



MOTOROLA SOLUTIONS 2018 CORPORATE RESPONSIBILITY REPORT



MOTOROLA SOLUTIONS



GREG BROWN

**CHAIRMAN
& CEO
MOTOROLA
SOLUTIONS, INC.**

OUR LEGACY OF INNOVATION, SUSTAINABILITY AND SERVICE

In 2018, Motorola Solutions celebrated its 90th anniversary. Since 1928, we've built a legacy of innovation, from the communication system that carried the first words from the moon to today's industry-leading land mobile radios, command center software, video security solutions and managed and support services.

That legacy continues today and is fueled by our dedication to our employees, customers, community and the environment.

Our annual corporate responsibility report demonstrates our global commitment to operating with integrity and highlights key areas of progress from the year. Here are several highlights from the 2018 report.

Our Employees

We strive to foster a work environment that allows our employees to reach their full potential. In 2018, we invested \$9.5 million globally in learning and development, compared with \$7.6 million in 2017. Motorola Solutions was also featured in a first-ever report by the Business Roundtable as a company that embraces different cultures, opinions and abilities as a way to drive innovation.

Our Customers

We continued to invest in areas of critical importance to customers worldwide. In compliance with the European General Data Protection Regulation (GDPR), we appointed a data protection officer to strengthen data protection across the company. We also continued to bolster our cybersecurity capabilities with the appointment of more than 150 employee "cyber champions" dedicated to implementing security best practices and protecting customer and company data.

Our Community

In 2018, employees dedicated a total of 39,000 volunteer hours, with international volunteer projects more than doubling from 2017. Motorola Solutions was also honored by the Points of Light Foundation with its Civic 50 award, which recognizes the 50 most community-minded companies in the U.S.

The Environment

In 2018, we reduced our carbon footprint and introduced a new custom greenhouse gas emission tracking tool, which allows us to report a more accurate profile of our emissions.

I'm also pleased to share that in 2018, our governance and nominating committee of the board of directors added responsibility to review the company's environmental, social and governance strategy, initiatives and policies to its charter.

While we are proud of our progress in each of these areas, we know there is still work to be done. As we look ahead, we will continue to focus on sustainability as we remain committed to our purpose: helping people be their best in the moments that matter.



OUR APPROACH

CORPORATE RESPONSIBILITY AT MOTOROLA SOLUTIONS

Motorola Solutions is a global leader in mission-critical communications. Our technology platforms in communications, command center software, video security solutions and managed and support services make cities safer and help communities and businesses thrive.

Our approach to corporate responsibility is guided by three principles: operate ethically, protect the environment and support the communities where we live and work. Our 2018 Corporate Responsibility Report demonstrates our global commitment to corporate responsibility and highlights key areas of progress from the year.

We welcome comments or questions at corresponsibility@motorolasolutions.com

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The “home” button navigates back to the contents page. Select from the contents below to navigate directly to each section.

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SCOPE OF REPORT

This report covers Motorola Solutions' corporate responsibility (CR) strategy and programs for fiscal year 2018 (Jan. 1, 2018 to Dec. 31, 2018), including all of our global operations, unless otherwise noted. It provides key CR metrics and goals, with a focus on meeting the needs of investors.

REPORTING STANDARDS

The Global Reporting Initiative G4 framework and the Sustainability Accounting Standards Board are referenced when relevant (see pages 46 and 47).

MATERIAL ISSUES

Our CR management and reporting focuses on the issues most material to our business, which we review annually:

Most Material Issues

- Cybersecurity
- Data privacy
- Ethics, bribery and corruption

Other Significant Issues

- Community investment
- Conflict minerals sourcing
- Disaster relief
- Employee development
- Employee health and safety
- Employee inclusion and diversity
- Government lobbying
- Greenhouse gas emissions from operations
- Human rights
- Product design
- Product disposal and recycling
- Product energy efficiency
- Raw materials production environmental impacts
- Substances of concern in products
- Supplier environmental impacts
- Supplier workplace standards
- Waste and recycling in operations



INTRODUCTION



GOVERNANCE AND POLICIES



GOVERNANCE AND POLICIES

POLICIES

The following policies govern aspects of our CR performance:

[LIST OF POLICIES AND CODES](#) →

[CODE OF BUSINESS CONDUCT](#) →

[CORPORATE GOVERNANCE](#) →

[ENVIRONMENT, HEALTH, SAFETY AND QUALITY POLICY](#) →

[HUMAN RIGHTS POLICY](#) →

[POLITICAL CONTRIBUTIONS](#) →

[PRINCIPLES OF CONDUCT FOR MEMBERS OF BOARD OF DIRECTORS](#) →

[PRIVACY STATEMENT](#) →

[SUPPLIER CODE OF CONDUCT](#) →

[WIRELESS COMMUNICATIONS AND HEALTH](#) →

BUSINESS CONDUCT

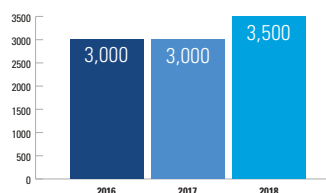
We are committed to conducting our business with integrity, which is essential to earning the trust of our stakeholders. We raise awareness of our standards so that employees understand our values and encourage their colleagues and third parties to report ethics concerns. We investigate all allegations of ethical misconduct and take appropriate actions where claims are substantiated.

2018 GOALS	PROGRESS
Refresh network of more than 30 Business Conduct Champions (BCCs) around the world	Achieved: Appointed new personnel for more than 20% of the BCC positions, including recently acquired companies, and delivered regular live training to all BCCs
Ensure appropriate compliance controls are in place and functioning as designed	Achieved: Partnered with Audit Services to assess policies and processes surrounding controls governing the risks associated with third party representative engagement, gifts, meals, entertainment, lobbying, political contributions and fraud. Implemented process improvements based on identified opportunities

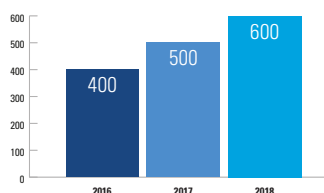


GOVERNANCE AND POLICIES

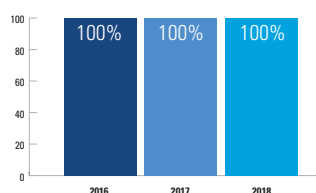
COMMUNICATIONS AND TRAINING*



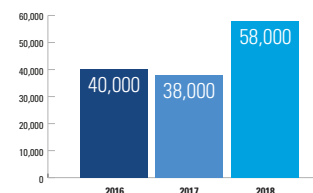
New or promoted employees who received ethics communications



Employees globally who received live ethics and compliance training

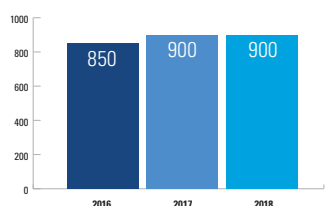


Percent of new vice presidents who received a one-on-one briefing from Chief Compliance Officer

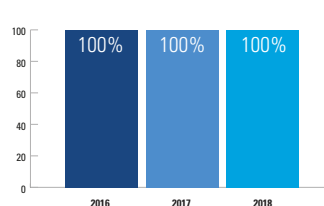


Online ethics and compliance training course sessions completed by employees

GLOBAL DUE DILIGENCE*



Number of third-party sales representatives (TPSRs) who received due diligence reviews



Percent of global TPSRs who received anti-corruption training

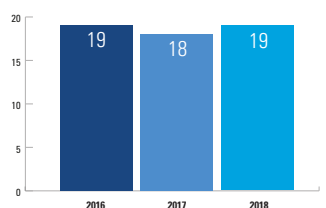
*Data is rounded

ADDRESSING CONCERNS

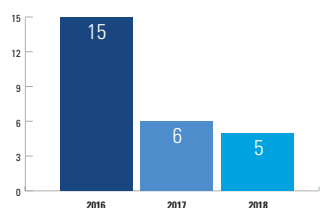
We respond to people who contact us with ethics concerns quickly and handle their requests in confidence when requested. Calls received by the EthicsLine are not recorded. Additionally, emails received to the Motorola Solutions EthicsLine dedicated mailbox, ethicsline@motorolasolutions.com, callers to the EthicsLine and individuals using EthicsLine Interactive, our online channel for reporting ethical concerns, may choose to remain anonymous.

Business Conduct Champions (BCCs), located across the globe, provide guidance to employees on our Ethics Policy and Code of Business Conduct at a local level. BCCs work with country managers, who are responsible for country governance and compliance.

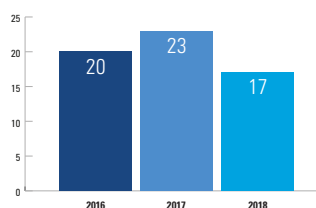
INVESTIGATIONS BY THE OFFICE OF ETHICS



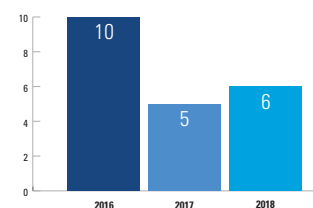
Investigations opened



Investigations substantiated



Investigations closed

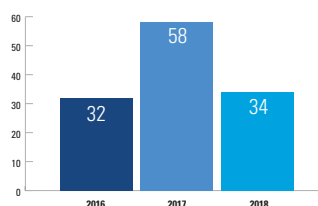


Resulting disciplinary actions

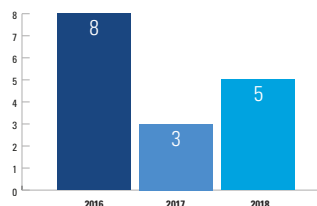


GOVERNANCE AND POLICIES

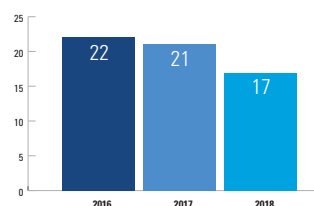
REPORTS BY TOPIC*



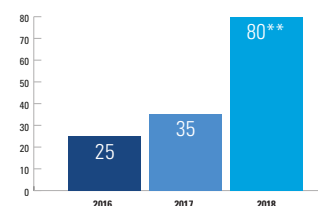
Human Resources



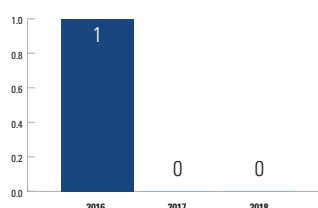
Products



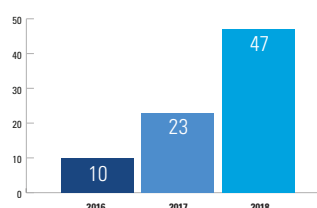
Allegations of impropriety



Code of Business Conduct questions



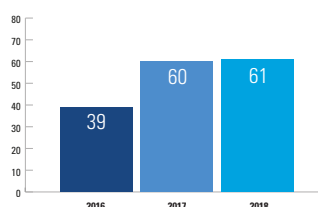
Audit and accounting



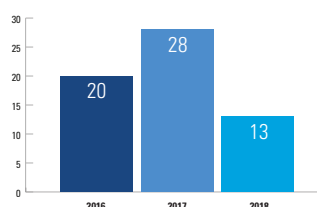
Other

*More than one topic may apply to a single report **Increase is commensurate with increased headcount from acquisitions

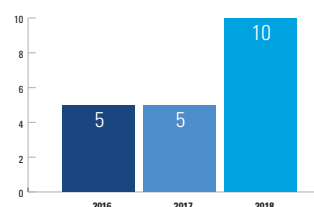
REPORTING CHANNELS USED



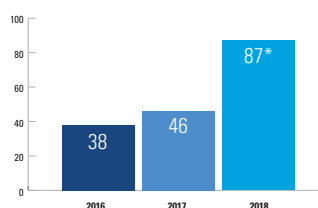
EthicsLine (telephone and email)



EthicsLine Interactive (online)



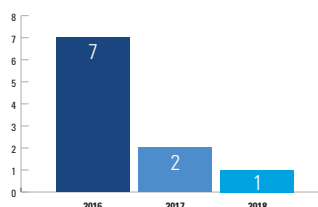
Business Conduct Champions



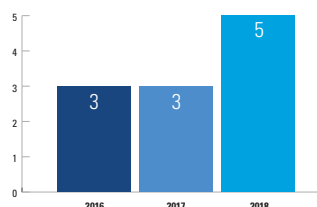
Other

*Increase is commensurate with increased headcount from acquisitions

DISCIPLINARY ACTIONS



Separation



Written warning



GOVERNANCE AND POLICIES

DATA PRIVACY AND PROTECTION

Data privacy and protection is a global issue, and we are committed to respecting the privacy rights and freedoms of all individuals and applying appropriate technical and organizational measures to protect all personal data processed by Motorola Solutions. Further, we are committed to ensuring that personal data is collected, used and processed only when there is a legal basis for doing so. In the event of a data breach, we are committed to timely notification in accordance with our contractual commitments and applicable law.

