

2011 CORPORATE RESPONSIBILITY REPORT

LETTER FROM THE CEO

Welcome to Motorola Solutions' 2011 Corporate Responsibility report, reflecting our first year as a stand-alone company. We are pleased to share with you how our company is demonstrating its purpose: to help people be their best in the moments that matter. I'd like to tell you about a few of those examples here.

Our communication solutions help make people safer and improve operational efficiency for our government and enterprise customers. Imagine a firefighter running into a burning apartment, searching for a trapped resident. The smoke is thick, reducing visibility. The firefighter is covered in bulky gear, making some maneuvers difficult. To help this firefighter, our APX 7000XE portable radio is designed for firefighters wearing thick gloves, making it easier for them to access radio controls and send out distress calls when necessary. It's also bright enough to see in low visibility conditions. With these enhancements, the firefighter can do his job better and save lives.

We also have a role in promoting environmental sustainability. A shipping company, for example, has to keep track of many packages, record where they went and who picked it up. Products such as our mobile computers help shipping companies reduce paper use through digitizing forms and documents, capturing digital signatures and tracking data. By enabling enterprise customers to be more efficient, we help them reduce their environmental footprints.

We also are mindful of our direct environmental impact. We use green design criteria to assess and reduce the environmental impact of our products and are purchasing 22 percent of our electricity directly or through renewable energy credits. Our goal is to increase our global use of electricity from renewable sources to 30 percent by 2020 and to reduce greenhouse gas emissions by 15 percent by 2015 from 2011 levels.

Our supply chain program engages our suppliers to ensure their compliance with our code of conduct and works to improve any issues that arise. I am especially proud of our role in supporting projects that work to resolve the decade-long issue of the mining of minerals in conflict areas of the Democratic Republic of Congo. In 2011, we helped start the Solutions for Hope project to establish a transparent, traceable supply of tantalum from the mines to the smelter to our supplier, each step validated as free from involvement with conflict.

Motorola Solutions has long been a proactive investor in our communities, and I am proud that we have continued this legacy. The Motorola Solutions Foundation focuses on three important community needs: education -- specifically science, technology, engineering and math education -- public safety, disaster relief and employee volunteerism. In 2011, the Foundation and our company donated globally more than \$7.9 million to education programs and more than \$14.8 million to public safety programs, and our employees logged more than 14,000 volunteer hours.

We provided immediate disaster relief including financial and product donations to assist with recent disasters such as the Japanese and New Zealand earthquakes, U.S. wildfires, Brazilian mudslides and Australian flooding. In addition to our funding, many of our grants are supported by our volunteers. For example, our employees volunteer as after-school robotics coaches, science fair judges and in-class mentors. From a public safety perspective, our employees serve as volunteer firefighters and help with disaster recovery efforts.

I hope you find our Corporate Responsibility report informative. We welcome your comments and suggestions.



Greg Brown
Chairman and CEO
Motorola Solutions

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OUR APPROACH

CORPORATE RESPONSIBILITY AT MOTOROLA SOLUTIONS

Motorola Solutions is a leading provider of mission-critical communication solutions for government and enterprise customers. Our solutions help people be their best in the moments that matter.

We are dedicated to operating ethically, protecting the environment and supporting the communities where we do business.

Our 2011 corporate responsibility report highlights the ways Motorola Solutions is working to improve our world. We invite you to read our report and learn more about our initiatives.

THE BUSINESS CASE

Corporate responsibility is not just the right thing to do; it is an essential part of good management. It helps us to:

- Identify new business opportunities to meet emerging social needs
- Reduce costs by becoming more efficient in our use of energy and resources
- Avoid business risks and protect our reputation
- Anticipate and prepare for future regulation
- Maintain good relationships with our stakeholders
- Maintain the safety and quality of our products by ensuring high standards in our supply chain
- Protect the trust of our customers
- Attract and retain the best employees, including increasingly environmentally and socially conscious graduates

We aim to manage our business according to the commitments set out in our corporate responsibility business principles. These commit us to manage the company with integrity, protect the environment and create an inclusive, safe and healthy workplace.

They also define our behavior toward external stakeholders, including supporting the communities near our operations, creating economic benefits and selecting suppliers with acceptable labor and environmental standards.

Our corporate responsibility business principles are supported by our [code of business conduct](#), our [environmental, health and safety](#) and [human rights](#) policies, and our [supplier code of conduct](#).

CORPORATE RESPONSIBILITY MANAGEMENT

Our corporate responsibility team coordinates our activities and determines which issues are important to Motorola Solutions. The team establishes performance indicators, sets goals for improvement and reports progress to our stakeholders.

We operate an Environmental, Health and Safety management system and have green leaders throughout our businesses, working to reduce the environmental impact of our products throughout their lifecycles. Our supply chain corporate responsibility team assesses suppliers' compliance with our business conduct expectations, including labor and environmental standards.

We have established metrics in relevant areas of corporate responsibility. We determine these by referring to the Global Reporting Initiative guidelines, the findings of stakeholder engagement and best-practice reporting.

We promote corporate responsibility to employees through communication channels including the company intranet, emailed news summaries, employee meetings, leadership messages and internal video systems. Each year, we share metrics and achievements with employees and provide the link to our [corporate responsibility report](#) online.

OUR CR BUSINESS PRINCIPLES

These principles guide our actions:

INNOVATIVE PRODUCTS, CUSTOMER DELIGHT AND QUALITY We create innovative products and solutions with quality and performance that meet or exceed our customers' expectations.	ETHICS AND TRANSPARENCY We operate with transparency and according to high standards of ethics and the law in directing and managing the company for all stakeholders.	ENVIRONMENTAL QUALITY We foster sustainable use of the earth's resources in our products and operations, and we strive to design environmentally conscious products.
DIVERSITY AND INCLUSION We create an engaged workforce that can contribute its full potential in an inclusive work environment.	SAFE AND HEALTHY WORKFORCE In cooperation with our employees, we work to maintain a safe and healthy workplace and support employees' work-life integration.	ECONOMIC OPPORTUNITIES AND GROWTH We work to create wealth, economic opportunities and growth in regions where we do business, through our products, services, relationships and operations.
SUPPLIER RELATIONSHIPS We set expectations for our suppliers and work with them to conduct their operations in compliance with applicable laws and accepted standards of fairness and human decency. We create a diverse supplier base.	COMMUNITY SUPPORT We support educational, environmental and social needs in the communities where we operate.	SHAREHOLDER VALUE We strive to achieve strong financial results and long-term success through sustained profitable growth, technological innovation and market leadership.

STAKEHOLDER ENGAGEMENT

We seek feedback from stakeholders to assess our performance and to inform stakeholders our judgments about issues.

