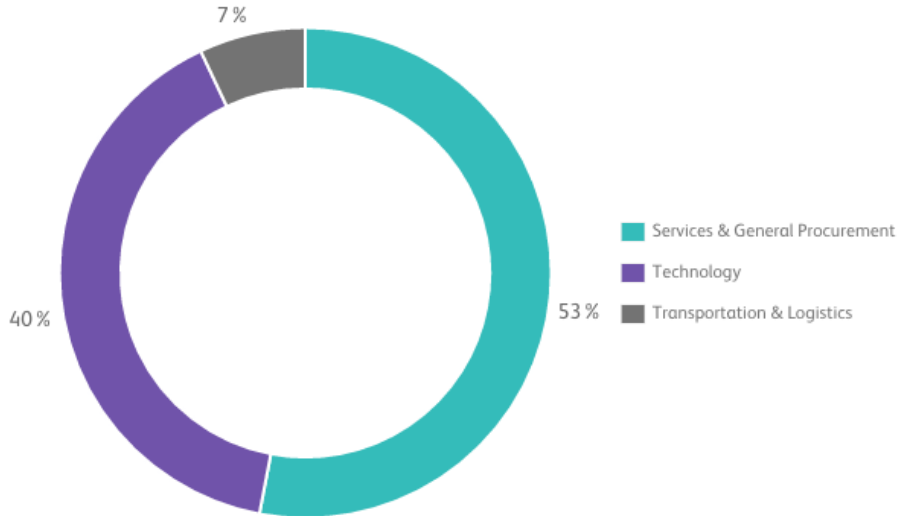
# Supplier Relations

Social responsibility is ingrained in our business model, starting at the very beginning — with our supply chain. As a major organization spending approximately \$10 billion per year to support our operations, we feel an obligation to actively manage our global supplier base and ensure these critical partners meet our high ethical standards.

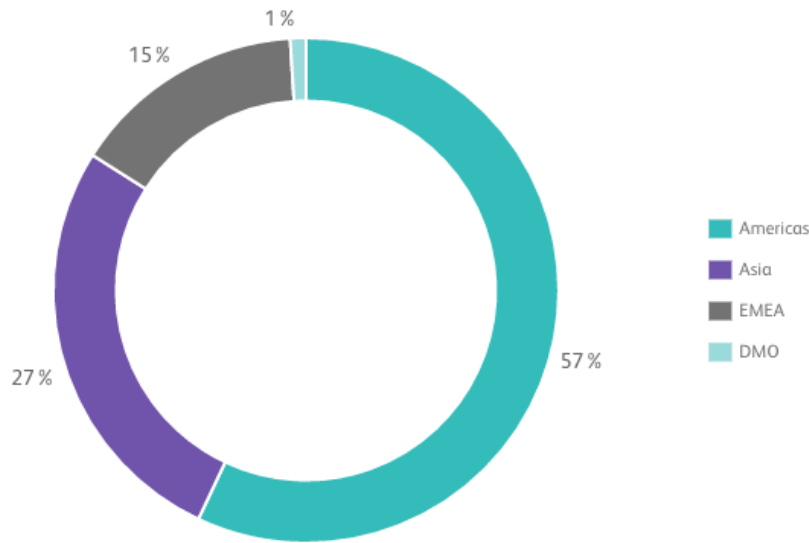
As a part of the purchasing process, we assess the quality, cost, delivery and sustainability of all products and services. Across the U.S., Europe and Asia, Xerox employees source, contract and purchase; local presence encourages direct interaction with our suppliers.



## 2014 Supplier Spend: \$10 Billion



## FY2014 Spend by Region



In 2014, we sourced the vast majority of our needs from the suppliers listed below.

Name of Company	Sustainability Site	Sustainability Report
Fuji Xerox Co. Ltd.	<a href="#">Fuji Xerox Sustainability</a>	<a href="#">2014 Sustainability Report</a>
Flextronics International	<a href="#">Flextronics Social Responsibility</a>	<a href="#">2012/2013 Sustainability Report</a>
Samsung Electronics	<a href="#">Samsung Sustainability</a>	<a href="#">2014 Sustainability Report</a>

## Supplier Code of Conduct

Our Supplier Code of Conduct and Compliance Program are the primary tools we use to ensure ethical management in our supply chain.

In 2006, we began working with the Electronic Industry Citizenship Coalition (EICC), whose Code of Conduct sets industry standards on social, environmental and ethical issues in the electronics industry supply chain. In 2008, we became an official member of the EICC. We have adopted the EICC Code of Conduct as our Supplier Code of Conduct, and Xerox serves on the EICC Senior Executive Advisory Council.

We continually reinforce the importance of the Supplier Code of Conduct to our supplier base. We incorporate standards from the Supplier Code of Conduct in purchase agreements. We run a risk assessment and require suppliers to participate in the Xerox compliance program. Finally, we send an annual communication to our entire supplier base.

The Xerox Compliance Program upholds our Supplier Code of Conduct. The following are components of the Compliance Program.

- All suppliers are subject to an initial risk assessment, which is based on objective criteria.
- Suppliers flagged in the risk assessment — in addition to suppliers deemed critical to our supply chain — are required to complete detailed questionnaires. In addition to highlighting areas of potential concern, these questionnaires clarify our expectations and reinforce the importance of these topics.
- Based on the assessments and questionnaires, we annually select suppliers for compliance review or audit.
- Trained Xerox personnel conduct audits on-site. Audits and compliance reviews both follow the EICC Audit format, which addresses labor practices, freedom of association, child labor and forced labor, human rights, environmental concerns and more.
- During the audit, we classify areas of nonconformance as “priority,” “major,” “minor” or “for review.” We provide each supplier with a written performance assessment.

In 2014, we conducted 31 audits and 41 compliance reviews, representing 30 percent and 46 percent of Xerox direct/technology supplier spend. Since 2010, we’ve conducted over 300 compliance reviews and audits.

In 2009, Xerox became the first organization to achieve global certification from the Chartered Institute of Purchasing and Supply (CIPS) in the area of procurement excellence through processes and procedures, now known as CIPS Silver. In 2012, Xerox achieved CIPS Gold Certification at a global level, which recognizes our leadership in ethical, sustainable and strategic procurement and verifies our effectiveness in managing our global supplier base.