In 2018, in compliance with the European General Data Protection Regulation (GDPR), we appointed a data protection officer to strengthen our existing culture of data protection across the company and:

- Provide guidance to the company on its GDPR obligations
- Independently monitor all aspects of our GDPR compliance
- Maintain a central repository of all company personal data processing activities
- Consult and advise on data processing matters such as data protection impact assessments (DPIA), responses to data incidents and data subject requests
- Establish points of contact for requests from EU residents and for inquiries and consultation with EU data protection authorities
- Raise awareness, educate and engage our employees on this issue. Efforts include general and targeted GDPR training sessions for functional teams most impacted by GDPR and other applicable regulations

ADDRESSING INQUIRIES AND REQUESTS

We respond to people who contact us with privacy inquiries and concerns promptly. Privacy inquiries and concerns are received primarily via the Motorola Solutions dedicated mailbox, privacy1@motorolasolutions.com. All inquiries addressed using our established processes are closed within 30 days.

Data Privacy Champions (DPCs), located across the globe, provide guidance to employees on our privacy policy and act as a first point of contact for privacy at a local level. DPCs work with country managers, who are responsible for country governance and compliance.

2018 GOALS	PROGRESS
Require all Motorola Solutions employees to take a new mandatory training course that included awareness of GDPR requirements	In Progress: Training was rolled out to all employees in September 2018 (78% completion rate as of June 2019)
Update external privacy policy, binding corporate rules and data collection notices	In Progress: Privacy policy and notice updates are ongoing to reflect regulatory requirements and Motorola Solutions privacy and data collection practices. Binding corporate rules updates are in the final phase of regulatory approval
Identify European points of contact as an intake point for inquiries from data subjects and regulators. Points of contact will work collaboratively as needed with DPCs	Achieved: Designated seven points of contacts located in Germany, Greece, Italy, Poland, Portugal, Spain and the United Kingdom



GOVERNANCE AND POLICIES

GOVERNMENT AFFAIRS AND LOBBYING

Motorola Solutions engages with governments and regulators on issues of significance to our company. We work within applicable laws wherever we operate. We promote and advocate for policies that further our business objectives and benefit our customers, including:

- Public safety technology funding
- Homeland security policies
- Cybersecurity, data security and privacy
- Tax reform
- International trade reform and enhanced market access
- Spectrum allocation

We have policies for the disclosure and oversight of lobbying activities and comply with all laws governing lobbying activities. Employees who seek to engage in lobbying or retain an independent contractor as a lobbyist on behalf of the company must first consult the government affairs department and obtain written approval. We conduct training on applicable laws and the company's lobbying policies and processes. We require individual lobbyists to file all required reports, registrations and disclosures.

POLITICAL CONTRIBUTIONS IN THE UNITED STATES

In the United States, where permitted by federal, state and local law, Motorola Solutions and its employees engage in the political process and support those candidates — regardless of party affiliation — who understand and support policy issues that advance our business in the U.S. and globally. Legal corporate contributions, as well as legal contributions made by our non-partisan employee Political Action Committee (PAC), are based on the interests of the company without regard to the personal political preferences of our executives.

We have a robust policy and an internal political contribution approval process to ensure compliance with current campaign finance and disclosure laws, as well as with our code of business conduct. A committee within our government affairs department develops a plan identifying the candidates and campaigns that will receive contributions based on a non-partisan effort to advance and protect the interests of our company, our shareholders and our employees. The company's vice president of government affairs reviews the plan, and our legal counsel reviews all political contributions in advance. In addition, the Motorola Solutions board of directors receives an annual report of all political contributions.

Criteria for assessing candidates include:

- Assignments on key legislative committees
- Support for public safety/mission-critical communications
- Geographic representation of our sites and employee population
- Leadership on important business objectives
- Strong or emerging positions on issues that impact the technology industry and the business community
- International engagement



GOVERNANCE AND POLICIES

Eligible employees participate voluntarily in our non-partisan PAC, which enables them to pool their voluntary contributions to support federal, state and local candidate committees, political party committees/organizations and PACs. The PAC giving criteria are approved each year by the PAC board of directors. In 2018, the Motorola Solutions PAC distributed \$619,105 in employee contributions.

[VIEW THE MOTOROLA SOLUTIONS PAC 2018 CONTRIBUTIONS](#) →

While U.S. law prohibits corporate contributions to federal political candidates, these contributions may be used in many states for candidates seeking state or local offices. In 2018, we contributed \$563,550 to state and local candidate committees, party committees/organizations and ballot-measure campaigns.

Motorola Solutions is a member of trade associations in the U.S. that represent the public policy objectives of our industry. In 2018, we paid annual dues of \$50,000 or more to belong to these associations:

- Business Roundtable
- Civic Committee of the Commercial Club of Chicago
- Information Technology Industry Council
- Telecommunications Industry Association
- U.S. Chamber of Commerce





OPERATIONS AND THE ENVIRONMENT



OPERATIONS AND THE ENVIRONMENT

ENVIRONMENT, HEALTH AND SAFETY MANAGEMENT

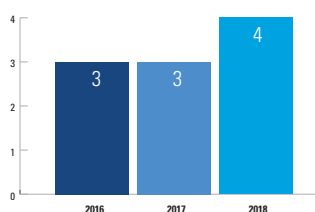
Our Environment, Health and Safety (EHS) management system is certified to the international standards ISO 14001:2015 and OHSAS 18001. Certifications cover our manufacturing sites, design centers and larger facilities.

We ask our tier-one suppliers (suppliers we buy directly from) to implement an environmental management system in accordance with ISO 14001 or an equivalent standard and expect our suppliers to pass on this requirement through their supply chains. We monitor compliance with this requirement through our supplier assessment program.

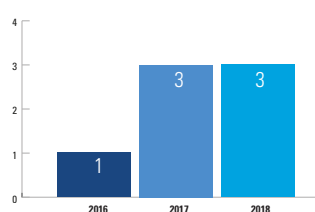
We conduct EHS audits at our sites to assess compliance with our EHS policy, management system and legal requirements. Our ISO 14001- and OHSAS 18001-certified sites each undergo one of the following audits:

- Internal EHS management system audit: once within the three-year ISO certification period
- EHS legal compliance audit: once every three years by independent third-party auditors
- ISO 14001 and OHSAS 18001 surveillance audits: once every two to three years as scheduled by our ISO registrar. In addition, our headquarters is audited annually by our ISO registrar to include an assessment of our ISO 14001 and OHSAS 18001 global management system and a status review of any non-conformances identified throughout the year

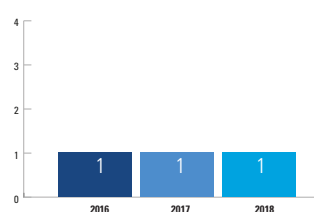
AUDITS CONDUCTED



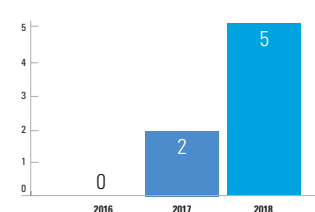
EHS legal compliance



ISO 14001/OHSAS 18001 surveillance audits

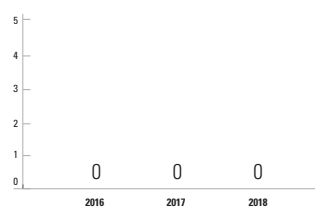


ISO 14001/OHSAS 18001 Motorola Solutions headquarters audits

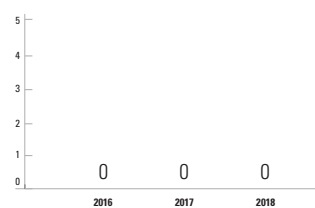


Internal EHS management system audits

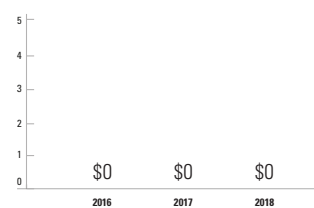
EHS NON-COMPLIANCE INCIDENTS



Environmental*



Safety*



Fines/penalties (USD)*

*Notices of violation, citations, administrative orders or notices of non-compliance



OPERATIONS AND THE ENVIRONMENT

SAFETY

The safety of our employees is a priority for our company. Safety professionals located at our larger sites also support the smaller sites within their region to ensure EHS compliance. We use our global EHS compliance procedures to ensure program and reporting consistency at all of our sites. We also use a third-party auditing consultant to perform compliance audits at our larger sites every three years, and periodically at our smaller sites and new acquisitions, including, but not limited to the following:

- Schaumburg, Ill. (engineering)
- Elgin, Ill. (manufacturing)
- Plantation, Fla. (research and development)
- Plano, TX (manufacturing)
- Berlin, Germany (manufacturing)
- Penang, Malaysia (research and development)
- Krakow, Poland (design center)
- Tel Aviv, Israel (research and development)
- Temecula, Calif. (manufacturing)
- Gatineau, Quebec (manufacturing)
- Richmond, British Columbia (manufacturing)

Our general approach includes assessing risks and identifying controls through the use of our comprehensive job hazard and risk-assessment tool. All activities are assessed, including those within our facilities and in the field, to ensure that risks are addressed and hazard controls are identified and implemented. We maintain a training matrix that identifies EHS training requirements based on activities being performed. Training is assigned to employees through our Learning Management System to ensure compliance.



POWERED INDUSTRIAL VEHICLES

We are always looking at proactive measures to reduce risks and hazards within our facilities. At our largest manufacturing facility, located in Elgin, Illinois, we identified powered industrial vehicles, such as forklifts and powered pallet jacks, as our biggest risk. As a result, we implemented the following safety features in 2018:

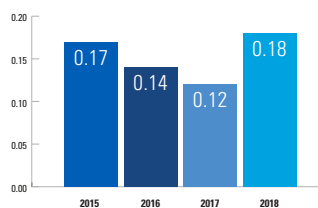
- Added cameras to the forks of forklift trucks to improve alignment with pallets for safety when moving material from high storage areas
- Added blue lights to forklifts to warn pedestrians of oncoming vehicles
- Developed a mandatory “forklift truck pedestrian safety training” for all employees and contractors
- Developed an in-house team of forklift instructors
- Added additional warehouse rack safety fencing to prevent material from falling



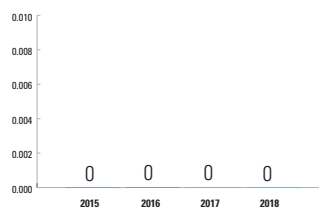
OPERATIONS AND THE ENVIRONMENT

Below is a breakdown of our injury rate (IR) by region. The IR is based on U.S. Department of Labor Occupational Safety and Health Administration (OSHA) CFR 1904.7 general recording criteria. Our global recordable injury and illness case rate remains well below the industry average of 0.9 for similar businesses.