Our stakeholder engagement is undertaken at the global, regional and local levels in three main ways:

- Responding to specific requests for information
- Participating in multi-stakeholder relationships
- Initiating our own engagement

PERFORMANCE IN 2011

Non-Governmental Organizations

Non-governmental organizations (NGOs) are key stakeholders. Their views are of particular importance because they also may represent other interested parties such as workers in our supplier factories and communities local to our operations.

Through our membership in the Global e-Sustainability Initiative, we engaged with NGOs working to improve labor and environmental conditions in our supply chain including mines supplying minerals used in the electronics industry.

We also met periodically with representatives from NGOs working on supply chain issues, including Good Electronics, makeITfair, Global Witness, the Enough Project and the Center for Research on Multinational Corporations (SOMO).

Socially Responsible Investors

We engage with investors and research analysts on corporate responsibility issues to better understand their concerns and to learn from their research.

In 2011, Motorola Solutions was included in the following socially responsible investment indices:

- Dow Jones Sustainability World Index
- Dow Jones Sustainability North American Index
- Calvert Social Index
- oekom Prime Status

Customers

We engaged with customers in the following ways during 2011:

- Collaborated with our customers through the Global e-Sustainability Initiative (GeSI)
- Completed and responded to customer surveys on corporate responsibility, including self-assessment questionnaires
- Participated in corporate responsibility summits hosted by our customers

Employees

Our employees have formal and informal channels to discuss corporate responsibility issues. We encourage employees to go to their managers or business conduct champions with any ethical concerns at work. Employees can report suspected violations of our code of conduct anonymously where permitted by law using the global EthicsLine. We also encourage our employees to volunteer and give back to the communities where they live and work. In addition, we share our environmental performance through emails, our internal TV system and posters throughout our offices.

Suppliers

During 2011, we engaged with our suppliers on corporate responsibility by:

- Offering training sessions to raise awareness of our requirements and to provide guidance on how suppliers can establish internal corporate responsibility and monitoring programs for their own supply chains
- Distributing questionnaires developed by GeSI, which help new suppliers assess their compliance with our supplier code of conduct and raise awareness of our requirements
- Incorporating corporate responsibility requirements into supplier agreements

- Monitoring suppliers to identify any potential problems and drive continuous improvement in corporate responsibility performance. This also helps us avoid working with suppliers whose practices conflict with our values
- Working with suppliers to resolve corporate responsibility issues identified by audits

Government and Regulators

We engage with government officials directly and through industry associations. We provide our perspective on issues affecting our industry and lobby for policies that will promote social and environmental sustainability and business success. In 2011, we engaged with several groups, including the U.S. State Department, the Securities Exchange Commission (SEC), California Energy Commission (CEC), U.S. Agency for International Development (USAID), Organization for Economic Co-operation and Development (OECD).

Multi-Stakeholder and Industry Initiatives

We participate in GeSI, which brings together NGOs and companies to promote sustainability in the information and communication technology industry.

In 2011, we helped pilot the Solutions for Hope project to source conflict-free tantalum from the Democratic Republic of Congo (DRC). We also participated in the following industry initiatives to improve standards in the minerals supply chain:

- Joined the Public-Private Alliance with the U.S. State Department: a joint initiative between industry, governmental agencies, and civil society formed to support the development of supply chain solutions for sourcing responsibly-mined, conflict-free minerals from the DRC and the Great Lakes Region
- Worked with GeSI and the Electronics Industry Citizenship Coalition to establish the conflict-free smelter program to track smelters globally

BUSINESS CONDUCT

We are committed to conducting our business with integrity. This is essential to earning the trust of our stakeholders.

Our code of business conduct describes the ethical standards that we require from our employees. In summary, the code requires all employees to:

- Obtain and conduct business legally and ethically
- Build quality relationships with companies that share our values
- Treat the investment of our shareholders as if it were our own
- Make business decisions based on the best interests of Motorola Solutions
- Report business conduct concerns immediately

Read the full [code of business conduct](#) on our website.

We raise awareness of our standards so that employees understand our values, and we encourage them and people outside Motorola Solutions to report ethical concerns using a variety of reporting channels. We investigate all allegations of ethical misconduct and make process improvements and/or take disciplinary action when claims are substantiated, up to and including dismissal.

MANAGEMENT OVERSIGHT

The audit and legal committee of our board of directors has overall responsibility for compliance with our code of business conduct.

Our Motorola Solutions Ethics and Compliance Council, which comprises senior management from all business areas and the senior ethics and compliance officer, meets quarterly to review and drive progress of our ethics and compliance initiatives. Ethics and compliance councils operate in our Asia-Pacific, Europe-Middle East-Africa and Latin America regions, each of which are represented on the Motorola Solutions Ethics and Compliance Council.

Our ethics and compliance office manages our ethics program for the company and presents a full report to the committee at its meeting each quarter, as well as monthly reports on matters under review.

The ethics and compliance office works with our internal business teams, the finance department and law department to monitor legal compliance and business risk. The office also works closely with our procurement team to ensure compliance with our supplier policies.

We have developed an automated tracking system that helps us check if our third-party sales representatives have been properly screened and meet our contractual requirements.

At the local level, business conduct champions promote compliance programs to employees. Senior leaders regularly communicate business conduct expectations to employees.

ETHICS AWARENESS AND TRAINING

We ensure our employees understand our business conduct requirements through ethics training and awareness activities.

During 2011, we launched a training course for all employees on our new Motorola Solutions code of business conduct. This includes modules on conflicts of interest, anticorruption, gifts and entertainment, confidential information and insider trading.

We also launched and completed specialized anti-corruption due diligence training worldwide for employees who operate in high-risk areas. We also updated our anti-corruption course aimed at a broader employee audience, which we will roll out in 2012.

We implemented a new risk assessment policy in 2011 and conducted worldwide training on how to implement the policy.

DUE DILIGENCE

We have robust due diligence policies and processes for assessing prospective business partners, including third-party sales representatives and third-party service providers, among others.

In 2011, we implemented a new corruption risk assessment process for certain higher-risk transactions. It is designed to help early detections. Employees also can use our online EthicsLine Interactive, which offers the option of anonymous email engagement with our office of ethics and compliance in four languages. This enables ethics and compliance staff to ask for clarification and give feedback online.

In 2011, employees, customers, suppliers and others made 250 reports to the office of ethics and compliance. This included questions or concerns regarding the code of business conduct, HR-related queries and allegations of misconduct. We want people who contact us with ethical concerns to be confident that we will respond quickly and handle their requests discreetly.