Xerox recently achieved the highest certification awarded at a global level, CIPS Platinum Certification. The Platinum Certification signifies world-class levels in all aspects of ethical, sustainable and strategic procurement when measured against CIPS’ globally respected standards structured around leadership and organization, strategy, people, process and systems, and performance measurement and management.

The certification process helped Xerox Global Procurement to identify and validate internal best practices, identify areas for improvement, and provided an unbiased measure of our organization's performance against benchmark industry criteria.

In addition, it was a development opportunity for our people. Team members, as well as the other resources they engaged, were energized by the experience. This project put the spotlight on the excellent work by our procurement team.

### **Business Performance and Reviews**

We regularly review suppliers' performance against expectations and contractual requirements, prioritizing based on business risk and revenue impact. Suppliers with the highest business risk and potential revenue impact are considered "critical" and are required to maintain an acceptable business resumption plan. We inspect these plans on a regular basis.

Revenue risk criteria include:

- The amount of revenue at risk
- The total dollar amount spent
- The length of time before the machine or parts in the field impact recovery time
- The total spend across Xerox product families

Business risk criteria include:

- Whether a supplier is a single source
- Length of time to resume normal business practice after an adverse event
- Percent of business revenue Xerox represents
- The stability of the industry
- Propensity for natural disasters or political turmoil
- Supplier's performance in a financial assessment

### **Conflict Minerals**

We are committed to improving mining conditions associated with mining in conflict regions.

- Xerox has an extensive [Conflict Mineral Policy](#).
- We publish our Due Diligence activities in our yearly [Conflict Mineral Report](#).
- Our internal processes incorporate the Organization for Economic Cooperation and Development (OECD) framework for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.
- We are an active member of EICC and the Conflict Mineral Sourcing Initiative (CFSI).
- We use the CFSI reporting template to survey our supply base about conflict mineral usage.
- We support the Conflict Free Smelter Program (CFSP), which independently audits smelters and refiners to determine if they have a system in place to assure sourcing of conflict-free minerals.
- Our supplier contract template includes a specific reference to conflict minerals to ensure responsible sourcing in our supply chain.
- We filed Form SD with the SEC on May 18, 2015. You can find a copy on <http://news.xerox.com/investors>.



## Supply Chain Security

The Xerox brand is known worldwide for delivering industry-leading document technology, services and solutions. Counterfeit parts and supplies misrepresent the quality of our products and pose a serious threat to our reputation.

- We have rigorous processes to identify and eliminate counterfeit supplies and components from our supply chain. [Read our Anti-Counterfeiting Statement.](#)
- Whenever possible, we source from a base of trusted suppliers (and their authorized distributors) who have been through our comprehensive vetting system.
- We also always seek warranties guaranteeing authenticity and quality; among other benefits, this practice mitigates obsolescence.
- If suppliers wish to substitute an item different than originally agreed upon, they must obtain approval from our Global Procurement group.
- We've built security controls into our supply chain to help ensure the uninterrupted flow of products from the point of manufacture to the customer.
- We are a certified participant of the U.S. Customs and Border Protection Customs-Trade Partnership Against Terrorism (C-TPAT) and the E.U. Authorized Economic Operator (AEO) program in the Netherlands and Ireland. As part of these memberships, we've adopted specific criteria into both our Supplier Security Requirements and internal security policies and standards.
- We have an ongoing assessment program to monitor compliance by high-risk suppliers and internal locations. We belong to the Transported Asset Protection Association (TAPA).

## Supplier Diversity

We proactively identify and seek to work with certified small businesses and also enterprises owned by minorities, women, veterans, gays and lesbians, and disabled persons. A diverse supplier pool is a competitive advantage and a powerful business tool.

During 2014, Xerox and our subsidiaries purchased goods and services from the following:

Minority-owned	\$236 million
Woman-owned	\$311 million
Veteran-owned	\$62 million
Small Tier I businesses	\$994 million

Several independent groups have recognized Xerox has having outstanding supplier diversity. [Learn more about the awards we have received.](#)

Diversity and inclusion is important not only to our company, but to our society and our world. We take part in several efforts with the goal of increasing diversity and inclusion in several different business areas.

- The Inclusion Initiative is committed to identify and increase opportunities for minority- and women-owned (MWBE) law firms. Since joining the Initiative in 2011, we have continuously exceeded and increased our annual goals for spend with MWBE firms.
- The National Minority Supplier Development Council's (NMSDC) Corporate Plus Member Accreditation recognizes and raises awareness for deserving minority-led companies. In 2014,

we nominated and sponsored a key partner/supplier for this program.

- We are an active member of the National Minority Supplier Development Council and the Women's Business Enterprise National Council.
- We participate in multiple small business and diverse supplier fairs and conferences throughout the year.

More information is available at [www.xerox.com/supplierdiversity](http://www.xerox.com/supplierdiversity).

Current and potential vendors can learn more about supplier diversity, supplier quality assurance and supplier ethics at [www.xerox.com/suppliers](http://www.xerox.com/suppliers).

**DOING GOOD BUSINESS**

# Risk Management

With global leadership comes global responsibility...not only to our people and shareholders, but also to the suppliers, distributors and citizens of the countries in which we operate. That's why we devote considerable resources toward Enterprise Risk Management (ERM), anticipating and avoiding risks to the financial and operational health of our business.

ERM follows a clearly defined business strategy that is shared across the company and that is aligned with our strategic and organizational goals. Our ERM process adheres to the COSO II (Committee of Sponsoring Organizations of the Treadway Commission) framework. We assess all categories of business risk — strategic, operational, compliance, legal and regulatory, reputational and financial reporting — and coordinate our ERM assessment with the Internal Audit Risk Assessment to ensure consistency between the ERM plans and upcoming internal audits.