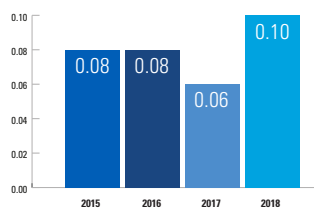
GLOBAL



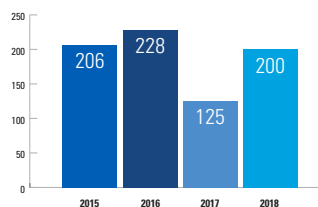
Injury Rate (IR)



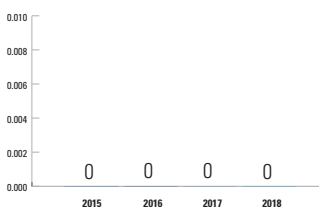
Occupational disease rate



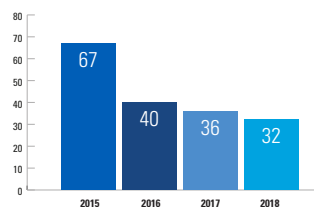
Lost Time Case rate (LTC)*



Lost days

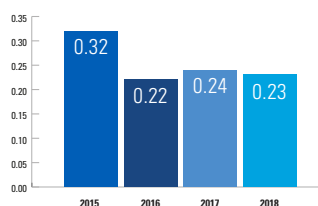


Work-related fatalities

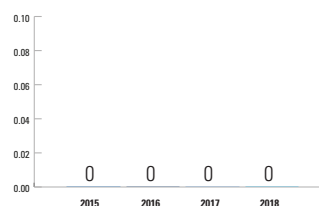


Minor first aid*

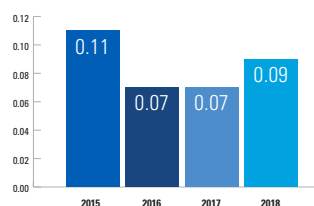
NORTH AND LATIN AMERICA



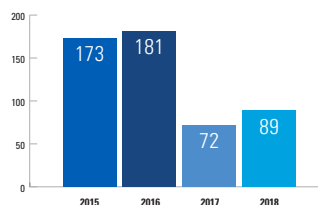
Injury Rate (IR)



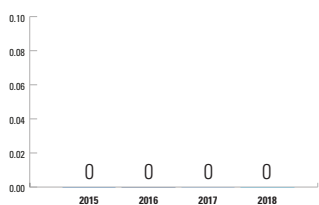
Occupational disease rate



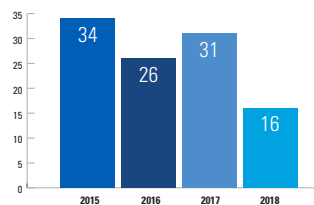
Lost Time Case rate (LTC)*



Lost days



Work-related fatalities

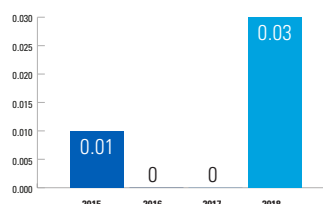


Minor first aid*

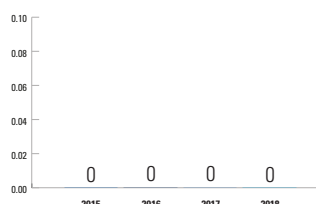


OPERATIONS AND THE ENVIRONMENT

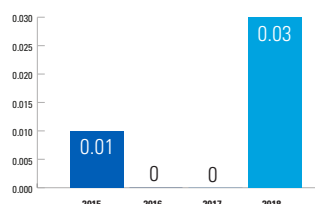
ASIA PACIFIC (APAC)



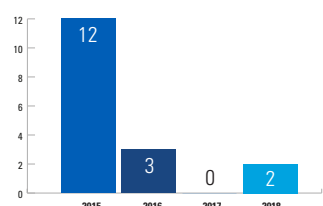
Injury Rate (IR)



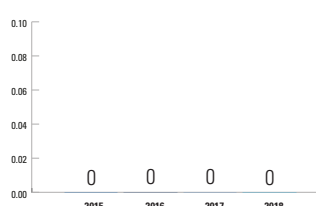
Occupational disease rate



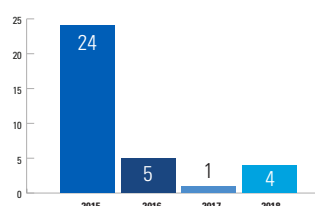
Lost Time Case rate (LTC)



Lost days

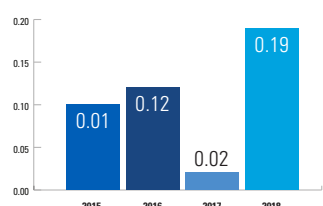


Work-related fatalities

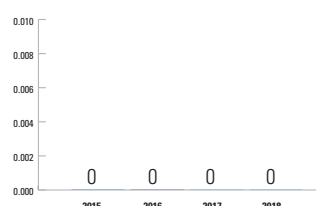


Minor first aid

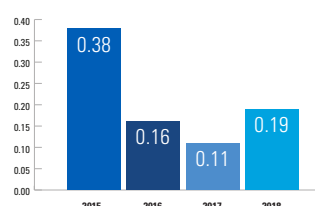
EUROPE, MIDDLE EAST AND AFRICA (EMEA)



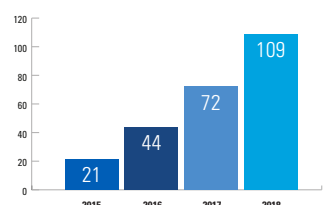
Injury Rate (IR)



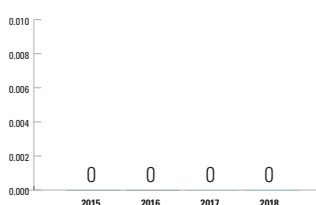
Occupational disease rate



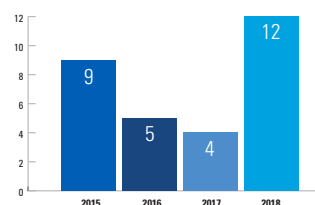
Lost Time Case rate (LTC)



Lost days



Work-related fatalities



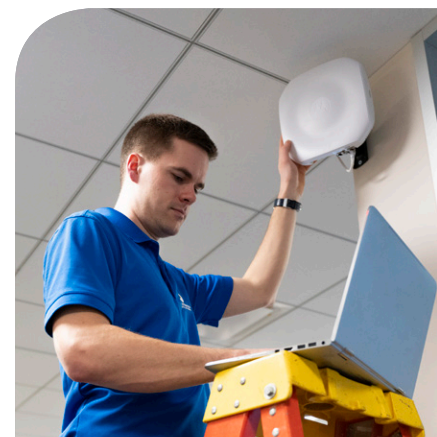
Minor first aid*

KEY MEASUREMENTS

Injury Rate (IR)
Number of OSHA Recordable Cases x 200,000 / Number of Employee Labor Hours worked.

Lost Time Case rate (LTC)
Number of Lost Time Cases x 200,000 / Number of Employee Labor Hours worked. It is calculated on day one and includes scheduled workdays.

Minor first aid
A count of all reported work-related injuries and illnesses that are not included in the incident rate (IR).



Our business focus has transitioned from the manufacturing of products to managed and support services, such as network operation and maintenance. Additionally, our employees are increasingly working in the field and at customer sites performing a wide variety of tasks with different risks. In response, we realigned our focus and resources on field service safety.

The increase in our global injury rate was, in part, a result of recent support service acquisitions and increased incidents in the field. The newly implemented safety programs for challenging work environments include field service safety risk assessments, inspections, contractor safety audits and the assignment of focused and specialized training. The increase in EHS workshops and training for the field teams resulted in a significant increase in safety awareness within the field service organization.



OPERATIONS AND THE ENVIRONMENT

REAL ESTATE

We continue working to reduce our carbon footprint. During 2018, we implemented energy savings measures, such as chiller optimization and LED lighting upgrades, which resulted in additional energy savings of almost 1.7 million kilowatt-hours and a cost savings of nearly \$300,000.

In 2018, our Corporate Real Estate team worked with facilities with the highest energy use across three global regions to select and implement 20 energy savings measures from a list of 32 possible options. This program resulted in an energy savings of almost 0.4 million kilowatt-hours and a cost savings of over \$50,000.

We also participate in a demand response program for two of our Illinois facilities. This helps the local power company manage peak power loads by using the most efficient power generation resources to meet demand and by reducing the need for startup of additional power generation facilities.

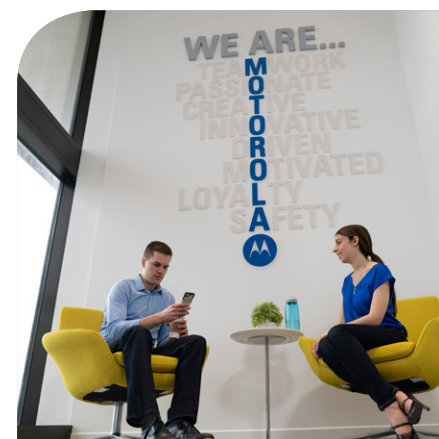
In 2019, we are focusing on additional energy savings measures, including smart building controls and analytics, and further optimization of building heating, ventilation and air conditioning systems.

SITE REMEDIATION

Motorola Solutions is involved in environmental remediation at several current and former manufacturing locations and former waste-disposal facilities. Past activities that were common and accepted practices at the time of operation led to the need for remediation activities to restore these sites to an acceptable condition.

At the end of 2018, we had \$107 million reserved to cover environmental liabilities, taking into account an adjustment in 2018 to a more conservative approach in estimating reserves. We share environmental liabilities and remediation expenses with other companies and organizations operating at these sites.

[LEARN MORE ABOUT OUR REMEDIATION PROGRAM](#) →



RE-USING FURNITURE

We purchase high-quality furniture, and as a common practice we reuse existing furniture, which preserves natural resource.

Examples of such reuse in 2018 include relocation of offices to Asheville, North Carolina, Plano, Texas and a partial furniture reuse in Penang, Malaysia.



RENEWABLE ENERGY USE

Renewable energy use is also part of our commitment to responsible environmental remediation, and in 2018 we used nearly 2.3 million kilowatt hours of power for remediation entirely from renewable sources.



OPERATIONS AND THE ENVIRONMENT

ENERGY AND CLIMATE IMPACT

UPDATES IN REPORTING PRACTICES

At the end of 2017, Motorola Solutions engaged Navigant Consulting Inc. (Navigant) to conduct a review of our greenhouse gas (GHG) reporting practices as part of an ongoing effort to improve the quality and completeness of our corporate carbon footprint profile.