Reports to Office of Ethics and Compliance in 2011

Total reports submitted	250
Reports requiring investigation	41
Investigations substantiated	15
Investigations closed*	38
Resulting disciplinary actions	20

Resulting separations**

Employees	11
Contractors	2
Business partners	1

* Includes four reports opened in 2010

** Includes resignations and terminations

Reports by Topic*

Human resources related	106
Product-related issues and complaints	0
Allegations of impropriety	51
Inquires about code of business conduct	57
Audit and accounting	13
Other concerns	74
Disciplinary Action*	
Separation**	14
Written warning	3
Counseling	3

* A report may apply to more than one category

** Includes both terminations and resignations

Reporting Channels Used

EthicsLine (telephone)	134
EthicsLine interactive (online)	56
Business conduct champions	7
Audit activity	1
Data privacy line (new category for 2011)	8
Other	44

BUSINESS CONDUCT GOALS

GOALS FOR 2011	PROGRESS IN 2011	GOALS FOR 2012
Introduce Motorola Solutions' code of business conduct and establish new Ethics Council structure to align with the company's new organizational structure.	Introduced Motorola Solutions' code of business conduct worldwide and established new Ethics Council structure.	In support of continuous improvement efforts, implement targeted policy and process enhancements, with special emphasis in anti-fraud and anti-corruption arenas.
Launch additional compliance training in anti-corruption (advanced) and trade compliance.	Implemented company-wide online training course on new code of conduct and delivered live advanced anti-corruption training to certain key employee groups. Trade compliance course deferred.	Implement and roll out advanced online anti-corruption course.
Implement process improvements in identification of, and due diligence on third-party service providers within certain risk parameters.	Implemented process improvements in identification, due diligence and training of third-party service providers within certain risk parameters.	Conduct corporate-wide legal risk assessment.

HUMAN RIGHTS POLICY

Motorola Solutions' human rights policy is based on our long-standing key beliefs of uncompromising integrity and constant respect for people, and is consistent with the core tenets of the International Labour Organization's fundamental conventions and the United Nations Universal Declaration of Human Rights.

I. ANTI-DISCRIMINATION

We employ people on the basis of their ability to do the job, and we prohibit discrimination based on employees' personal characteristics, conditions or beliefs.

II. FREELY CHOSEN EMPLOYMENT

We do not use forced, prison or indentured labor, including debt bondage. We ensure that terms of employment are voluntary. If we recruit contract or migrant employees, we pay agency recruitment fees and ensure there are no unreasonable employment or relocation expenses. We do not require any employee to remain in employment for any period of time against his or her will, or engage in practices which restrict employees' ability to terminate employment. We do not require employees to lodge "deposits" or hand over government-issue identification, passports or work permits as a condition of employment, unless required by applicable law.

III. NO CHILD LABOR

Our hiring practices conform to the International Labour Organization (ILO) conventions for minimum age and child labor. Employees under the age of 18 should not perform hazardous work and should be restricted from night work if it interferes with educational needs.

IV. FAIR WORKING HOURS

We manage operations to ensure that overtime does not exceed levels that create inhumane working conditions. We do not require employees to work more than the maximum hours of daily labor set by local law. We do not

require, on a regularly scheduled basis, work in excess of 60 hours per week or in excess of six consecutive days without a rest day.

V. WAGES AND BENEFITS

Our employees are paid at least the minimum legal wage or, where no wage law exists, the local industry standard. In any event, we provide wages and benefits to our employees to at least meet basic needs. For each pay period, we provide employees with an understandable wage statement that includes sufficient information to verify accurate compensation for work performed. We do not make deductions from wages as a disciplinary measure.

VI. FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

We recognize the right of our employees to join associations of their own choosing or to refrain from joining, and the right to collective bargaining, unless otherwise prohibited by law. In all cases, we respect employees' rights to open communication, direct engagement, and humane and equitable treatment.

VII. SAFE AND HEALTHY WORKING CONDITIONS

We provide a safe and healthy work environment for employees. In cases where we provide housing or dining facilities, we operate and maintain them in a safe, sanitary and dignified manner.

VIII. NO HARSH OR INHUMAN TREATMENT

The safety and security of employees at our facilities are key priorities. We prohibit physical abuse and harassment of employees, as well as the threat of either.

PRIVACY

We believe that people have the right to control their personal information and determine how it is collected and used. We are committed to

PRIVACY POLICY

Our Information Protection policy, IP-01, and related control standards commit our employees and third parties working for Motorola Solutions to protect the personal information of our employees, customers, consumers and additional third parties.

Motorola Solutions' IP-01 policy requires us to:

- Inform customers and consumers about the types of information we collect about them and how we intend to use it
- Allow customers and consumers to choose whether their personal information is used for marketing purposes or shared with third parties
- Collect, process, transfer and store personal information in accordance with local laws
- Ensure the security of personal information so that it remains accurate, is not accessed without authorization and is used appropriately
- Provide customers, consumers and employees with the ability to access, correct, amend and/or delete their personal information when appropriate

Read our statement of online privacy practices [\[link\]](#), which applies to personal information collected through our websites.

protecting the privacy of those who entrust their personal information to Motorola Solutions.

We adhere to data privacy laws and regulations globally and design products and services to protect and secure confidential information.

Motorola Solutions' privacy compliance efforts are coordinated jointly by the company's law and information security organizations.

Interdisciplinary teams working in IT, marketing, human resources, product development and procurement play a key role in protecting information and in the company's broader compliance efforts.

We work closely with third parties handling personal information on our behalf to ensure that the highest privacy standards are maintained.

Employees who violate our Information Protection policies are subject to disciplinary action, including dismissal. Agents and subcontractors face contractual penalties and/or termination.

We have certified compliance with the U.S.-E.U. Safe Harbor Framework and maintain an interactive Privacy email address, where employees, customers and consumers can direct questions, concerns and complaints about privacy-related issues or practices:
privacy1@motorolasolutions.com.

MANAGEMENT AND TRAINING

Motorola Solutions' privacy compliance team, along with information security staff and business security managers, raise awareness about our privacy policies and practices, provide advice and assistance to employees, and enforce information protection and privacy policies.

All employees are required to take courses for privacy protection and information protection every two years. Detailed privacy and security documentation and tools, including training modules and issue-specific privacy reference guides, are available to employees and

contractors whose jobs involve handling personal information.

Our voluntary advanced online privacy course "Privacy Directions 101: Awareness for Motorola Solutions" informs employees about international privacy legislation such as the Organization for Economic Cooperation & Development's (OECD) privacy guidelines, the European Union's Directive on Data Protection and its trans-border data flow requirements, and the Asia-Pacific Economic Cooperation (APEC) forum's privacy framework.

PERFORMANCE IN 2011

There were no reportable breaches of personal data in 2011.

A reportable breach occurs when unencrypted personal information is believed to have been acquired by an unauthorized person or entity.

"Personal information" refers to a person's last name paired with a first name or first initial and one of the following: a U.S. Social Security or equivalent national identification number; a driver's license or equivalent identification number; or a number from a bank account, credit card or debit card, along with a password or security code that would give access to the account.