Several executive committees integrate Enterprise Risk Management with business management by monitoring both risk exposure and how effectively those risks are managed. They include our:

- Management Committee
- Enterprise Risk Steering Committee
- Business Ethics and Compliance Governance Board
- IT Risk Governance Board
- Credit Committee
- Currency Strategy Committee
- Reputation Management Committee
- Management Audit Committees

In addition, the Xerox Board of Directors regularly reviews the Enterprise Risk profile and monitors the effectiveness of management policies and decisions, including risk management activities.

**DOING GOOD BUSINESS**

# Business Continuity

We respond to major events that could disrupt business operations — such as natural disasters and pandemics — with comprehensive business continuity action plans. These plans are designed to minimize adverse impacts to our people, customers, shareholders, suppliers and assets. They are well documented, communicated across all business units and tested annually to ensure rapid and effective response.

Xerox is a leader in telecommuting practices. When weather, power outages, or other work disruptions impact specific geographic areas, we are often able to continue our high level of service by redirecting the impacted activity to employees and/or systems in other locations.

As an example, in 2014, severe winter weather forced the closure of our American Logistics Center for parts and supplies. In accordance with our business continuity action plan, we routed requests to distribution centers throughout the United States and set up regional locations to fulfill the requests. In doing so, we protected our people and assets while meeting our customers' needs.

Safety is always our top concern. Often, local customers experience the same work interruptions; communicating with clients and other stakeholders is paramount.

Our Business Continuity Program Office is responsible for the business continuity assurance process. All Xerox organizations assess their plans against a standard set of criteria and report the status during operational reviews.

## DOING GOOD BUSINESS

# Investor Relations

Xerox investor relations provides information about our financial performance, strategic intent and expectations for long-term profitable revenue growth to investors, financial analysts and potential shareholders worldwide. Investor relations pays special attention to the clarity and accessibility of this information, which is released on a timely basis through press releases, webcasts, quarterly earnings presentations, annual reports, and Securities and Exchange Commission (SEC) filings.

Institutional investors hold approximately 85 percent of Xerox's common shares; of this group, the top 20 own close to 50 percent of the shares.

In 2014, we held the following investor-related events:

- Approximately 80 institutional investors, analysts and investment bankers participated in the company's annual investor conference in New York City and over 100 watched the live webcast.
- Xerox executives participated in 13 brokerage conferences.
- Investors and analysts met with Xerox leaders at the Print14 trade show in Chicago, and we conducted two audio calls related to our Services business — one on Managed Print Services and one on our Private Healthcare Exchange business.
- We hosted approximately 60 small group meetings with current and potential investors in major markets, including Atlanta, Baltimore, Boston, Chicago, Dallas, Denver, Kansas City, London, Los Angeles, Minneapolis, Montreal, New York, San Francisco, Toronto and Zurich.
- Xerox executives spoke with investors/analysts during approximately 350 one-on-one meetings and phone calls.

**DOING GOOD BUSINESS**

# Public Policy Engagement

Xerox has a long-standing tradition of civic engagement. Our involvement in the political process and global public policy debate is a natural extension of our core values. We work with governments, others in our industry and the broader business community to advocate for public policies that support our business goals.

On issues for which our experience and knowledge add an important perspective to public debate, we seek to educate policymakers, both directly and indirectly, through various coalitions and trade associations. Through the Office of Global Government Affairs, we have interactions with governments and governmental organizations throughout the U.S. (at federal, state and local levels) and around the world. We engage on issues that range from legal, trade, tax policy and financial activities to regulatory compliance, intellectual property and government procurement.

**International Trade**

We support open markets and free trade. International trade is a powerful engine of global economic development that fosters job growth, improved living conditions and opportunities around the world. We support government-to-government negotiations aimed at liberalizing trading rules and opening markets, both on a bilateral and multinational basis. More open markets are critical for our technology and service solutions where we face barriers worldwide. We believe that all participants must be responsible citizens of the countries in which they do business.

Our Chairman and CEO serves as the Chair of [The President's Export Council](#), which is the principal national advisory committee on international trade. The Council advises the President of government policies and programs that affect U.S. trade performance, promotes export expansion, and provides a forum for discussing and resolving trade-related problems among the business, industrial, agricultural, labor and government sectors.

**Competitiveness**

Through our support of the [Change the Equation](#) initiative, which directs more resources to science, technology, engineering and mathematics (STEM) education programs, we focus on improving the ability of the U.S. to compete on the global stage.

**Corporate Taxation**

As a global enterprise, we comply with the tax laws and regulations in all 180-plus countries in which we operate. For more detail on the taxes we pay, please see our [2014 Annual Report](#).

At the same time, we work in support of U.S. corporate tax reform. The U.S. has the highest tax rates among large, industrialized nations. Corporate tax reform is needed if U.S. companies are to be fully competitive in overseas markets where 95 percent of the world's population lives.

**Intellectual Property**

As a participant in the Coalition Against Counterfeiting and Piracy, we play an active role in combating theft of intellectual property by counterfeiters who manufacture knock-off products. We

are also strongly supportive of changes in the law that would reduce the impact of frivolous intellectual property litigation that imposes unnecessary costs on innovative companies.

### **Environment**

Our Environment, Health, Safety and Sustainability governance policy, adopted in 1991, forms the foundation of our environmental leadership program.

### **State Legislation**

We promote policy positions that make Information Technology (IT) more effective in supporting state and local government missions, improve government technology acquisition processes, maximize the positive financial impact of IT investments and create better outcomes for Americans served by state and local government agencies and programs. Our Office of Global Government Affairs has an established network of state and local government consultants whose responsibilities include monitoring legislation and policies that would impact our various government lines of business. Examples of our government business interests include IT outsourcing, regulation of credit card fees, eligibility and health insurance exchanges, emergency management services, work zone speed enforcement and electronic toll collections.

### **Retirement Policy**

We believe policymakers should foster a legal and economic framework that encourages employers to maintain and increase the number of workers who have access to employer-provided retirement security. We take our commitment to our employees, both current and retired, very seriously and work with the U.S. Congress and the Administration to formulate policies that allow us to meet those commitments.