Navigant reviewed the carbon footprinting practices used in prior years and identified key areas of improvement and recommended actions that would yield a more complete and accurate picture of our company's impact on the environment from our operations. Key recommendations included:

- Increase the accuracy of estimating the total energy and water consumption for sites missing data by using a region, building type and scope-specific scaling process
- Improve data tracking for non-U.S. fleet vehicles to account for their emissions and include them in our Scope 1 reporting
- Develop a Scope 3 footprint to account for carbon emissions stemming from operations across our corporate value chain. Historically Motorola Solutions had only accounted for and reported the "business travel" Scope 3 category, only touching on a small subset of our value chain emissions

Our team spent the first quarter of 2018 working with Navigant to identify the Scope 3 categories that were most relevant to Motorola Solutions by interviewing internal stakeholders and reviewing global operations. Below are Motorola Solutions' key Scope 3 categories:

- **CATEGORY 1:** Purchased Goods and Services
- **CATEGORY 2:** Capital Goods
- **CATEGORY 4:** Transportation and Distribution
- **CATEGORY 6:** Business Travel (already tracked)
- **CATEGORY 11:** Use of Sold Products

In subsequent months of 2018, the EHS team worked with Navigant to develop a Scope 3 methodology and calculation, which involved the following steps:

- Meeting to discuss data availability and best approach to calculate Scope 3, with a focus on capturing data that would support emission calculations for the "use of sold products" and "purchased goods and services" categories, identified as the most material in terms of emissions
- Identifying and working with internal stakeholders to capture available data to support our newly expanded Scope 3 emission calculations



OPERATIONS AND THE ENVIRONMENT

The result of our work was the creation of a new custom GHG emission tracking tool that allows Motorola Solutions to track and report a more relevant and accurate profile of our emissions.

Benefits brought by the tool include:

- Improved Scope 1 tracking, which allows us to account for emissions from our non-U.S. vehicle fleet. The tool also utilizes updated well-to-wheel emission factors in the calculations
- Improved accuracy in energy and water data estimation for sites where utility usage data is unavailable. The new scaling methodology adjusts the estimation by accounting for building size, primary building use (e.g., office space vs. warehouse), regional location and emission scope
- New capability to track and calculate Scope 3 carbon emissions from the following corporate operations:
 - Purchased goods and services
 - Capital goods
 - Upstream fuel and energy use
 - Upstream transportation and distribution
 - Waste generation
 - Business travel
 - Employee commuting
 - Use of sold product

The work conducted in 2018 allows us to capture and report emissions from across our value chain, something that was not previously available. We will continue to work on improving the quality and completeness of our emission data to provide our customers and stakeholders an accurate picture of our company's environmental impact.

ENERGY

Motorola Solutions used 196 million kilowatt hours of energy (electricity and fossil fuel) in our operations in 2018, an increase of 22.7% from 2017. The increase is attributed to a combination of factors, such as an increase in our real estate portfolio due to acquisitions, as well as the use of a new reporting tool with improved scaling parameters. We measure environmental impacts at our main sites, which account for 66% of total floor space, for both our energy and water data. We extrapolate the measured data to provide an estimate of impacts for the remaining 34% of floor space.

Globally, our renewable energy use was 8% with the balance, 92% from non-renewable sources, which was completely sourced from the power grid.

CLIMATE IMPACT

Our carbon footprint (Scope 1 and 2 emissions from greenhouse gas protocol) totaled 89,937 tonnes of carbon dioxide equivalent (CO₂e) emissions, a decrease of 8.43% compared to 2017 and a decrease of 27.2% compared to our baseline year, 2016. Our emission reporting is independently verified by Bureau Veritas annually.

OUR 2018 VERIFICATION STATEMENTS ARE AVAILABLE ON OUR WEBSITE →



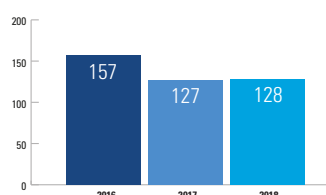
OPERATIONS AND THE ENVIRONMENT

To set our new emission reduction goals we utilized trends from 2016, 2017 and 2018, while also taking into account any organizational trends from acquisitions and divestitures during the goal period.

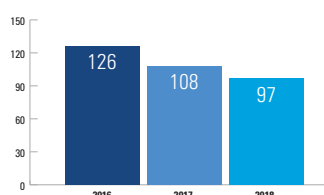
Our GHG reduction goal is to:

- **Reduce global absolute GHG emissions, Scopes 1 and 2, to 85 kT CO₂e by 2022, which represents a 31% reduction compared to our 2016 baseline**

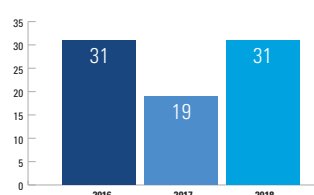
GLOBAL TOTAL ENERGY USE: ELECTRICITY AND FOSSIL FUEL (NORMALIZED IN MILLION KWH)



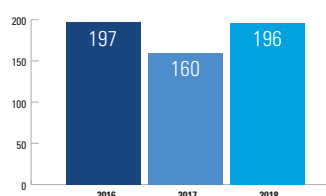
Measured energy use



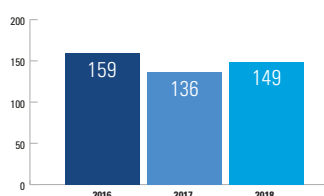
Measured electricity



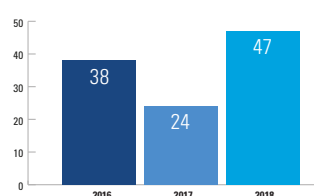
Measured fossil fuel combustion



Total estimated energy use

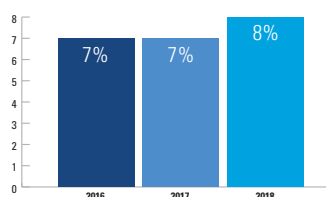


Estimated electricity

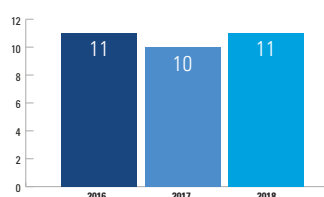


Estimated fossil fuel combustion

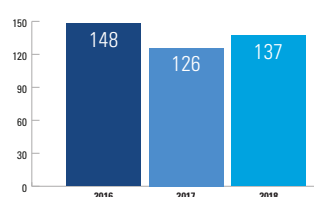
RENEWABLE ENERGY USE AS A PERCENT OF TOTAL ENERGY USE



GROSS TOTAL ELECTRICITY USED FROM RENEWABLE AND NON-RENEWABLE

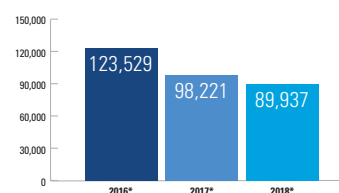


Renewable



Non-renewable

CARBON FOOTPRINT SCOPES 1 AND 2 [TONNES CO₂e]

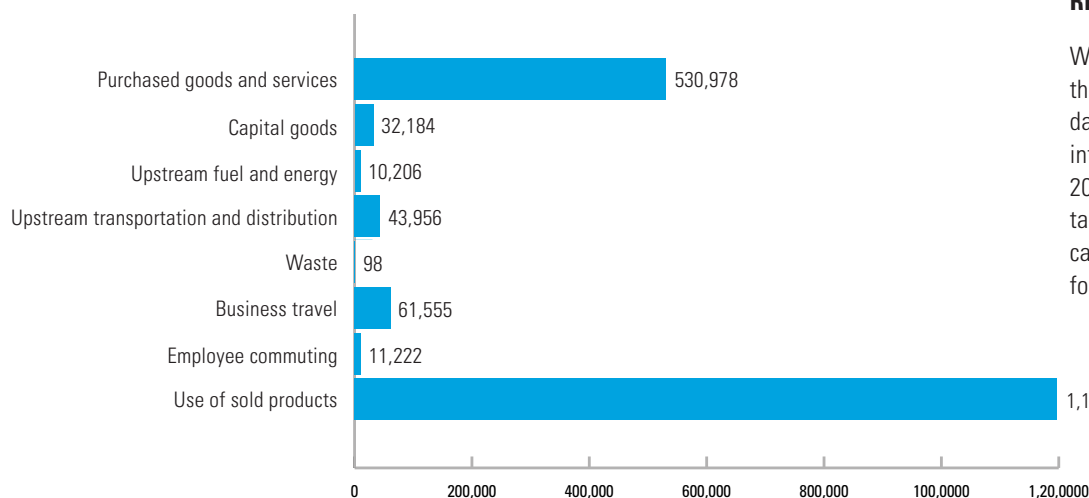


*In 2016 and 2017, Motorola Solutions reported an emission total that included our Scope 3 business travel emissions. In 2018 we are reporting Scope 3 emissions separately from Scope 1 and 2 with revised 2016, 2017 values.



OPERATIONS AND THE ENVIRONMENT

CARBON FOOTPRINT - SCOPE 3 2018 [TONNES CO2E]



*2018 is considered the baseline year for Scope 3 reporting

SCOPE 3 EMISSIONS REPORTING

We are pleased to introduce the 2018 Scope 3 emissions data (left). We will work with internal stakeholders during 2019 to set Scope 3 reduction targets for the most material categories within our carbon footprint profile.

WASTE AND RECYCLING

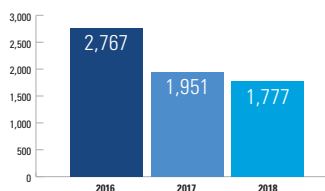
In 2018 we produced 1,777 tonnes of total waste globally, 9% less than in 2017. Our total waste includes hazardous and non-hazardous wastes, of which less than 1% is hazardous (including electronic waste in countries where electronic scrap is regulated as hazardous waste).

Of the non-hazardous waste we generated in 2018, 57% was recycled or reused, and 43% of waste was sent to a landfill. No waste was incinerated in 2018. Our total waste includes business, production, consumer products and packaging waste.

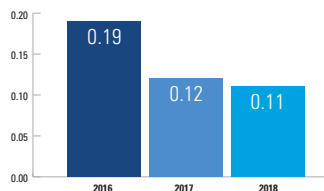
Our 2018 recycling rate increased by 3% compared to 2017. Our recycling program includes business, production, consumer and packaging materials.

For 2019 we have set a goal to **maintain our recycling rate above 50%.**

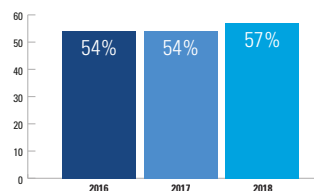
WASTE AND RECYCLING



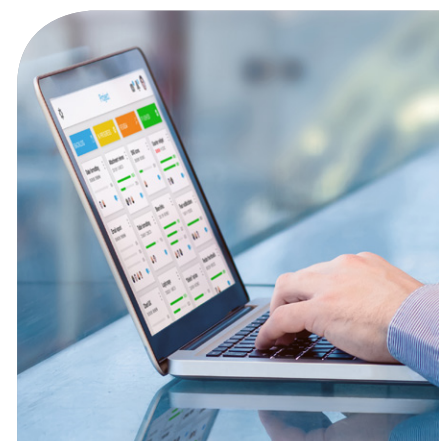
Total waste (tonnes)



Waste per employee (tonnes/employee)



Recycling rate



WASTE REDUCTION

In 2018, our Avigilon facility in Richmond, British Columbia implemented a collective work orders program that resulted in a 25% reduction of the use of A4 size paper due to fewer work orders being printed. Also, through the use of Kanban methods (team effectiveness processes), the team was able to eliminate waste in one of their production areas. They replaced jumbo trolleys and wooden pallets with bins for point-of-use material supply to their assembly stations.