PUBLIC POLICY

We operate within the guidelines of applicable laws, our code of business conduct and compliance policies. Every employee who interacts with government employees or officials must complete our "Building Government Relations of Strength and Integrity" course. This clarifies the standards and policies relating to ethical conduct and government relations to ensure that employees and third parties protect the company from both reputation and legal risks.

POLITICAL CONTRIBUTIONS IN THE U.S.

In the United States, we advance our views on public policy through political campaign contributions.

Where permitted by federal, state and local law, we support candidates and elected officials who share our public policy views. In 2011, we contributed \$446,800 to state and local candidates and ballot-measure campaigns in the U.S.

U.S. law prohibits corporate contributions to federal political candidates. Eligible employees can make individual donations to the Motorola Solutions Political Action Committee (PAC), which supports U.S. federal, state and local pro-business candidates for elected office. Corporate contributions may be used in some states for candidates running for state or local office. Contributions to the Motorola Solutions PAC from eligible employees are voluntary and not tax deductible. We neither favor nor disadvantage any employee because of the amount of his or her contribution or decision to contribute.

In 2011, the PAC contributed \$234,200 in employee contributions.

We do not make political contributions or donations outside of the United States.

[Read more](#) about our PAC contributions.

WIRELESS COMMUNICATIONS AND HEALTH

Wireless communication devices send and receive information using radiofrequency (RF) energy transmitted as waves through the air. Questions have been raised about the safety of RF energy from wireless devices (e.g., portable phones, two-way radios, mobile computers, RFID) and base stations.

Research into RF energy effects stretches back about 60 years. More recently, to direct ongoing research worldwide, the World Health Organization (WHO) has set an agenda of recommended research projects for universities and other institutions to follow. The WHO and many other expert panels and government health authorities around the world who continue to conduct ongoing reviews of the science have consistently concluded that RF products that meet

internationally recognized standards for exposure to radio waves pose no known health risk.

For example, in August 2009, the International Commission on Non-Ionizing Radiation Protection (ICNIRP) published a statement after a comprehensive, multi-year review of several national and international research programs involving wireless communications technologies and international exposure guideline restrictions. ICNIRP concluded:

"...the scientific literature published since the 1998 guidelines has provided no evidence of any adverse effects below the basic restrictions and does not necessitate an immediate revision of its guidance on limiting exposure to high frequency electromagnetic fields."

Based on an ad hoc committee evaluation, the International Agency for Research on Cancer (IARC) has classified exposure to RF electromagnetic fields, which are emitted by mobile phones, wireless devices, radars, and radio and television broadcasts, as possibly carcinogenic to humans (classification 2B).

Following the IARC announcement of the classification, the World Health Organization EMF Project, which is specialized in EMF safety issues, posted a fact sheet (#193) on the safety of mobile phones. In this document, under the question "Are there any health effects?", WHO says: "A large number of studies have been performed over the last two decades to assess whether mobile phones pose a potential health risk. To date, no adverse health effects have been established as being caused by mobile phone use." They also indicate: "While an increased risk of brain tumors is not established, the increasing use of mobile phones and the lack of data for mobile phone use over time periods longer than 15 years warrant further research of mobile phone use and brain cancer risk." In a review paper from the International Commission on Non-Ionizing Radiation Protection, it concluded "Although there remains some uncertainty, the trend in the accumulating evidence is increasingly against the hypothesis that mobile phone use can cause brain tumors in adults."

All Motorola Solutions products comply with international exposure guidelines and standards for RF energy exposure and national regulations where applicable. The RF exposure measurement for portable wireless devices under these requirements is called specific absorption rate (SAR). The guidelines and standards set for SAR levels for wireless products provide wide margins of protection for professional users and the general public. Motorola, Inc. supported substantial independent biological research, and Motorola Solutions continues to sponsor independent studies through the Mobile Manufacturers Forum (MMF) to increase scientific knowledge about the safety of RF energy.

If you have additional questions, please contact Motorola Solutions' Wireless Communications and Health team at:
corresponsibility@motorolasolutions.com.

Read more about our research on [wireless communications and health](#) and find answers to [frequently asked questions](#).



ENVIRONMENT AT MOTOROLA SOLUTIONS

Our customers expect products with low adverse environmental impacts and increased benefits. Since the early 1990's, our focus on green design gives Motorola Solutions' products a competitive edge in the marketplace. Our strategy is to understand the environmental impacts of our products and look for opportunities to improve. We strive to improve each new product to consume less energy, use environmentally preferred materials, have extended life-spans and be easily recycled. Our take-back programs offer our customers an end-of-life solution by collecting electronic equipment for reuse and recycling.

We recognize that electronics products can have adverse impacts on the environment. But they also offer significant benefits, for example by helping our customers to reduce their environmental footprints and cut their energy costs through efficiency improvements.

While we are helping our customers reduce their environmental footprints, we continue to reduce our own impacts through a rigorous environment, health and safety management system.

OUR VISION

The following long-term sustainability objectives reflect our ideals and provide a vision of how we intend to contribute to sustainable development:

- Product stewardship: Evaluate and improve environmental attributes and safety of new products
- Zero waste: Minimize waste generation and reuse or recycle all waste materials
- Benign emissions: Eliminate from manufacturing sites all emissions that adversely impact the environment
- Closed loop: Promote the use of recycled materials to conserve natural resources
- Green energy: Use energy in highly efficient ways, and increase use of renewable energy
- Zero occupational injuries and illnesses: Create a workplace free of occupational injuries and illnesses

CLIMATE CHANGE

Climate change is one of the greatest challenges facing the world, and we are working to be part of the solution.

Coordinated action by governments will be essential to meeting the climate challenge.

Business also must play a significant role and Motorola Solutions is taking action in four ways:

- Cutting the impact of our operations through energy efficiency measures and renewable energy usage
- Improving the energy efficiency of our products
- Developing technology to enable a low-carbon future
- Helping our customers reduce their carbon footprint



OPERATIONS AND THE ENVIRONMENT

Designing, manufacturing and distributing electronic communication products uses natural resources, creates emissions and waste and contributes to climate change, principally through carbon dioxide emissions from energy use.

We are committed to reducing the environmental impact of our operations. We have set goals and established the necessary policies and processes to achieve them.

MANAGEMENT SYSTEM

Oversight of our global Environmental, Health and Safety (EHS) management system is provided by our vice president of EHS. Our EHS professionals around the world implement common programs at the site level to comply with the global EHS management system. They are supported by EHS policies, procedures, checklists and other resources, as well as location-specific internal websites.

Our EHS management system is certified to the international standards ISO 14001 and OHSAS 18001. This covers all of our manufacturing sites and our larger administration facilities.

Sites are classified according to floor space, headcount, type of operation and risk level. Sites with higher scores are classified as Class I sites and are certified to ISO 14001 and OHSAS 18001 by Lloyd's Register Quality Assurance (LRQA):

- [LRQA Certificate of Approval for ISO 14001:2004](#)
- [LRQA Certificate of Approval for OHSAS 18001](#)

In addition, our offices in Israel are certified to ISO 14001 by The Standards Institution of Israel. Our facility in Suzhou, China is ISO 14001 certified.