### **Healthcare**

As an active player in healthcare, we promote policies that allow for sustainable, high-quality systems that are more accessible, less costly and more patient-centered. We support every citizen having access to quality, affordable health coverage. However, too many obstacles — regulatory mandates, inaccessible data, inefficient processes, incomprehensible billing and ever-rising costs — threaten to undermine our ability to provide healthcare effectively. We seek to use our healthcare expertise, our heritage of innovation and our influence to enhance the entire healthcare ecosystem. We work with patients, providers, payers, employers and governments at all levels to improve people's lives through better, more accessible and more affordable healthcare.

As such, Xerox maintains a leadership role in the following employer community organizations and coalitions:

- Corporate Health Care Coalition (CHCC): CHCC is an organization composed of leading companies from varying industries that compete in the global marketplace and advocate for policies to make quality healthcare more affordable, accessible, accountable and sustainable.
- National Coalition on Benefits (NCB): The NCB is dedicated to working with Congress to maintain employers' ability to provide uniform health and retirement benefits to employees and retirees across state and local lines and to ensure that federal health reform initiatives preserve ERISA benefits.
- American Benefits Council (ABC): ABC is a trade association whose corporate members either directly sponsor or provide services to retirement, health and compensation plans

covering more than 100 million Americans and millions of others internationally. ABC's mission is to be the most effective advocate for employer-sponsored benefit plans.

- **ERISA Industry Committee (ERIC):** A trade association, ERIC represents the employee benefits and compensation interests of America's major employers.

### Professional Organizations and Associations

Trade associations around the world play an important role in assisting our company with business development opportunities and citizenship activities, as well as in helping us meet certain public policy objectives. We are a member of a wide array of trade associations. Any trade association dues, or portions thereof, that are not deductible for tax purposes are reported in our [lobbying disclosure reports](#). Our senior managers play a leadership role in various organizations, such as the Business Roundtable, the U.S. Chamber of Commerce and the Technology CEO Council. These organizations develop and promote public policies that are considered important to our public policy interests and operations.

While we prefer to make political expenditures directly rather than through professional organizations and associations, Xerox, like all major corporations, is a member of various 501(c) organizations that may engage in political activities. While we may not necessarily agree with every position taken by each organization to which we contribute, we determine that the intended use of a contribution is consistent with our mission and core values before making a contribution to any such group. Where our dues and other expenditures total \$25,000 or more, we inquire and make a reasonable effort to obtain from those associations the portion of the dues or payments that are used for lobbying expenditures or political contributions. To the extent it is reported to us, we disclose the non-deductible portion of our contributions annually.

The following lists U.S.-based trade associations in which 2014 dues and expenditures paid by Xerox total \$25,000 or more. The portion of our contributions used for lobbying expenditures or political contributions is also indicated:

Trade Association	2014 Payments	Amount (\$) of Total Payment Used for Non-Deductible Expenses Used by the Association
Business Roundtable	\$235,560	\$91,868
National Association of Manufacturers	\$40,000	\$9,600
TechAmerica	\$50,000	\$8,000
Technology CEO Council	\$150,000	\$150,000
U.S. Chamber of Commerce	\$140,000	\$56,000

- **Business Roundtable:** The Business Roundtable has been actively engaged in shaping the debate on corporate tax reform and is supportive of Xerox's goals for reform that will enhance the ability of U.S. companies to compete internationally. We participate in the policy formation and advocacy functions for the Business Roundtable's tax reform efforts. The Roundtable has also focused heavily on developments with the most burdensome of EPA's proposed regulations covering areas such as ozone, carbon emissions and boiler controls, proposing less costly methods of achieving EPA's overall environmental goals.



- **National Association of Manufacturers (NAM)**: NAM is the powerful voice of the manufacturing community and the leading advocate for a policy agenda that helps manufacturers compete in the global economy and create jobs across the U.S. NAM is on the front lines of a wide range of policy battles — including immigration reform and labor relations, energy and the environment, and trade policy and taxes — working on behalf of manufacturers in America to advance policies that help manufacturers do what they do best: Create economic strength and jobs.
- **TechAmerica**: TechAmerica is the public sector and public policy department of CompTIA, advocating before decision-makers at the state, federal and international levels of government. Representing technology companies of all sizes, TechAmerica is committed to expanding market opportunities and driving the competitiveness of the U.S. technology industry around the world.
- **Technology CEO Council (TCC)**: The TCC is the information technology industry's leading public policy advocacy organization comprised exclusively of chief executive officers from America's top IT companies. Our Chairman and CEO serves as the chair of TCC.
- **U.S. Chamber of Commerce**: The U.S. Chamber of Commerce is the world's largest business organization, representing the interests of more than 3 million businesses of all sizes, sectors and regions. The Chamber's membership ranges from independently owned small businesses and local chambers to leading industry associations and large corporations. The Chamber advocates for pro-business policies that create jobs and grow the economy. Key issues range from smart tax policy and regulatory relief to legal reform and trade promotion.

### **Code of Conduct Training**

The Xerox Code of Business Conduct contains explicit information on our policies governing contact with elected and appointed government officials and agencies, as well as lobbying and political contributions. All Xerox employees are required to participate in annual training on the Code of Business Conduct and must certify adherence to the Code upon the conclusion of the course.

### **Employee Personal Political Contributions**

While we encourage our people to participate in community and political activities, we do not endorse any organization or activity in which employees choose to participate; and we do not discriminate in favor of or against employees based on the organizations they choose to support. Employees are not reimbursed directly or through increases in compensation for their personal political contributions and expenses.

### **Xerox Contributions to 527s in 2014**

The following 527 organizations received support from Xerox in 2014. The name derives from Section 527 of the Internal Revenue Code, under which these organizations are tax-exempt. These organizations have a purely political focus, rather than one supporting an issue or cause. Xerox contributions to the following 527 organizations are made with corporate — rather than XPAC — funds:

- Democratic Governors Association

- Republican Governors Association

### **Xerox Corporate Political Contributions**

We have a long-standing policy that nothing of value may be given, paid, promised or offered — directly or indirectly — from corporate treasury funds for any of the following: (1) political party, committee and/or candidate for any federal, state or local government office anywhere around the world; (2) independent expenditure or ballot measure committees; (3) electioneering communications; or (4) candidates for judicial office.