OPERATIONS AND THE ENVIRONMENT

WATER USE

Nearly all of the water we use in our operations is in cafeterias, restrooms or cooling towers. We use very little water in manufacturing. At most sites, we discharge wastewater to public sewer systems for treatment in compliance with regulations.

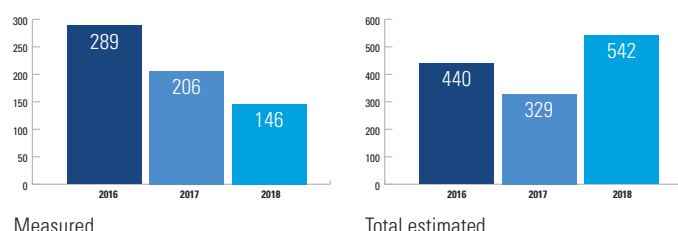
Our water consumption reporting is independently verified by Bureau Veritas annually.

OUR 2018 VERIFICATION STATEMENTS ARE AVAILABLE ON OUR WEBSITE [→](#)

We measure water use at sites that account for 45% of total floor space. We extrapolate the measured data to provide an estimate of impacts for the remaining 55% of the total floor space.

For 2019 we have set a goal to **maintain current water usage levels, normalized for new acquisitions.**

WATER USE (1,000 CUBIC METERS)

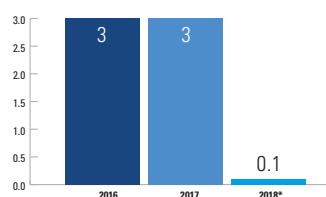


EMISSIONS

The majority of our volatile organic material (VOM) emissions result from our combustion of fossil fuels at our facilities. Operations involved include heating, cooking and use of emergency back-up generators as needed. Motorola Solutions does not have operations that create significant nitrogen oxides (NOx), sulfur oxides (SOx), particulate matter (PM) or hazardous air pollutant (HAP) air emissions.

For 2019 we have set a goal to **maintain VOM emissions at less than 1 metric ton annually.**

VOLATILE ORGANIC MATERIALS (TONNES)



*The emissions in the table show a sharp drop from the VOMs reported in 2016 and 2017. This is attributed to an increased accuracy of fossil fuel combustion data, allowing us to use actual data rather than estimating.



PRODUCT STEWARDSHIP



PRODUCT STEWARDSHIP

We are committed to educating our customers and protecting them from today's threats by maintaining a focus on cybersecurity. We protect our systems, build security into our products from the beginning and provide solutions and services tailored to meet our customers' individual needs.

From batteries to logistics systems and software, we look for innovative ways to reduce the direct environmental impacts of our products and help our customers reduce the footprint of their operations.

PRODUCTS AND SERVICES CYBERSECURITY

Cyber threats continue to grow in number, scale and sophistication. As a global leader in mission-critical communications, Motorola Solutions builds its products, solutions and services with security in mind from the beginning. To further advance our commitment to Products and Services cybersecurity, through 2018 we expanded our dedicated team of cybersecurity experts to build our capabilities around threat intelligence, vulnerability management, product cybersecurity baselines, structured risk management processes, security architecture, incident response and training. We also established an executive-level Cybersecurity Governance Board to enable greater visibility and oversight for senior management as part of our continuously evolving cybersecurity risk management process, while ensuring alignment with our strategic goals around cybersecurity.

Our end-to-end approach to keep our customers operational includes training them to stay actively informed of the rapidly changing landscape of security threats and compliance threats, while providing a portfolio of cybersecurity services to enhance operational integrity. Those include:

- Security patch installations to mitigate risks with pre-tested software updates
- Security monitoring to proactively protect networks from cyber attacks
- On-premise security operations centers to monitor customer infrastructure
- Cybersecurity professional services to provide a comprehensive and systematic approach to risk management and protection of critical infrastructure

In 2019, the team continues to foster a culture of cybersecurity throughout the company by driving workforce development programs that incentivize employees to develop their cyber skills. We ensure our workforce is equipped with the capabilities necessary to build and maintain secure products and influence a future generation of cyber professionals, with the goal of establishing Motorola Solutions as an industry leader in the promotion of cybersecurity workforce development and education. We are also increasing our investments towards incorporating security into modern DevOps practices for our products and services.



SECURE CODE WARRIOR

In 2018, more than 150 employees across the globe competed in a "Secure Code Warrior" tournament. Competitors earned points and tracked their progress on a leader board as they were presented with a series of vulnerable code challenges and tasked with identifying the problem, locating the insecure code and fixing the vulnerability.

The event not only increased awareness and knowledge of cybersecurity practices across the company, but also was an opportunity for developers to share their skills with one another in a fun and supportive environment.

CYBERSECURITY CHAMPIONS

Throughout the lifecycle of a product, a dedicated group of employees works behind the scenes to help maintain our security standards.

These "cybersecurity champions" support the company's security and product teams by implementing security best practices, looking for vulnerabilities within our products and working to protect customer and company data. More than 150 cyber champions can be found throughout the company.



PRODUCT STEWARDSHIP

2018 GOALS	PROGRESS
Revise the product security program to establish governance and oversight, initiate cybersecurity training and education programs, integrate with product teams and build organic capability inside product teams	Achieved: Established an Executive Cybersecurity Governance Board, as well as a regular cadence of cybersecurity boot camps to raise the overall cyber capabilities of our development organizations. Additionally, we established a sustainable network of cybersecurity champions organic to the Products & Systems Integration and Services & Software organizations
Engage with customers to educate on cybersecurity threats and how to better manage them	Achieved: Offered education course at APCO and provided thought leadership through published papers on threat intelligence and cybersecurity resilience, as well as a series of supporting blogs focused on public safety. We also created a cybersecurity forum as part of Motorola Solutions' regular MTUG (Motorola Trunked Users Group), revised all of Motorola Solutions' public-facing cybersecurity material and developed our first public-facing threat intelligence product to better inform our customer base

ENTERPRISE INFORMATION SECURITY

Our Enterprise Information Security team is committed to maintaining the confidentiality, integrity and availability of client and internal information and systems and is critical to Motorola Solutions' business and reputation. This commitment is reflected in everything we do, from the top corporate governance policies to each employee's everyday actions.

Motorola Solutions has established specific information security policies and standards, which are published internally. These organizational requirements are designed to address risks identified through risk assessment processes, as well as regulatory requirements.

CERTAIN CORPORATE POLICY STATEMENTS ARE PUBLICLY AVAILABLE ON THE MOTOROLA SOLUTIONS WEBSITE →

Every year, Motorola Solutions conducts several assessments comparing our Enterprise Information Security program effectiveness against industry standards. The studies range from self-assessments to independent third-party analysis and compare our program using frameworks such as the NIST Cybersecurity Framework and the Center for Internet Security Top 20 Critical Security Controls. In 2018, the overall Enterprise Information Security program met or exceeded industry standards according to these measurements.

In 2019, as the cybersecurity threat landscape evolves, we will focus on increasing our security context through threat intelligence and sensitive information reporting, as well as enabling effective decision-making throughout Motorola Solutions via an enhanced risk management framework. We will also address risks of continued and/or increased targeted attacks as a result of ongoing litigation and deteriorating geopolitical trade relationships.

Cybersecurity is the responsibility of every employee and contractor that has access to our intellectual property. Through an engaging cybersecurity awareness program, we will continue to drive our culture to excite employees to protect their innovative work, enable our business and safeguard our customers.



PRODUCT STEWARDSHIP

PRODUCT DESIGN

We consider environmental impacts in the design of our products and work across all stages of the lifecycle to reduce the footprint and increase environmental benefits.

ENVIRONMENTAL DESIGN PRINCIPLES

- Comply with laws and regulations
 - Use environmentally preferred materials
 - Improve energy efficiency and reduce our product carbon footprint
 - Reduce material consumption, including packaging
 - Increase the recyclable content of our products
-

MATERIALS MANAGEMENT

We work to reduce hazardous substances in our products and find environmentally sound alternatives, without compromising performance and quality.

We follow all relevant regulations for substance restrictions, including the European Union (EU) directive on the Restriction of Hazardous Substances, China's Management Methods and the EU's Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) regulation.

We take a precautionary approach to materials selection and have compiled a list of 92 substances or substance groups targeted for exclusion, reduction or reporting.

[PLEASE SEE THE LIST OF SPECIFIC SUBSTANCES HERE](#) →

ENERGY EFFICIENCY

We are improving energy efficiency across our product range. Evolving regulatory and customer requirements for energy-efficient products aligns with our drive to reduce carbon impacts across our portfolio.

We also integrate alternative energy into infrastructure deployments, such as base stations that use electricity generated by wind and solar energy, as well as backup energy generated by hydrogen fuel cells.



PRODUCT STEWARDSHIP

PACKAGING

We are optimizing product packaging by:

- Reducing the weight and volume of packaging
- Replacing packaging materials with environmentally preferential alternatives and increasing use of recycled and recyclable materials
- Reducing in-box printed materials
- Improving shipping densities for freight packaging
- Increasing our footprint for online manuals

All of our new products and many of our existing products use packaging marking and materials that comply with regulations and industry standards. Wherever possible, we aim to reduce environmental impacts from freight packaging by:

- Increasing packaging density, such as including more products per case
 - Double-stacking pallets on each shipment
 - Using cardboard boxes instead of wood crates to reduce weight
-

PRODUCT RECYCLING AND BATTERY TAKE-BACK

We operate take-back programs on our own and in partnership with customers, retailers, recyclers and governments.

We are legally required to take back and recycle our products in the EU and the European Economic Area under the Waste Electrical and Electronic Equipment Directive (WEEE) and on a product-by-product basis in various other jurisdictions. Our commitment goes beyond legislation. For example, we currently have take-back programs in place in each region around the world.

GLOBAL TAKE-BACK AND RECYCLING PROGRAMS (TONNES COLLECTED)

We fully comply with the EU Battery Directive. We also voluntarily publish product data sheets that help our customers manage our three main types of batteries:

- Nickel Cadmium (NiCd)
- Nickel-Metal Hydride (NiMH)
- Lithium Ion (Li-ion)

In 2018, our total electronic waste collected was more than 200 tonnes.

In 2018, Motorola Solutions was recognized as a “2018 Leader in Sustainability” by Call2Recycle for commitment to green practices and battery recycling. Our [recycling website](#) includes more information about how to recycle Motorola Solutions equipment, batteries and all other products.



SUPPLY CHAIN

SUPPLY CHAIN

SUPPLIERS

Supplier monitoring is at the core of our supply chain CR efforts. We focus our monitoring program on direct-material suppliers that pose a high risk and those with whom we want to establish deeper, longer-term relationships. We use monitoring and training to communicate our requirements to supplier management and identify practices that do not align with our values, specifically with our Supplier Code of Conduct.

SUPPLIER CODE OF CONDUCT

We engage with our tier-one suppliers (suppliers we buy from directly) to assess their performance and encourage improvement and ownership of the issues. Supplier performance and responsiveness is included in the decisions made to award new business, and they are being tracked on each supplier's "scorecard" in 2019.

We also expect our tier-one suppliers to pass down social and environmental responsibility requirements to their suppliers. We've continued to prioritize responsible business practices and in 2018, were recognized as a top-tier U.S. Customs-Trade Partnership Against Terrorism partner for the 16th consecutive year. This designation recognizes our work with suppliers and ensures they adhere to import, export and supply chain standards.