- [The Standards Institution of Israel Certificate of Approval for ISO 14001: 2004](#)
- [Certificate for Approval for ISO 14001:2004](#)

We strongly encourage our tier-one suppliers to have an environmental management system in accordance with ISO 14001 or an equivalent standard. We monitor compliance with this requirement through our supplier assessment program.

GREEN BUILDING STRATEGY

In 2009, we conducted a gap analysis to assess the status of our facility portfolio against the LEED (Leadership in Energy and Environmental Design)-Existing Buildings Operations and Maintenance (LEED-EB) standards. The analysis revealed that operations at our facilities already meet many of the LEED-EB standards. As we renovate our existing facilities, we implement additional LEED-EB requirements.

In 2011, our EHS team worked with our real estate and procurement teams to develop global guidelines for the purchasing of green products and energy efficient equipment. These guidelines are being utilized on a global basis. These assist Motorola Solutions sites in setting targets for purchasing environmentally preferable paper and office products, IT equipment, furniture, lighting, and janitorial and cleaning supplies to maintain our sites while protecting human health and the environment.

EMPLOYEE AWARENESS

We make sure our employees are engaged and aware of our EHS programs and targets by displaying posters at our sites, running programs on internal TV monitors, sending emails to all employees and holding site EHS awareness events, such as Earth Day. In 2011, we also developed an online EHS orientation course that will be rolled out in 2012.

SCOPE OF EHS DATA

Our EHS data includes measured and estimated data. We measure environmental impacts and

health and safety data at our main sites, which accounted for 85 percent of total floor space as of Dec. 31, 2011 (except for water use, which we measure at sites accounting for 80 percent of floor space). We collect this data using our internal reporting system. We extrapolate the measured data to provide an estimate of EHS data at the remaining 15 percent (20 percent for water) of sites by floor space.

AUDITS AND COMPLIANCE

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 at least once a year through our staggered system:

- Motorola Solutions-level audits of the EHS management system: Every two years by internally qualified auditors.
- Site-level audits of EHS compliance with legal requirements: Every three years by independent, third-party auditors
- ISO 14001 and OHSAS 18001 surveillance audits:
 - Sites – approximately every two years by independent, third-party auditors
 - Corporate oversight – once a year by independent, third-party auditors

We also conduct compliance audits of our Class II non-certified sites.

All non-compliances are recorded and tracked to ensure that corrective actions are implemented.

PERFORMANCE AND GOALS

Environmental, Health & Safety (EHS) Audit Summary

	2005	2006	2007	2008	2009	2010	2011 [†]
Site EHS management system audits	11	11	11	5	2	3	0
Compliance audits	19	8	4	11	11	8	7
ISO 14001/OHSAS 18001 site audits	10	12	5	3	6	5	3
ISO 14001/OHSAS 18001 corporate oversight	2	2	2	2	2	2	1
Motorola Solutions EHS management systems audits	8	6	3	4	3	4	1

Environment and Safety Non-compliances

	2005	2006	2007	2008	2009	2010	2011 [†]
Environment non-compliances*	2	0	0	1	0	0	0
Safety non-compliances*	1	0	0	0	0	0	0
Fines or penalties, dollars	\$375	0	0	\$500,000 **	0	0	0

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

** Shared with two other companies

The fine in 2008 related to incomplete ground water treatment at the North Indian Bend Wash site in Scottsdale, Arizona. Please visit [these links](#) for more information.

2012 COMPLIANCE GOAL

No notice of violations or fines.

[†] In January 2011, Motorola, Inc. split into two separate companies, Motorola Mobility and Motorola Solutions. All data reported for 2011 represents Motorola Solutions. As goals are set for 2012 and beyond, 2011 will be utilized as the year for all baseline comparisons.

REMEDIATION

Motorola Solutions is involved in environmental remediation at several current and former manufacturing locations, and former waste disposal facilities. These sites were impacted by past activities that were common and accepted practices at the time.

At the end of 2011, we had \$70 million reserved to cover environmental liabilities. We share environmental liabilities and remediation expenses with other companies and organizations.

NORTH INDIAN BEND WASH SUPERFUND SITE

The largest remediation effort with which we are involved is at the North Indian Bend Wash (NIBW) Site, an eight square mile area in Scottsdale, Arizona, U.S., where portions of the underlying groundwater contain volatile organic chemicals.

Motorola, Inc. operated in the Phoenix area for more than 50 years. We are involved in environmental cleanup at the former site of the Government Electronics Group located at Hayden and McDowell Roads in Scottsdale. In 1983, the U.S. Environmental Protection Agency (EPA) designated this area as the North Indian Bend Wash Superfund Site following detection of trichloroethylene (TCE) in two public water supply wells. Motorola Solutions, Siemens and GlaxoSmithKline (known as the NIBW Participating Companies) are the principal companies responsible for the NIBW cleanup.

In 2011, the EPA performed the first five-year review of the site, and concluded that the remedy is protective of human health and the environment, that the remedy is functioning as intended, and that remedial actions are contributing to restoring groundwater for beneficial use.

By the end of 2011, we had spent more than \$125 million on environmental cleanup activities in the Phoenix area. By the end of 2011, more than 88 billion gallons of water had been pumped and treated at the NIBW site since the cleanup began.

For more information, please visit [this site](#).

ENERGY MANAGEMENT

Our global energy team meets regularly and comprises members of facilities management, corporate sustainability, EHS and procurement, coordinating energy management across Motorola Solutions. We are systematic in the way we seek energy savings in all our facilities.

In 2011, we introduced green procurement guidelines to ensure that we source energy efficient and environmentally preferable products worldwide.

New energy saving measures launched in 2011 included:

- An upgrade in cooling equipment that is expected to result in a 10 percent reduction in energy costs
- Continued evaluating of the use of green energy at all of our facilities

Previous energy-saving measures we continued in 2011 included:

- Creating teams to promote energy saving at sites
- Conducting inspections to ensure lights are turned off at night
- Upgrading lighting in offices and production facilities
- Matching lighting more closely with building occupancy
- Turning off elevators at night and during weekends
- Increasing maintenance of air handling units
- Upgrading and improving the efficiency of compressors
- Optimizing pressure levels on manufacturing equipment
- Upgrading controls, removing unnecessary pumps and de-scaling evaporator coils on chillers
- Using natural cooling (free cooling) in winter instead of cooling provided by chillers
- Upgrading to a more energy efficient humidity system
- Improving building management systems to optimize controls

- Increasing the temperature in IT rooms to reduce the demand for cooling
- Cleaning during the day to avoid having to illuminate offices at night

2012 and beyond, 2011 will be utilized as the year for all baseline comparisons.