We have an established policy that does not permit any in-kind political contributions. The only authorized method to make political contributions on behalf of Xerox is through the Xerox Corporation Political Action Committee (XPAC).

### **Xerox Corporation Political Action Committee (XPAC)**

XPAC is supported entirely by voluntary contributions from eligible Xerox employees, and all contributions go directly to candidate campaigns for political office. XPAC is nonpartisan and actively supports candidates and helps elect policymakers whose positions are consistent with our business values and strategies. XPAC contributions promote the interests of the company and are made without regard for the private political preferences of company officers and executives. We strictly prohibit the use of XPAC contributions to motivate or reward any official act.

Every proposed political contribution undergoes an internal review process to evaluate whether it is legally permissible and in the best interests of our company and our shareholders. In many cases, we may not agree with every position taken by a candidate whom we support.

The XPAC guidelines used as a basis for supporting candidates and elected officials include:

- The integrity and character of the candidate
- The candidate's position on significant policy issues of importance to our company
- The candidate's overall support for our company and industry
- The candidate's overall support for the free enterprise system and U.S. competitiveness
- A demonstrated willingness on the part of the candidate to work with our company and industry to achieve responsible public policy solutions
- The candidate's representation of a state or district in which our company has significant employees or facilities
- The candidate's representation of a state or district in which our company has significant employees or facilities
- Whether the candidate holds a leadership position within their political party
- The candidate's electability
- Permissibility under applicable law

In addition, XPAC focuses on contributions that go directly to candidates for office. Special exceptions are required for:

- Out-of-election-cycle contributions
- Contributions to leadership PACs
- Contributions to trade association PACs
- Contributions to ballot measure committees

- Contributions to political parties

XPAC does not permit contributions for:

- Independent expenditure committees
- Electioneering communications
- Candidates for judicial office
- Presidential candidates at any stage in the campaign process

XPAC discloses all contributions made and received on reports filed with the Federal Election Commission and the various state and local campaign finance commissions, as required by law. In accordance with XPAC's Articles of Organization, an audit of the accounting books of the XPAC are performed at least once during every two-year election cycle to assure compliance with the Federal Election Campaign Act of 1971, as amended, and its regulations and all other applicable laws.

We use outside legal experts to provide periodic oversight of the company's political activities.

Candidate/Committee	Office Sought	State	Amount
<b>U.S. Senate</b>			
Sen. Mitch McConnell (R)	U.S. Senate	KY	\$5,000
Sen. Susan Margaret Collins (R)	U.S. Senate	ME	\$1,000
Sen. Ron L. Wyden (D)	U.S. Senate	OR	\$1,000
Sen. Lamar Alexander (R)	U.S. Senate	TN	\$1,000
<b>Total U.S. Senate</b>			<b>\$8,000</b>
<b>U.S. House</b>			
Rep. James Andrew Himes (D)	U.S. House, District 4	CT	\$1,000
Rep. Harold D. Rogers (R)	U.S. House, District 5	KY	\$2,000
Lee Terry (R)	U.S. House, District 2	NE	\$1,000
Rep. Thomas W. Reed, II. (R)	U.S. House, District 23	NY	\$5,000
Rep. Louise McIntosh Slaughter (D)	U.S. House, District 25	NY	\$5,000
Rep. Patrick Joseph Tiberi (R)	U.S. House, District 12	OH	\$5,000
Rep. John Andrew Boehner (R)	U.S. House, District 8	OH	\$2,500
Michigan Republican Party (R)	U.S. House, District 11	VA	\$1,000
<b>Total U.S. House</b>			<b>\$22,500</b>
<b>Governors</b>			
Gov. Doug Ducey (R)	Governor	AZ	\$1,000
Gov. Nathan Deal (R)	Governor	GA	\$2,500
Rhode Island Democratic State Committee (D)	Governor	RI	\$1,000
Gov. Terry Edward Branstad (R)	Governor	IA	\$2,500
Gov. Michael Richard Pence (R)	Governor	IN	\$2,500
Gov. Anthony Gregory Brown (D)	Governor	MD	\$4,000

Gov. Larry J. Hogan, Jr. (R)	Governor	MD	\$2,000
Gov. Steve Bullock (D)	Governor	MT	\$650
Gov. Margaret Wood Hassan (D)	Governor	NH	\$6,000
Gov. John R. Kasich (R)	Governor	OH	\$5,000
Gov. Mary Fallin (R)	Governor	OK	\$2,500
Gov. John Albert Kitzhaber (D)	Governor	OR	\$2,500
Gov. Tom Corbett (R)	Governor	PA	\$1,000
Gov. Tom Wolf (D)	Governor	PA	\$5,000
Gov. Nikki Randhawa Haley (R)	Governor	SC	\$2,500
Gov. Scott K. Walker (R)	Governor	WI	\$5,000
Gov. Matthew Hansen Mead (R)	Governor	WY	\$3,500
<b>Total Governors</b>			<b>\$49,150</b>

### Other State Candidates

Sen. Kevin de Leon (D)	State Senate, District 22	CA	\$1,500
Rep. Valerie J. Longhurst (D)	State Representative, District 15	DE	\$500
Sen. Gregory F. Lavelle (R)	State Senate, District 4	DE	\$500
Mark Butler (R)	Labor Commissioner	GA	\$2,500
Hon. Michael L. Fitzgerald (D)	Treasurer	IA	\$2,000
Hon. Ron Estes (R)	Treasurer	KS	\$1,000
Ken Ulman (D)	Lieutenant Governor	MD	\$4,000
Hon. Don Stenberg (R)	Treasurer	NE	\$500
Chris Pappas (D)	Executive Council	NH	\$1,000
Chris Sununu (R)	Executive Council	NH	\$1,000
Colin Van Ostern (D)	Executive Council	NH	\$1,000
Hon. Glenn Hegar (R)	Treasurer	TX	\$2,500
<b>Total Other State Candidates</b>			<b>\$18,000</b>