RISK ASSESSMENT

We completed 156 risk assessments in 2018, including suppliers representing 81% of our supply chain spend. Motorola Solutions assesses risk in the supply chain by evaluating the type of supplier and the type of service or product each is providing. Annually, we continue a risk-based supplier assessment program. Our focus is on auditing for high-risk suppliers selected on the basis of self-assessment questionnaires and reports of issues.

For tier-one direct manufacturing suppliers, we use the Responsible Business Alliance (RBA) RBA-ON tool that assesses labor, ethics, health and safety, and environmental sustainability risk.

Supplier risk is rated based on responses to self-assessment questionnaires at the corporate and facility levels. The RBA system also allows for sharing of information among its members to avoid duplication of effort and to present a consistent set of requirements to electronics industry suppliers. In 2018, 156 risk assessments were completed using RBA-ON. High-risk suppliers are targeted for audits, and medium-risk suppliers are given feedback and invited to engage in dialogue with us to develop plans to address their risks.

Indirect suppliers, or field service suppliers, are assessed for risk, and suppliers identified by our process as higher-risk are required to complete further assessment through a third party (Avetta). The third-party assessment evaluates the supplier based on health, safety and environmental criteria. To date we have screened more than 500 suppliers using this process.

SUPPLY CHAIN

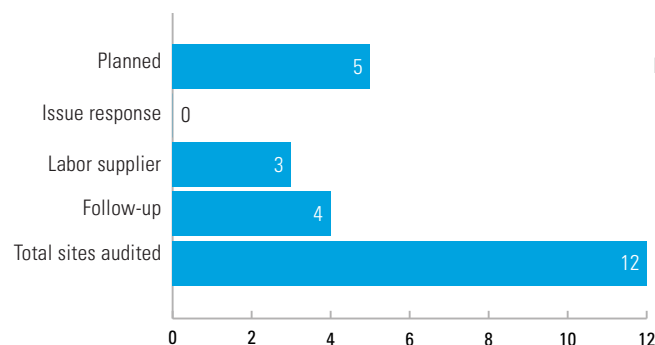
2018 GOALS	PROGRESS
Ensure that suppliers accounting for 82% of our spend are evaluated for risk at least every two years	Progress: 81% of total spend reviewed in the two-year period
Conduct six supplier training sessions and collaborate with industry partners to provide training to suppliers in their native language	Achieved: 12 supplier training sessions taken by suppliers
Conduct audits of at least 12 high-risk suppliers identified using our risk assessment process	Achieved: 12 audits conducted
Perform an audit on labor-specific regulations	Achieved: Three audits performed of supply chain labor suppliers to the new RBA Labor Supplier audit protocol

AUDITING AND IMPROVING

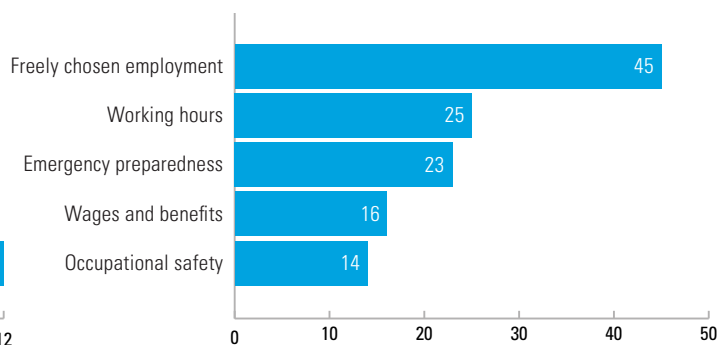
Supplier risk assessments are backed by our audit program, in which detailed on-site audits are conducted by an RBA-approved third-party firm commissioned by Motorola Solutions. We decide which facilities to audit based on information collected through self-assessments, specific reports made to our EthicsLine and other reporting channels, along with risk factors such as activity, location and reputation. We may include new suppliers and periodically audit suppliers with which we have the largest commercial relationships to ensure they remain in compliance with our Supplier Code of Conduct.

Following the audit, we provide feedback to suppliers and work with them to correct the issues identified. We may use a follow-up audit, conducted by a third party or our own supply chain team, to verify that suppliers have made the necessary improvements.

SUPPLIER AUDITS - 2018



Reasons for audit

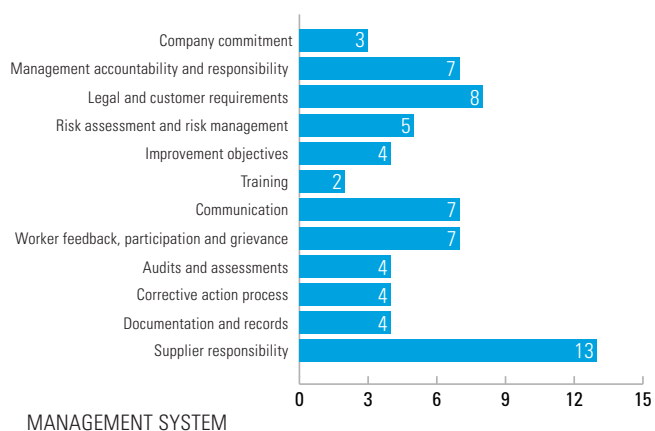
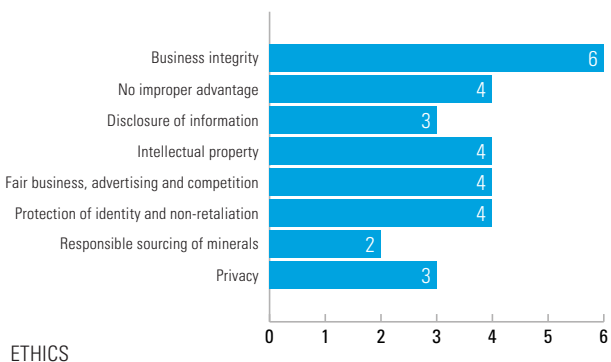
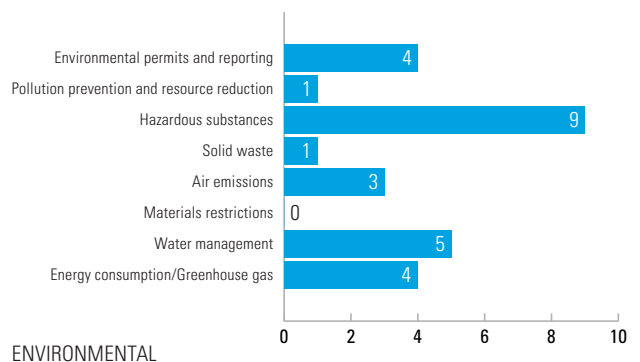


Most common supplier audit findings



SUPPLY CHAIN

NUMBER OF ISSUES IDENTIFIED - 2018



TOTAL ISSUES: 308

SUPPLY CHAIN

CONFLICT MINERALS

Our products contain various metals, including tantalum, tin, tungsten and gold (3TG), originating from mines around the world. Some of this production comes from the Democratic Republic of the Congo (DRC) and neighboring countries, where political instability and lack of security have allowed mines to be exploited by armed groups. We avoid any activities that could be associated with financing armed conflict, and we engage extensively across our supply chain to seek solutions to this problem.

IMPLEMENTING DUE DILIGENCE IN OUR SUPPLY CHAIN

We aim to confirm the presence of 3TG metals in products supplied to Motorola Solutions and to identify the smelters or refiners from which our suppliers source these metals.

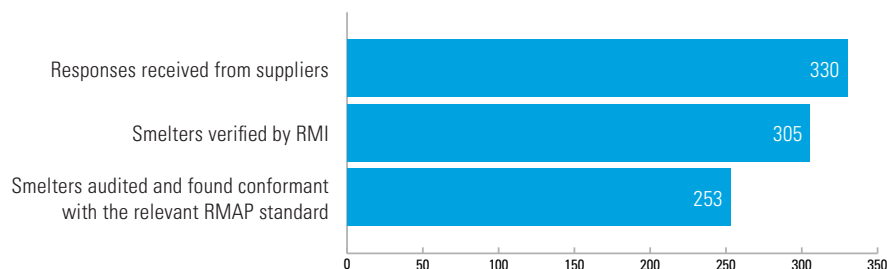
We use the Responsible Minerals Initiative (RMI) Conflict Minerals Reporting Template (CMRT) to engage suppliers. We review responses for completeness and consistency, and we follow up when appropriate.

Our due diligence program is fully disclosed in our report to the U.S. Securities and Exchange Commission.

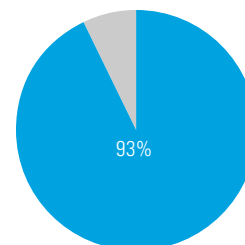
THE 2018 REPORT IS AVAILABLE HERE



RMI DUE DILIGENCE SUMMARY - 2018



Response percent
of in-scope spend



SUPPLIER DIVERSITY

We strive to strategically build an innovative and diverse supplier base. Our program strategy is centered around three key goals:

- Competitive advantage for our business and our customers
- Corporate responsibility to all of our stakeholders
- Economic impact in the communities we serve through job and revenue generation

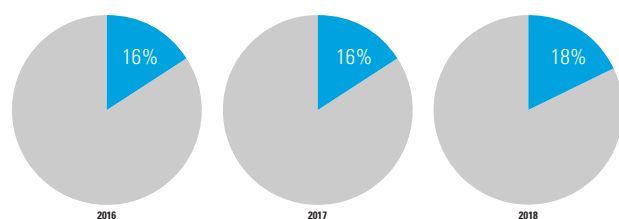
SUPPLY CHAIN

By including local, agile and diverse suppliers, we help drive competition and innovation within our supply chain and the market. Our supply base includes more than 800 certified diverse suppliers, including more than 100 diverse service partners across the country, and we are proactively growing our diverse supplier base.

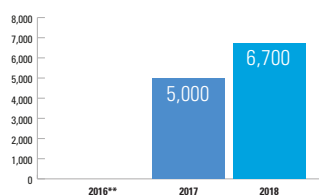
2018 NATIONAL DIVERSITY COUNCIL MEMBERSHIPS

- Technology Industry Group
- Women's Business Enterprise National Council
- National Minority Supplier Development Council
- National LGBT Chamber of Commerce
- United Hispanic Chamber of Commerce
- Small Business Administration

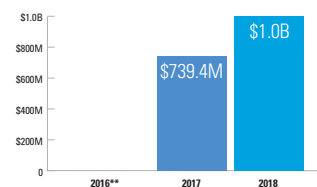
SUPPLIER DIVERSITY



Diversity spend



U.S. job creation*



Revenue generation*

*Reported produced by third party, from Motorola Solutions Tier 1 U.S. diversity spend, by using Input - Output multipliers published by the U.S. Bureau of Economic Analysis (U.S. BEA). Model estimates the impact of spending \$1M in a specific industry in a specific region. Information is aggregated and averaged based on data gathered by the U.S. BEA.