In 2011, we used 392 million kilowatt hours of energy.

PERFORMANCE AND GOALS

In January 2011, Motorola, Inc. split into two separate companies, Motorola Mobility and Motorola Solutions. All data reported for 2011 represents Motorola Solutions. As goals are set for

This calculation is based on:

- Actual data covering 85 percent of total floor space in 2011
- Estimated impact based on average energy per square foot for the remaining percent

Energy Use: Electricity and Natural Gas (in million kilowatt hours)

	2006	2007	2008	2009	2010	2011 [†]
Measured Energy Use	714	691	745	652	628	333
Scaled up with Estimates	1170	1114	955	866	803	392

RENEWABLE ENERGY

In 2011, about 20 percent of the electricity we purchased globally was from renewable sources. Our goal is to increase our global use of electricity from renewable sources to 30 percent by 2020. In addition to the 7 percent of renewable energy available by default in the power grid, about 13 percent of our global electricity came from voluntary purchases. This includes Green-e certified renewable energy certificates (RECs) purchased from wind power in the U.S. and hydropower purchased directly from the generator in Germany and Denmark.

In the U.S., we purchased RECs from NativeEnergy, which supports Native American, farmer-owned, community-based renewable energy projects helping create social, economic and environmental benefits.

Renewable Energy Use as a Percent of Total Energy Use

	2007	2008	2009	2010	2011 [†]
Percent	5%	10%	15%	23%	20%

Due to fluid changes in our real estate and floor space after separation, we missed our goal of 21 percent.

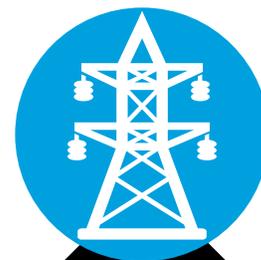
OPERATIONS: CARBON FOOTPRINT

In 2011, we continued to implement energy savings measures to reach our goal of increasing the proportion of our electricity from renewable sources to 30 percent by 2020.

In 2011, our carbon footprint (scope 1 and 2 emissions from the Greenhouse Gas Protocol) totaled 197,761 tons CO₂ equivalent.

These calculations are based on:

- Actual data covering 85 percent of total floor space in 2011
- Estimated impact based on average energy per square foot for the remaining percent



**30%
RENEWABLE
INCREASE
ENERGY GOAL**

Increase use of renewable energy to 30 percent by 2020. This includes purchasing green e-certificates and a calculation of how much energy purchased from providers is from renewable sources.

EMPLOYEE BUSINESS TRAVEL

Our commercial air travel, rail travel, car rentals, leased cars and business travel in employee-owned cars resulted in 52,363 tons CO₂ equivalent emissions.

Our travel policy requires that, when possible, employees minimize travel by utilizing audio-conferencing, web meetings, and video-conferencing. Employees can read tips on how to reduce their travel related carbon footprint on a dedicated intranet site.

In 2011, employees conducted 240,882 hours of web meetings. This increase in the use of web meetings has, in many cases, resulted in employees avoiding the need to travel.

Motorola Solutions' supply chain is part of our scope 3 climate impact. Our long-term goal is to measure and reduce the carbon emissions of our supply chain.

PERFORMANCE AND GOALS

Carbon Footprint: Global Greenhouse Gas Emissions (Total: Scope One* and Two**)

	2006	2007	2008	2009	2010	2011 [†]
Tons of CO ₂ equivalent (measured emissions)	401,468	388,693	417,434	329,223	291,827	168,634
Tons of CO ₂ equivalent (estimated emissions)	649,756	619,602	531,661	433,373	369,851	197,761
Tons of CO ₂ equivalent per million sales dollars (scaled up to include estimates)	15.2	16.9	17.6	19.7	19.2	24.1

* Scope One: Direct emissions from Motorola Solutions-owned stationary and mobile sources, including boilers, emergency generators, fire pumps, cooking appliances and aircraft

** Scope Two: Includes indirect emissions from electricity use

Carbon Footprint: Global Greenhouse Gas Emissions (Units in Tons CO₂ Equivalent)

	2006	2007	2008	2009	2010	2011 [†]
Scope one: Direct emissions from Motorola Solutions-owned stationary and mobile sources* (not including estimates)	29,705	28,778	33,125	27,792	28,927	18,017
Scope one: Direct emissions from Motorola Solutions-owned stationary and mobile sources (scaled up to include estimates)	40,308	39,094	38,768	33,217	33,349	20,156
Scope two: Indirect emissions from electricity use (not including estimates)	371,763	359,915	384,309	301,432	262,900	150,617

[†] In January 2011, Motorola, Inc. split into two separate companies, Motorola Mobility and Motorola Solutions. All data reported for 2011 represents Motorola Solutions. As goals are set for 2012 and beyond, 2011 will be utilized as the year for all baseline comparisons.

Scope two: Indirect emissions from electricity use (scaled up to include estimates)	609,448	580,508	492,893	400,156	336,502	177,605
Scope three: Business travel	n/a	n/a	146,845	115,128	125,438	52,363
Total carbon footprint**	649,756	619,602	678,506	548,501	495,289	250,124

* Includes boilers, emergency generators, fire pumps, cooking appliances and aircraft.

** Includes scaled up Scope one and two emissions along with Scope three emissions.

CARBON FOOTPRINT GOAL

Reduce greenhouse gas emissions by 15 percent in 2015 from 2011 levels

VOLUNTARY PROGRAMS AND RANKINGS

We are involved in voluntary climate change programs that promote awareness, encourage us to be transparent about our actions and improve our performance.

CHICAGO CLIMATE EXCHANGE

Motorola, Inc. was a founding member of the [Chicago Climate Exchange](#) (CCX), North America’s voluntary cap and trade program, which closed on Dec. 31, 2010.

CARBON DISCLOSURE

The Carbon Disclosure Project initiative encourages companies to report on greenhouse gas emissions and actions to mitigate them. We have reported our greenhouse gas emissions annually since 2004. In 2011, we also participated in the CDP’s first Water Disclosure project and plan to participate in 2012. The initiative aims to increase the availability of information about the investment risk and commercial opportunity associated with water.

GLOBAL E-SUSTAINABILITY INITIATIVE

We are a member of the Global e-Sustainability Initiative’s climate change working group, an industry effort to improve the sustainability and energy efficiency of the information and communication technology sector.

WASTE

We have set challenging goals to reduce the amount of waste we produce at our manufacturing and office sites and to increase recycling.

PERFORMANCE AND GOALS

In 2011, we produced 8,730 tons of total waste. Since 2007, an increase in hazardous waste has been experienced due to legislative changes resulting in the reclassification of electronic waste in China and Malaysia. This legislative change reclassified electronic waste from non-hazardous to hazardous.

Our recycling rate in 2011 was 73 percent.