### Local Candidates

Anita Bonds (D)	City Council	DC	\$500
Kenyan McDuffie (D)	City Council	DC	\$500
Phil Mendelson (D)	City Council	DC	\$750
David Catania (I)	Mayor	DC	\$1,000
Jack Evans (D)	Mayor	DC	\$1,000
Muriel Bowser (D)	Mayor	DC	\$2,000
Vincent Gray (D)	Mayor	DC	\$2,000
Jim Gray (D)	Mayor	KY – Lexington	\$1,000
<b>Total Local Candidates</b>			<b>\$8,750</b>

### State Party Committees

Connecticut Democratic State Central Committee (D)	State Party Committee	CT	\$2,500
Michigan Republican Party (R)	State Party Committee	MI	\$5,000
Rhode Island Democratic State Committee (D)	State Party Committee	RI	\$5,000
<b>Total State Party Committees</b>			<b>\$12,500</b>
<b>GRAND TOTAL</b>			<b>\$118,900</b>

**The Xerox Board of Trustees hold the following positions within Xerox:  
(\*Denotes trustee serves on the XPAC Contributions Committee)**

Chief Operating Officer, Commercial Healthcare Business Group
Chief Operating Officer, Public Sector Business Group*
Executive Vice President, General Counsel and Secretary*
Executive Vice President, High Tech and Communications Business Group
Group President, Government Healthcare Business Group
Group President, Local Government Transportation*
President, Corporate Strategy and Asia Operations*
Senior Vice President and General Manager, Global Accounts - Global Financial Services, Insurance and Professional Services
Senior Vice President, Acquisitions, Corporate Services and Marketing, GIS
Senior Vice President, Global Sales and Marketing, Public Sector Business Group
Senior Vice President, U.S. Large Enterprise Operations
Vice President, Global Communications
Vice President, Global Government Affairs and Corporate Philanthropy*
Vice President, Government Affairs
Vice President, Human Resources and Learning
Vice President, Operations, Public Sector and Healthcare
Vice President, Public Sector Center of Excellence
Vice President, Solutions Business Unit, Global Technology and Delivery Group

**XPAC Oversight**

The Corporate Governance Committee of the Xerox Board of Directors is responsible for overseeing the company's political and charitable contributions and receives annual reports on XPAC activities.

The Vice President, Global Government Affairs is responsible for the management of Xerox's participation in the political process. This position reports directly to our Executive Vice President, General Counsel and Corporate Secretary, who reports to the company Chairman and Chief Executive Officer.

XPAC is led by a Board of Trustees, which includes a cross-section of managers from Xerox who represent their unique business unit and geographic areas. A Contributions Committee appointed by the XPAC Chairman and consisting of five members is responsible for selecting by majority vote the candidates to receive a contribution from XPAC. Our General Counsel, the Vice President of Global Government Affairs and the Manager, Global Government Affairs oversee all spending.

# Progress Chart



# Progress Table

## Our Goal: Zero Waste To Landfills

In 2014, we managed 93 percent of non-hazardous solid waste beneficially, up from 92 percent in 2013. We've established a new aspirational goal to drive our reuse/recycle rate to 100% by 2020 at our technology facilities compared to a baseline year of 2009.

To learn more about this information see our chart in the Responsible Operations section of this report for further details.

Non-hazardous solid waste recycling

2011	2012	2013	2014
91 %	93 %	92 %	93 %

## Conserving Water

As part of our commitment to conserve resources, we monitor water consumption across our manufacturing, distribution and R&D facilities worldwide. Having met our corporate goal to reduce water consumption by 21 percent by 2014 (against a 2009 baseline), we established a new goal to reduce water consumption by 35% by 2020 (against a 2010 baseline). Water consumption in 2014 was down 28% against the 2020 goal.

See more detailed information on water consumption and our new 2020 goal.

2011	2012	2013	2014
Down	Down	Down	Down
21 % from 2009	35 % from 2009	35 % from 2009	28 % from 2010

## Reducing Greenhouse Gas Emissions

Since 2010, Scope 1 (direct) and 2 (indirect) greenhouse gas emissions are down 32 percent. The reductions are the result of improved energy efficiency, new technologies and improved energy management practices.



See more detailed information on greenhouse gas emissions.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Down	Down	Down	Down
<b>8 %</b>	<b>21 %</b>	<b>28 %</b>	<b>32 %</b>
from 2010	from 2010	from 2010	from 2010

## **New Products Achieve the ENERGY STAR® Rating**

In 2014, 100 percent of our new eligible products met ENERGY STAR requirements. We've continuously reduced power consumption of our laser-based printing products by adjusting fuser design, changing properties of toner, implementing more efficient electronic controls and improving the entire xerographic system.

See more detailed information on ENERGY STAR® ratings for Xerox Products.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>

## **End-of-Life Management**

Our approach to managing products at end-of-life translates into significant environmental and financial benefits. Globally, our combined returns programs (equipment remanufacture in conjunction with parts and consumables reuse and recycling) prevented over 38,000 metric tons of waste from entering landfills in 2014 alone.

Learn more about the Xerox Green World Alliance.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>98 %</b>	<b>99.8 %</b>	<b>99.2 %</b>	<b>96 %</b>

## **Energy Use Reduction**

At the conclusion of the Energy Challenge program, we successfully reduced energy consumption by 31 percent and cut emissions by 42 percent — that's 210,000 tons of carbon dioxide equivalents (CO<sub>2</sub>e). Our new corporate-wide goal is to reduce

energy consumption an additional 20 percent by 2020 (from a 2012 baseline). In 2014, we reduced energy consumption by 11 percent and cut emissions by 15 percent — that's 41,434 tons of carbon dioxide equivalents (CO<sub>2</sub>e).\*

\* Excludes data centers numbers. Energy Challenge 2012 included fleet and facilities for the Technology Business (and Services where co-located). Energy Goal 2020 encompasses all parts of our business.