**Economic impact reporting was not completed for FY2016 diversity data. First report published for FY2017 data.

2018 GOALS

PROGRESS

Introduce and execute Supplier Diversity Economic Impact reporting

Achieved: Completed and shared our first economic impact report in 2018. This analysis showed Motorola Solutions' cumulative diversity spend impact measured through jobs supported, incomes earned and economic output

Strategically utilize and grow Motorola Solutions' diversity spend

Achieved: Increased our internal partnerships and procurement policies to ensure our teams are providing diverse suppliers with equal opportunities to bid on corporate and customer projects

Increase our support of the Supplier Diversity Network and drive supply chain equality within the technology industry

Achieved: Motorola Solutions' head of supplier diversity holds two positions within the Technology Industry Group (TIG), including VP of Administration on the Executive Board, and was recognized as TIG's 2018 ELT Member of the Year

Our supplier diversity program was recognized by Procurement Leaders as both an Americas and World ConnXus "Supplier Diversity and Inclusion Award" finalist

Our program directly contributed to Motorola Solutions being recognized as a "Best Place to Work for LGBTQ Equality" by the Human Rights Campaign's 2019 Corporate Equality Index (CEI)



EMPLOYEES

MFG. CORPORATION



90 YEARS

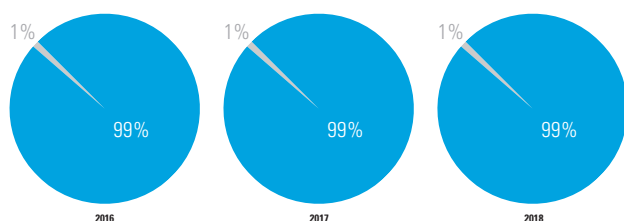
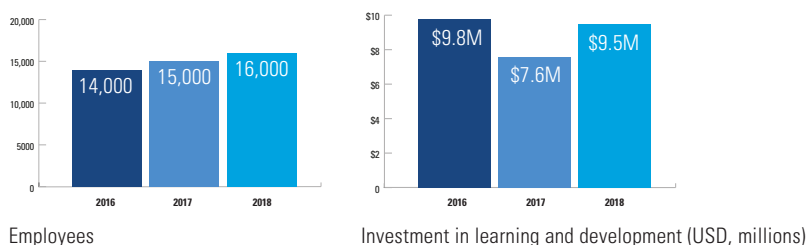


EMPLOYEES

GLOBAL WORKFORCE

We invest in employees so they can reach their full potential and provide opportunities for professional development at every level. We seek to build an inclusive culture and diverse workplace that promotes diversity of thought, innovation and growth.

GLOBAL WORKFORCE



■ Full-time ■ Part-time employees



WOMEN WHO LEAD SPEAKER SERIES

The "Women Who Lead" speaker series is one way we demonstrate our commitment to inclusion and diversity at Motorola Solutions.

The event for employees is structured as a fireside chat between Chairman and CEO Greg Brown and an influential female leader. Our guest speakers come from all walks of life to represent diverse leadership experience. Topics generally include lessons learned, challenges overcome, problem-solving situations and advice for the next generation of leaders.

INCLUSION AND DIVERSITY

At Motorola Solutions, inclusion is a mindset, and diversity is an outcome. We view diversity as an innovation-driver that helps us deliver technology that serves as a lifeline for our customers. We take a broad view of diversity, seeking different cultures, opinions and abilities to help us continue building on our 90-year heritage of innovation.

In 2018, we were featured in a first-ever report by the Business Roundtable on Advancing Inclusion and Diversity as a company committed to prioritizing a culture where we take an inclusive view of diversity and intentionally see different cultures, opinions and abilities as a way to drive innovation. The Business Roundtable is an association of U.S. CEOs working to drive economic growth and public policy.

We also introduced a Gender Transition Policy, which informs employees undergoing gender transition of their rights and equips them with helpful resources. The policy has helped foster open, thoughtful and respectful conversation across the company.

We continually look for opportunities to diversify our leadership team. In 2018, the percentage of women in senior management (vice presidents and directors) globally was 20%, compared to 18% in 2017 and 2016. In 2018 and 2017, the percentage of people of color in U.S. senior management was 21%, compared to 18% in 2016.

[VIEW THE BUSINESS ROUNDTABLE REPORT](#) →



EMPLOYEES

BUSINESS COUNCILS

- Global Young Professionals Group
- Lesbian, Gay, Bisexual, Transgender and Allies Business Council
- Multicultural Business Council
- People with Disabilities and Allies Business Council
- Veterans Business Council
- Women's Business Council

Our overall goal is to empower the business councils to enact programming to increase company-wide inclusion and diversity.

PARTNERSHIPS

We maintain strategic partnerships with organizations focused on improving workforce diversity, including:

- Hispanic Alliance for Career Enhancement
- Illinois Commission on Diversity and Human Relations
- Illinois Diversity Council
- National Society of Black Engineers
- National Coalition of Women in Information Technology
- Society of Women Engineers
- U.S. Business Leadership Network
- Getting Hired (employment site for individuals with disabilities)
- HirePurpose (employment site and program for veterans)
- National Organization of Gay and Lesbian Science and Technology Professionals



INCLUSION SHARK TANK

Our diverse business councils participated in an Inclusion "Shark Tank" event that provided \$100,000 in financial support for various initiatives, including leadership training, university outreach, recruiting partnerships and awareness activities for all Motorola Solutions employees globally.



UNCONSCIOUS BIAS TRAINING

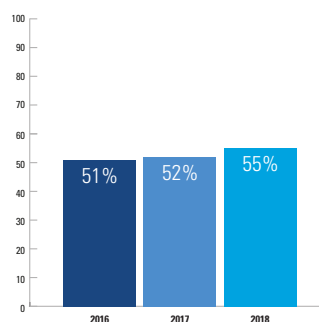
In 2018, over 100 talent acquisition employees and hiring managers received several hours of specialized training on how to minimize unconscious bias during the hiring process. The training focused on resume selection, the interview process and candidate selection. Early results from this cohort show that they are hiring female employees at a higher rate than hiring managers who did not receive the training.



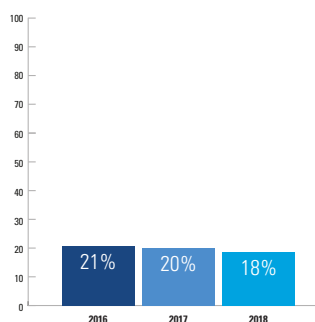
EMPLOYEES

WORKFORCE DEMOGRAPHICS

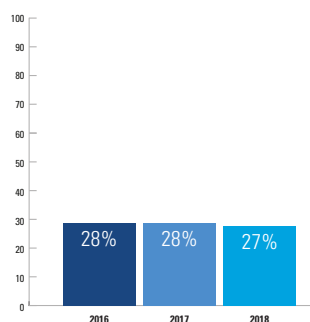
GLOBAL WORKFORCE BY REGION (%)



North and Latin America

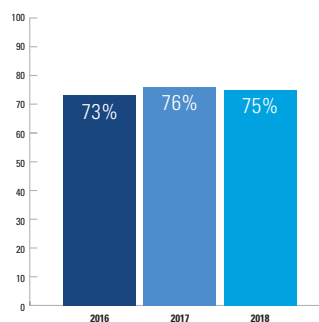


Asia Pacific and Middle East

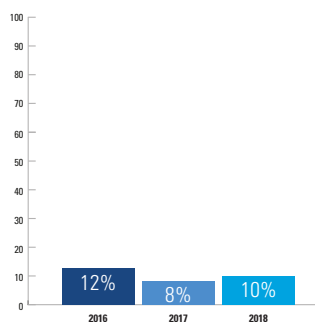


Europe and Africa

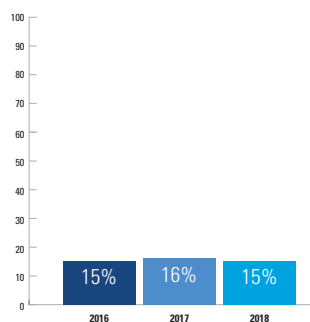
SENIOR MANAGEMENT* BY REGION (%)



North and Latin America

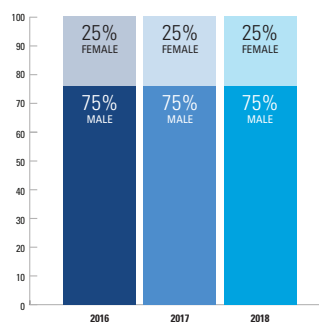


Asia Pacific and Middle East

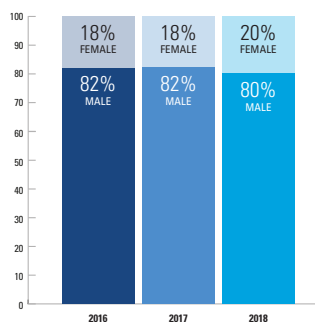


Europe and Africa

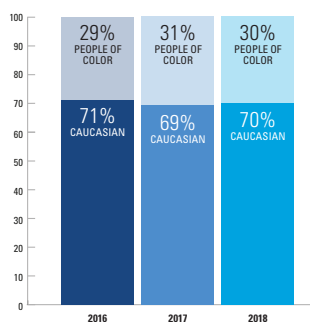
GLOBAL EMPLOYEES BY GENDER (%)



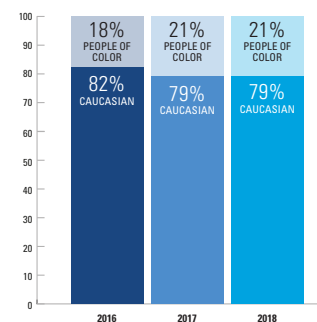
GLOBAL SENIOR MANAGEMENT* BY GENDER (%)



U.S. EMPLOYEES BY RACE



U.S. SENIOR MANAGEMENT* BY RACE



*Vice Presidents and Directors



EMPLOYEES

HUMAN CAPITAL DEVELOPMENT

We recognize that our success would not be possible without the work of our employees. We continually strive to make Motorola Solutions a great place to work — and are guided by our purpose, brand and values, as well as a culture that empowers our employees to deliver on our strategy.

MAKING MOTOROLA SOLUTIONS A GREAT PLACE TO WORK

We regularly check in with our employees to ensure we are fostering a work environment that allows them to do their best work. In addition to conducting company-wide surveys, functional and regional business leaders conducted eight separate engagement surveys in 2018 focused on identifying employee needs, and they worked to develop action plans to address them.

Motorola Solutions received the following recognitions in 2018:

- *Forbes* World's Best Employers
- *Human Rights Campaign* Corporate Equality Index
- *ComputerWorld* Best Places to Work in IT
- *WayUp* Top 100 U.S. Internship Programs

PUTTING PEOPLE FIRST

We know that each employee's experience at Motorola Solutions is highly influenced by their individual relationship and experience with their manager. We believe that people leadership is a great responsibility, and in 2018 launched our "People First" leadership framework to outline the behaviors that we expect from managers of people. All existing people managers, as well as newly hired or promoted managers, are enrolled in People First Academy, a dynamic e-learning portal with an engaging curriculum that reinforces our "People First" philosophy.

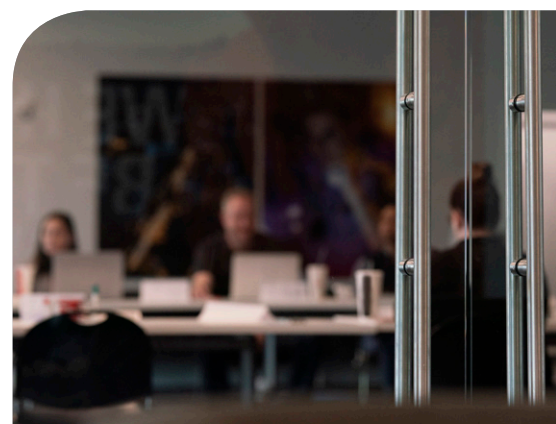
DEVELOPING OUR TALENT PIPELINE

Our Human Resources team works with each business function to perform extensive talent assessments and reviews on an annual basis. Leaders conduct annual talent review meetings, assessing the potential and performance of each team member and identifying the best development opportunities to continue fostering growth across the organization. Employees have access to a wide variety of technical, functional and professional skills learning resources — ranging from on-demand tools to in-person classroom learning to on-the-job learning opportunities.