Total Waste

	2007	2008	2009	2010	2011 [†]
Tons	21,069	21,194	15,953	21,586	8,730
Tons per employee	0.516	0.351	0.270	0.367	0.320

Global Recycling Rate

	2007	2008	2009	2010	2011 [†]
Percent	80%	79%	75%	84%	73%

WATER

Nearly all of the water we use in our own operations is for sanitary purposes in cafeterias and restrooms and for use in cooling towers. We use very little water in manufacturing.

WATER USE PERFORMANCE

In 2011, we used 802,000 cubic meters of water.

This calculation is based on:

- Actual water use covering 80 percent of total floor space
- Estimated water use based on average water use per square foot for the remaining percent

Water Use (In Thousands of Cubic Meters)

	2006	2007	2008	2009	2010	2011 [†]
Measured data	1,935	1,877	1,919	1,642	1,739	641
Scaled up with estimates	3,172	3,027	2,699	2,308	2,331	802

WASTEWATER

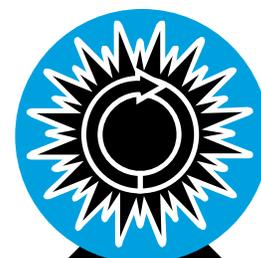
At most of our sites, we discharge our wastewater to public sewer systems for treatment in compliance with regulations.

In the U.S., we operate two industrial wastewater treatment systems to process a very small amount of wastewater from our research and development laboratories. These systems treat the wastewater for pH and metals before discharging to the publicly owned treatment system for further treatment in compliance with local regulations.



5% REDUCTION WATER GOAL

Reduce total water consumption 5 percent by 2015 from 2011 levels.



10% DECREASE WASTE GOAL

- Reduce total waste by 10 percent in 2015 from 2011 levels (normalized to headcount)
- Increase recycling rate to 90 percent by 2015

[†] In January 2011, Motorola, Inc. split into two separate companies, Motorola Mobility and Motorola Solutions. All data reported for 2011 represents Motorola Solutions. As goals are set for 2012 and beyond, 2011 will be utilized as the year for all baseline comparisons.

VOLATILE ORGANIC MATERIAL

The majority of volatile organic material (VOM) emissions result from our manufacturing lines where we use organic solvent-based fluids to clean the stencils used in our screen printing operations and when soldering electronic components onto circuit boards. We have significantly reduced our VOM emissions over the years by changing our processes and introducing substitutes.

VOM figures are based on actual reported data as we capture the vast majority of these emissions through our data collection systems.

PERFORMANCE AND GOALS

In 2011, we emitted 7 metric tons of VOM's.

We have reduced our VOM emissions significantly by changing cleaning and soldering processes at many sites, which were responsible for the majority of emissions.

Volatile Organic Material Emissions

	2006	2007	2008	2009	2010	2011[†]
Tons	82	69	44	25	24	7

[†] In January 2011, Motorola, Inc. split into two separate companies, Motorola Mobility and Motorola Solutions. All data reported for 2011 represents Motorola Solutions. As goals are set for 2012 and beyond, 2011 will be utilized as the year for all baseline comparisons.



PRODUCTS AND THE ENVIRONMENT

We are shrinking the environmental footprint of our products, innovating to reduce adverse impacts and increase environmental benefits at each stage of the lifecycle—design, manufacture, distribution, use and end-of-life.

This helps our customers reduce their environmental footprints and cut their energy costs through efficiency improvements. Our take-back programs provide added benefits by ensuring unwanted or obsolete equipment is reused, recycled or disposed of responsibly.

We consider the following environmental principles in our product design:

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

MATERIAL CONTENT

Motorola Solutions is working to reduce hazardous substances in our products and to find environmentally sound alternatives, without compromising performance and quality. We have a continuing program to research and monitor independent scientific reviews of the environmental and health impacts of materials. The result is a growing knowledge resource about substances of concern and environmentally sound alternative



REGULATORY REQUIREMENTS

A number of countries around the world have implemented regulatory restrictions on hazardous substances.

European Union's Directive on the Restriction Of Hazardous Substances

We voluntarily extended our compliance with the European Union's directive on the restriction of hazardous substances (RoHS) to cover all newly designed products, regardless of where they are sold worldwide.

For additional information, download our [EU RoHS Statement](#).

China Management Methods

China's Management Methods for Controlling Pollution from Electronic Information Products requires manufacturers to report and label usage of the same six hazardous substances listed in the EU RoHS Directive effective as of March 1, 2007. All Motorola Solutions products manufactured after March 1, 2007 and shipped into China comply with the labeling requirements of China Management Methods.

REACH

REACH is a European Union substances regulation that became law on June 1, 2007 with phased deadlines to 2018. Motorola Solutions is actively managing and sharing information from our suppliers to meet our obligations and help our customers meet theirs. We are aware of potential future substance restrictions and work with our suppliers to find alternatives in advance.

We have implemented our current obligations under REACH and will continue to comply as other obligations are phased in. Read our letter to our customers on our efforts to comply with [REACH](#).

If you have questions about specific Motorola Solutions products and conformance to any of these regulations, or substances that may be within the product, please contact your sales representative, or contact us via email at corpresponsibility@motorolasolutions.com.

PRECAUTIONARY APPROACH TO MATERIALS SELECTION

We take a precautionary approach to materials selection and have compiled a list of 65 substances and substance categories targeted for exclusion, reduction or reporting [link] during the design and manufacture of our products. We divide these into three groups:

- Banned substances — not permitted in any Motorola Solutions product at any level
- Controlled substances — limited for use (at extremely low concentrations) in manufacturing processes or certain product applications, with use limits typically defined

by national or international environmental regulations

- Reportable substances — not currently banned but their use is carefully monitored and may control may be increased in the future.

Taken together, these three groups address past, current and future substance use restrictions for electronic products.

We manage substances of concern by following regulatory requirements and referring to independent expert scientific reviews. Independent reviews of hazardous substances are conducted regularly by agencies such as the International Agency for Research on Cancer (IARC) and the World Health Organization (WHO).

The results and environmental health guidelines published by these organizations are typically based on the weight of scientific evidence for human and environmental exposures to chemicals and physical agents. In turn, regulatory agencies use IARC and WHO guidance to ban or control exposures to hazardous substances

When scientific evidence about a chemical or physical agent is limited or conflicting, our experts and engineers assess potential adverse impacts, risks of substitutes, needs for precautionary measures, and technical and economic feasibility. This process may lead Motorola Solutions to take voluntary measures to reduce, phase out or eliminate substances that are not currently banned or controlled by regulatory agencies.

BATTERIES

Batteries that are properly handled and disposed of do not have a detrimental effect on the environment. Our batteries are fully encased and do not release hazardous substances if they are used and disposed of correctly. We fully comply with the EU battery directive.