ENERGY / GHGs		Reduction from 2002 baseline		Reduction from 2012 baseline	
		2011	2012	2013	2014
% Reduction Energy Use from Baseline (Scope 1 and 2)	20% reduction	27%	33%	5%	11%
	by 2020 with a new baseline established in 2012				
% Reduction GHG Emissions from Baseline (Scope 1 and 2)	20% reduction	36%	42%	10%	15%
	by 2020 with a new baseline established in 2012				

## Reducing emissions by reducing employee air travel

Business travel plays a big role in contributing to greenhouse gas emissions. In recent years, we've promoted videoconferencing and other technology as environmentally friendly alternatives to air travel. Thanks to these efforts, we've reduced emissions due to air travel by 20 percent per employee for several years. From 2013 to 2014, emissions went up slightly due to increased business requirements.

## The Xerox Foundation 2014 Giving

In 2014, more than 2,500 non-profit organizations, colleges and universities received direct financial support from The Xerox Foundation through grants, matching gifts or community involvement activities. We focus our investments in the following areas:

- Education and workforce preparedness
- Science and technology
- Employee and community affairs
- National and cultural affairs

Learn more about The Xerox Foundation.

See more detailed information on The Xerox Foundation giving.

<b>2011</b>	<b>2012</b>	<b>2013</b>
\$13.5 million	\$13.5 million	\$13.5 million
	<b>2014</b>	
	\$13.5 million	

## The Xerox Community Involvement Program

The Xerox Community Involvement Program links our corporate giving with the voluntary spirit of our employees as they become involved in the communities where we live and work. Since the program began in 1974, thousands of Xerox people have been involved in regional, community-focused projects each year.

Learn more about The Xerox Foundation.

See more detailed information on community involvement programs.

<b>2011</b>	<b>2012</b>
12,000 Employees 750 Projects	12,500 Employees 700 Projects
<b>2013</b>	<b>2014</b>
13,000 Employees 800 Projects	13,000 employees 800 Projects

## Voice of the Employee Survey

Our proprietary Voice of the Employee Survey allows managers to assess their employees' satisfaction with their job, work group, manager and Xerox as a whole.

Since 2009, we have surveyed our global population across 49 countries and in 26 languages. Each manager receives a personalized report to assist in developing action plans where needed. In addition, we capture global trend data and employee ideas.

We received 68,500 responses to our 2013 Voice of the Employee survey. The 2015 survey is currently under way; we expect to share these results in our 2016 Citizenship Report.

See more detailed information on employee satisfaction surveys.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
74 %	75 % *	73 %	2015 survey currently under way

\*In 2012, the survey was distributed to around 14,000 employees in Europe, Canada and our developing markets. All other years reflect a larger global population.

## Addressing Employee Inquiries

A Xerox proprietary web-based polling/routing/reporting system links employee inquiries or comments through the intranet with appropriate Xerox contacts to identify and track any comment, suggestion or unresolved problem for action.

The chart below displays the number of employee inquiries we received and routed for resolution. The decline in inquiries in recent years is due to the overall resolution of systemic issues and the ability for employees to provide comments/suggestions or raise a technical issue.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
3,291	2,745	2,185	1,442

## Employee Diversity – Female Employees

We gain a competitive advantage as we continue to draw on the experience and creativity of a well-balanced, diverse workforce. That means we're better able to understand and meet the changing demands for our products and services. Simply stated, a balanced workforce makes good business sense.

In the U.S., 55 percent of employees are women, and women represent 27 percent of executive and senior-level managers. Diversity reporting is not tracked in most other countries.

The chart below displays the percentage of executive and senior-level managers who were women over the past four years in the U.S.

Learn more about diversity at Xerox.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
25.0 %	26.0 %	27.2 %	27.0 %

## Employee Diversity – Minority Employees

Employees with different ways of thinking — and different ways of perceiving our world — are employees who create innovative solutions. In a business like ours, whose lifeblood is fresh ideas, this variety of perspectives is a priceless resource and a key to achieving critical business results.

Minorities represent 42 percent of employees and 13 percent of executive and senior-level managers in the U.S. Diversity reporting is not tracked in most other countries.

The chart below displays the percentage of minority employees in our U.S. workforce over the past four years.

Learn more about diversity at Xerox.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
37.5 %	39.4 %	40.3 %	42 %

## Monitoring the Safety of our Employees

In 2014, our Technology operation's total recordable injury (TRI) rate decreased 12 percent. These performance improvements are reflective of the increased safety awareness and communications to our employees, and focused safety management processes within our management teams.

See more detailed information on our recordable injury rates.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Down	Up	Down	Down
1 %	5 %	3 %	12 %
from 2010	from 2011	from 2012	from 2013

## Preventing Injuries and Illnesses

In 2014, our global Technology operation's day away from work case (DAFW) rate decreased by 7 percent from 2013 levels. These performance improvements are reflective of the increased safety awareness and communications to our employees, and focused safety management processes within our management teams.

See more detailed information on work injury rates at Xerox.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Up	Up	Down	Down
<b>6 %</b>	<b>13 %</b>	<b>12 %</b>	<b>7 %</b>
from 2010	from 2011	from 2012	from 2013

## Topping the Competition

Xerox is the leader in equipment revenue market share\*. We offer the industry's broadest portfolio of document technology and services for businesses of any size, in any industry, anywhere around the world.

\*Color and WW Total Equipment Sale Revenue (ESR) Share. \*Equipment revenue (shipment value) in the hardcopy peripheral industry. Source: IDC WW Quarterly HCP Tracker, Final Historical 4Q14.

Learn more about Xerox products.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>#1</b>	<b>#1</b>	<b>#1</b>	<b>#1</b>

## Innovating for the Future

Xerox was granted 1,114 U.S. patents in 2014, ranking the company as one of the world's top innovators. Our joint venture in Japan, Fuji Xerox Co. Ltd., received 834 U.S. patents. The Xerox group garnered 1,949\* patents total.

Xerox and Fuji Xerox collectively invest about \$1.2 billion annually in research, development and engineering.

\*Total patents earned along with Fuji Xerox Group.

Learn more about innovation at Xerox.

See more information on our patent filings.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
1,618	1,900	1,968	1,949

## **Measuring Customer Satisfaction**

In 2011, we began investing in a new customer satisfaction process to ensure a stronger focus on understanding and fulfilling customer needs and expectations. The new process solicits feedback from our technology customers around the globe, providing detailed insights that help us identify systemic issues and make the necessary changes that ensure strong customer satisfaction. Improved closed-loop follow-up processes also enable faster responses to individual problems.