LEARN AND BE RECOGNIZED

Employees in the Asia Pacific (APAC) region expressed a desire for greater focus on career development and connection to regional leadership. In response to this feedback, the APAC leadership team launched "Learn and Be Recognized," an innovative program that combined LinkedIn Learning courses and individual development planning while recognizing employees for their commitment to development. Regional leaders awarded medals and personally recognized individuals during town hall events.



LEADERSHIP ACADEMY

More than 160 leaders from our sales and product teams participated in a "leadership academy" experience delivered in conjunction with Harvard Business Publishing's corporate learning team. Participants in this 14-week blended learning program experienced in-person training, self-paced learning and practice activities, all geared toward building their leadership skills.



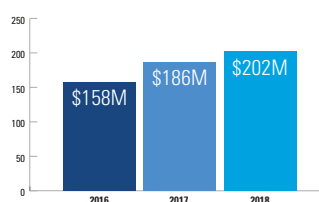
EMPLOYEES

TOTAL REWARDS

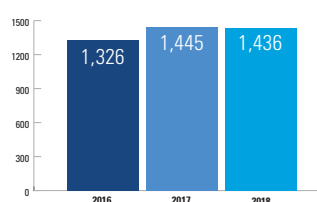
Our employee rewards programs are designed to help attract, retain and motivate employees. Each year, we review our rewards programs to make sure they are competitive with local market practices in the industries and countries where we operate. All Motorola Solutions employees participate in an annual incentive plan or a sales incentive plan.

In 2018, 49% of employees in 28 countries participated in our discounted employee stock purchase plan, an increase from 45% in 2017.

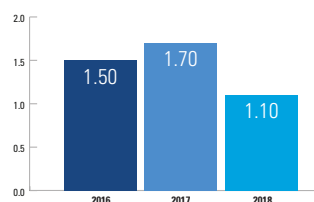
TOTAL REWARDS



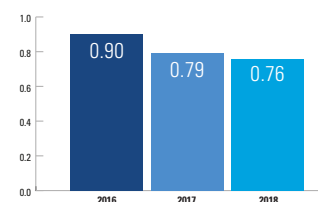
Amount paid to employees through annual sales and incentive plans (USD, millions)



Number of employees awarded restricted stock units, market stock units and stock options



Restricted stock units, market stock units and stock options awarded to employees (million)



Shares of Motorola Solutions stock employees purchased (million)

BENEFITS

We provide comprehensive benefits coverage for our U.S. employees such as:

- Health insurance and wellness programs
- 401(k) plan
- Paid parental and family leave
- Life and disability insurance
- Commuter benefits
- Paid time off
- Flexible work options
- Assistance for employees going through life-changing events

We align our benefit offerings to market standards in each country in which we operate.



COMMUNITY



COMMUNITY

GIVING AND VOLUNTEERING

In 2018, Motorola Solutions was honored by the Points of Light Foundation with its Civic 50 award, which recognizes the 50 most community-minded companies in the U.S. Civic 50 winners are public and private companies with U.S. operations and revenues of \$1 billion or more, and winners are selected based on community investment, integration, institutionalization and impact.

50 MOST COMMUNITY-MINDED COMPANIES →

Community investment by Motorola Solutions and the Motorola Solutions Foundation, the company's charitable giving arm, is focused on:

- Science, technology, engineering and math (STEM) education
- Public safety and disaster relief
- Employee giving and volunteerism

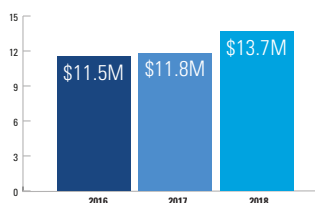
A highlight from 2018 was the opening of the National Law Enforcement Museum at the Motorola Solutions Foundation Building in Washington, D.C.'s Judiciary Square. As the museum's first founding partner, Motorola Solutions and the Motorola Solutions Foundation have provided more than \$18 million in support. The total includes in-kind donations of state-of-the-art communications and video surveillance solutions that are used in the museum's day-to-day operations. Motorola Solutions also is the sponsor of the 911 Emergency Ops interactive exhibit, which lets visitors take on the high-stakes role of a 911 dispatcher, listening to emergency calls from citizens and deploying first responders to assist.



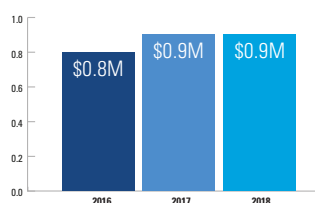
GLOBAL MONTHS OF SERVICE

In 2018, the Motorola Solutions Foundation implemented a company-wide Global Months of Service initiative in honor of the company's 90th anniversary. Throughout September and October, employees around the world participated in a volunteer event – or started their own – to benefit the communities in which they live and work. The Foundation supported participants with planning tools and resources and donated up to \$5,000 (USD) to many of the charitable organizations. Throughout the two months, nearly 800 employees logged more than 2,000 total volunteer hours.

MOTOROLA SOLUTIONS FOUNDATION AND CORPORATE GIVING (USD, MILLIONS)

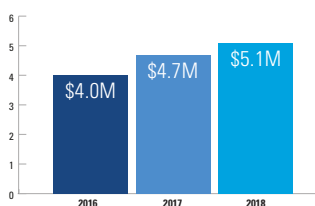


Amount in cash and product donations

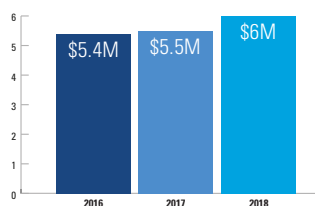


Employee donations

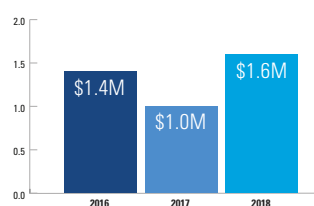
GIVING BY CATEGORY



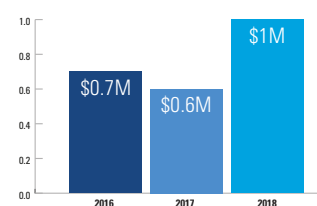
Education



Public safety



Employee matching gifts/volunteerism

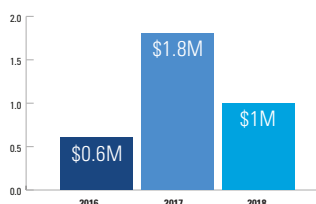


Community

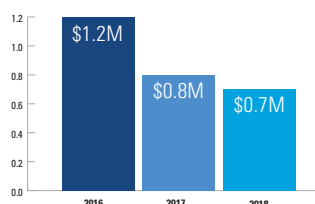


COMMUNITY

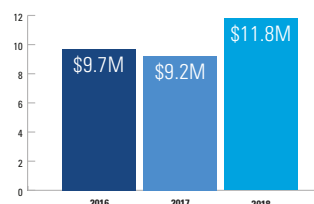
GIVING BY REGION



Europe and Africa

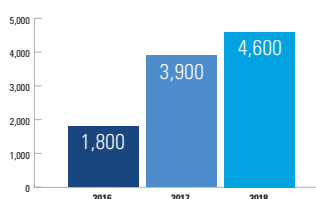


Asia Pacific and Middle East

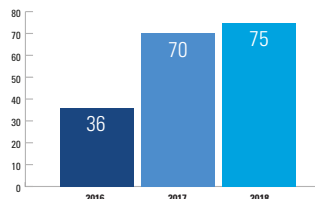


North and Latin America

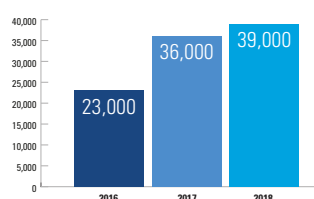
VOLUNTEERING



Employees volunteered



Team volunteer projects



Hours volunteered

2018 GOALS

Increase the number of volunteer projects outside the U.S.

Improve accessibility for employees to Motorola Solutions Foundation programs and streamline our grants process

PROGRESS

Achieved: International volunteer projects more than doubled from 15 in 2017 to 38 in 2018

Achieved: The Motorola Solutions Foundation upgraded its employee-facing portal and partnered with NGOSource to improve grantmaking internationally



STRATEGIC GRANTS

In 2018, the Motorola Solutions Foundation awarded a \$90,000 grant to the Society of Women Engineers (SWE) in honor of the company's 90th anniversary.

SWE is a nonprofit organization that works with both corporations and students to further engineering opportunities and increase the gender balance.





COMMUNITY

DISASTER RELIEF

Our LMR networks are built to respond and perform during natural disasters. Their always-on, reliable push-to-talk functionality delivers mission-critical communications during the worst imaginable conditions.

Our employees also play a vital role in disaster relief, from donating funds to the tireless efforts of our emergency response team, who work on the front line to ensure first responders stay connected.

2018 CASE STUDIES

Hurricane Michael left a trail of destruction few could escape. We mobilized our teams and equipment to the hardest-hit areas quickly after the storm hit and worked around the clock to restore service for our customers. When widespread debris stood in our way, we rolled up our sleeves and helped the local fire departments clear roads.

Radio towers collapsed and antennae were destroyed as unprecedented winds whipped through the Florida panhandle. In most cases, this would mean interruption of service. Our customers, however, were able to use other, interoperable LMR systems and direct mode device-to-device operation that enabled mission-critical communications, during and after the storm.

[SEE THE FULL HURRICANE MICHAEL CASE STUDY](#) →

Five-hundred miles wide, **Hurricane Florence** was massive destruction in motion. Before Florence made landfall, we were calling our customers twice daily to ensure they had what they needed beforehand, and that they knew we'd be right there with them.

Our customers across North and South Carolina were never without mission-critical communications before, during or after the storm. We had 27 systems – which includes 553 sites – across the hardest-hit areas. All but three performed flawlessly, and in those cases, our customers were able to use adjacent, interoperable LMR systems with no interruption in service.

[SEE THE FULL HURRICANE FLORENCE CASE STUDY](#) →





REPORTING REFERENCE



REPORTING REFERENCE

GLOBAL REPORTING INITIATIVE (GRI) STANDARDS

SECTION	GRI REFERENCE
Letter from the CEO, Our Approach, Introduction	102-1, 14*, 18*, 30, 45, 46, 47, 49*, 50, 52, 53
Governance and Policies	102-12*, 13, 16, 17, 43*, 44* 205-2* 415-1
Operations and the Environment	102-10*, 48 201-2* 302-1, 4* 303-1* 305-1*, 2*, 3*, 5* 306-1, 2* 307-1 419-1*
Product Stewardship	102-11 301-3* 416-1*
Supply Chain	102-9* 308-1*, 2* 406-1* 407-1* 408-1* 409-1* 412-1* 414-2*
Employees	102-8* 401-2* 403-2* 405-1*
Community	203-1*, 2*
Reporting Reference	102-55*

*Partial



REPORTING REFERENCE

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) REFERENCE

RELEVANT STANDARDS: SOFTWARE & IT SERVICES, HARDWARE, TELECOMMUNICATION SERVICES

REPORT SECTION	SASB CODE
Governance and Policies	TC-TL-220a.1, TC-SI-220a.1
Operations and the Environment	TC-TL-130a.1, TC-SI-130a.1, TC-SI-130a.2*
Supply Chain	TC-HW-430a.1, TC-HW-430a.2, TC-HW-440a.1
Employees	TC-SI-330a.3, TC-HW-330a.1, TC-TL-550a.2*
Product Stewardship	TC-TL-230a.2, TC-SI-230a.2, TC-HW-230a.1, TC-TL-440a.1*, TC-HW-410a.4*

*Partial



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