### **2011**

We chose to invest in a new customer satisfaction process to ensure a stronger focus on understanding and fulfilling customer needs and expectations.

### **2012**

We continued our investment in a new customer satisfaction process to ensure our award-winning service and customer-centric approach builds customer loyalty and trust.

### **2013**

We further developed our new customer satisfaction process and saw positive results, both in the feedback from our customers and in the internal measures we use to assess the quality of what we are delivering to the marketplace.

### **2014**

Xerox centralized client satisfaction measurement activities and provided governance and oversight on the measurement process with emphasis on improving our closed-loop follow-up process. From 2013 to 2014, Xerox improved average satisfaction scores in six out of eight customer experience areas we measure in our quarterly global relationship survey.

## **Industry Analysts Recognize Xerox as a Market Leader**

Our commitment to our customers has gained worldwide recognition.

Xerox has been named a leader in the Gartner Magic Quadrant for Managed Print and Content Services for six consecutive years (most recently November, 2014) and a leader in the Gartner Magic Quadrant for Customer Management Contact Center BPO for three consecutive years (most recently December, 2014).<sup>1</sup>

<sup>1</sup>Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

Many independent industry analysts rate Xerox services and products as leaders in multiple categories. Selected awards are displayed in the listing below.

#### 2011

- **IDC:** an IDC MarketScape leader for Worldwide Managed Print Services
- **Quocirca:** Market leader for MPS Landscape
- **Everest Group:** PEAK Matrix Assessment leader for Benefits Administration Outsourcing

#### 2012

- **IDC:** an IDC MarketScape leader for U.S. Shared, Networked MFPs for the Distributed Office; EMEA Managed Print Services
- **Forrester Research, Inc.:** cited as a leader in The Forrester Wave™: Managed Print Services, Q2 2012
- **Quocirca:** Market leader for MPS Landscape

#### 2013

- **IDC:** an IDC MarketScape leader for Worldwide Managed Print and Document Services; U.S. Smart Multifunction Peripherals
- **Quocirca:** Market leader for MPS Landscape
- **HfS Research BluePrint:** Winner's Circle for Healthcare Payer BPO Services
- **Everest Group:** PEAK Matrix Assessment leader for Benefits Administration Outsourcing; Contact Center Outsourcing
- **NelsonHall NEAT:** Leader in Benefits Administration Services

#### 2014

- **Everest Group:** PEAK Matrix Assessment Leader for Contact Center Outsourcing; Contact Center Outsourcing (COO) Market for the Healthcare Industry
- **NelsonHall NEAT Reports:** Leader in Benefits Administration; Learning BPO
- **IDC MarketScape Reports:** An IDC MarketScape leader in Worldwide Managed Print and Document Services; U.S. Smart Multifunction Peripherals
- **Quocirca:** Worldwide Market Leader in Managed Print Services

## The Xerox Board of Directors: Maintaining Independence

Based on standards for independence developed by the New York Stock Exchange, 89 percent of the Xerox Board is composed of directors who qualify as independent directors. It includes one non-independent director: Xerox Chairman and CEO Ursula M. Burns. Learn more about the Board's independence and our governance policies: [www.xerox.com/governance](http://www.xerox.com/governance).

2011	2012	2013	2014
90 %	90 %	90 %	89 %



# Awards and Recognitions

## Corporate Responsibility and Global Leadership Awards

Best Corporate Citizen

*Corporate Responsibility Magazine*



World's Most Ethical Companies

*The Ethisphere Institute*



FTSE4Good Index

*The FTSE4Good Stock Index*



World's Most Admired Company

*Fortune Magazine*



Top 100 Global Innovator Award

*Thomson Reuters*



*Forbes* 100 Most Reputable Companies

*Forbes*



Best New Innovative  
Product Finalist

*ITS America Awards*



Most Flexible Employer

*FlexJobs*



Solution Provider

*CRN.com*



Worldwide Market  
Leader in Managed  
Print Services

*Quocirca*



# Environmental Sustainability Awards

Best Global Green Brands

*Interbrand*



Most Sustainable Companies

*Newsweek*



A- in Climate Leadership from CDP

*CDP*



Grow Revenue; Reduce Environmental Impact

*Natural Capital Leaders Index*



Sustainable Operations

*Dow Jones*



# Diversity and Equality Awards

Top Employer:  
Diversity, Equality,  
Flexibility in the  
Workplace

*Diversity MBA  
Magazine*



50 Best Companies  
for Latinas

*Latina Style Magazine*



Top 25 Noteworthy  
Companies for  
Diversity

*DiversityInc*



"Best of the Best"

*Black EOE Journal*



100,000 Jobs Mission

*U.S. Veterans*



Supplier Diversity  
Crystal Award

*AT&T*



Top 35 Companies for  
Supplier Diversity

*Black Enterprise  
Entrepreneur Summit*



Top 100 Companies  
for Latinos

*Latino Magazine*



Top 50 Employers  
for Women

*Woman Engineer Magazine*



100% Score  
on Corporate  
Equality Index

*Human Rights  
Campaign  
Foundation*



Winning "W" Company  
for Board Diversity

*2020 Women on Boards*



# Select International Awards

**CANADA**

Best Diversity  
Employers

*Mediacorp  
Canada, Inc.*



**CANADA**

Top 100 Employers

*Mediacorp  
Canada, Inc.*



**CANADA**

2015 Top Foreign  
Corporate Citizens

*Corporate Knights*



**CANADA**

Greenest Employers

*Mediacorp  
Canada, Inc.*



**AFRICA**

Customer Experience  
Initiative

*Total Telecom*



**MEXICO**

100 High Tech  
Organizations

*CIO InfoWorld*



**PORTUGAL**

Best International  
Leader

*Leadership Business  
Consulting Group*



**GREECE**

Best Workplaces

*Great Place to Work Institute  
Hellas*



**PHILIPPINES**

Top Job Contributors

*Cebu*