We voluntarily publish product data sheets that help our customers handle and safely dispose of our three main types of batteries:

- [Nickel Cadmium \(NiCd\) product data sheet](#)
- [Nickel-Metal Hydride \(NiMH\) product data sheet](#)
- [Lithium Ion \(Li-ion\) product data sheet](#)

Please see [this page](#) for more information about recycling batteries.

ENERGY EFFICIENCY

We are improving energy efficiency across our product range and integrating alternative energy into infrastructure deployments, such as base stations that use electricity generated by wind

and solar energy and back-up energy generated by hydrogen fuel cells. Our focus on energy keeps us ahead of market trends and helps our customers reduce their climate impacts and costs. It provides efficient, low cost, secure and reliable energy in many applications and allows networks to be deployed in remote locations with limited connection to the electricity grid.

PERFORMANCE AND GOALS

Where applicable, all our current external power supplies for mobile computing and advanced data capture devices comply with:

- U.S. Energy Independence and Security Act of 2007
- California's appliance efficiency regulations
- Australian and New Zealand energy performance requirements for external power supplies
- South Korea MEPS regulation
- European Commission (No 278/2009) energy performance requirements for external power supplies (level IV)
- Swiss energy efficiency requirements

The power supplies for the majority of our mobile computers meet the European Union's Level V efficiency standards, and we are working to approve Level V efficient external power supplies throughout our entire portfolio.

We ship all of our products for the enterprise sector with energy-saving settings enabled.

CARBON FOOTPRINT OF OUR PRODUCTS

Carbon foot-printing helps us to understand the most effective way to reduce carbon dioxide emissions associated with our products. It also enables us to respond to the increasing number of data requests from customers trying to understand the impacts of their supply chain.

Below are the results of our comparative partial lifecycle assessments (LCAs) for key products.

ENTERPRISE MOBILITY

	Bar Code Scanner	Handheld Mobile Computer
Manufacturing	73%	77%
Use	25%	22%
Transport	2%	1%

The majority of the lifecycle CO₂ emissions associated with the barcode scanner (73 percent) and handheld computer (77 percent) used in the assessment result from manufacturing, largely due to the complexity of the devices. The use phase is less significant when compared to some of our other products as the devices are mostly operated sporadically.

PUBLIC SAFETY

	Portable Radio	Base Station
Manufacturing	37%	2.13%
Use	53%	97.81%
Transport	10%	0.06%

The use phase is the most significant element of the carbon footprint for the portable radio (53 percent) used in the assessment, although manufacturing impacts also are significant (37 percent).

Ninety-eight percent of the lifecycle impacts of the public safety base station used in this assessment occur during use. The equipment is often continuously in use and each base station handles a large amount of data. A high-use phase value is not unexpected when looking at the long life and functionality of base station equipment.

Background on our lifecycle assessments

The above analysis focuses on the partial lifecycle impact (manufacturing, transport and use) of typical Motorola products from 2008 and 2009. In the calculations, we conservatively assume the following useful lifetimes:

Base station – 7 years
Handheld computer – 7 years
Bar code scanner – 7 years
Portable radio – 10 years

For the transportation phase, both inbound and outbound logistics are included. The assessments do not include the impact of accessories, packaging and user guides, and exclude the impacts of the end-of-life phase. Available data for recycling and disposal vary widely and we are analyzing the current research to determine the most accurate assumptions.

Motorola Solutions uses a third-party laboratory to complete LCAs of our products that follow the ISO 14040 and PAS 2050 LCA standards. The assessments were calculated using data collected from our manufacturing facilities, along with secondary data estimated using a third-party software tool.

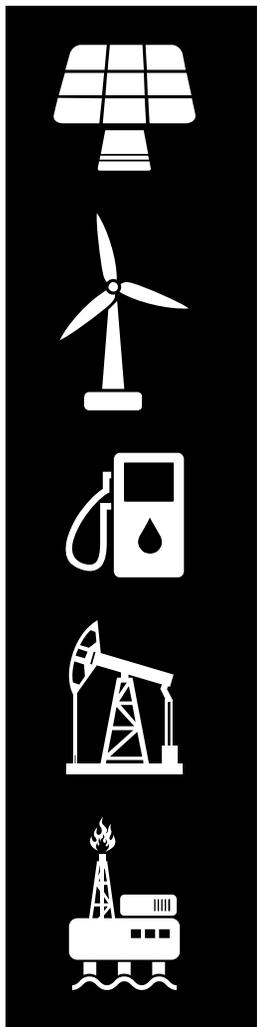
Results of LCAs are dependent on the calculation method, scoping and assumptions used. The mobile communications devices industry does not yet have commonly agreed assessment criteria, which means it is not always appropriate to compare LCAs conducted by different organizations.

INNOVATING FOR A SMARTER WORLD

Information and Communications Technology (ICT) equipment, like most goods, have some adverse environmental impacts. However, efficiency and productivity gains provided by this equipment also have significant environmental benefits that may often be overlooked. ICT could reduce global CO₂ emissions by 15 percent and save industry \$750 billion in annual energy costs by 2020, according to research by The Climate Group (a non-profit) and Global e-Sustainability Initiative (GeSI), an industry group. The SMART 2020 report says the largest savings will be achieved by applying ICT to infrastructure and industry, particularly in buildings, logistics, electricity grids and motor systems.

Using our technology, our customers are making their businesses more efficient and shrinking their environmental footprints. Here are some examples:

- Our mobile computers, enterprise digital assistants, radio frequency identification (RFID) handheld terminals and bar-code mobile terminal scanners help streamline supply chains, operations and distribution, saving time and improving asset efficiency.
- Our GPS and other logistics products help drivers navigate the most efficient routes possible—reducing fuel costs and CO₂ emissions.
- Our mobile computers cut wasted time and fossil fuel by empowering mobile workers and first responders with the ability to capture and exchange critical information remotely.
- Our Mobility Services Platform lets IT personnel update, troubleshoot and maintain all mobile devices from their desks—eliminating unnecessary travel, shipping and delays.
- Our TETRA MTS base stations are highly energy efficient, using approximately 100 watts, or less than a typical light bulb, bringing huge energy and cost savings for carriers upgrading their networks.



INTEGRATING ALTERNATIVE ENERGY SOURCES

Fuel cells for backup power on TETRA base stations

Motorola Solutions has deployed the largest-ever number of TETRA base stations using hydrogen fuel cells for backup power. This demonstrates that alternative fuels can be used effectively to support the high reliability demands of public safety networks. The fuel cells replace diesel generators that emit greenhouse gases, take longer to start up, are less reliable and require more maintenance. As well as offering efficiency and reliability, fuel cells also have environmental benefits as they produce little noise, reduce the risk of spills and contamination, and create no local air emissions, only water vapor.

Wind- and solar-powered radio services for first responders

Motorola Solutions was contracted to provide radio services for police, security, fire and ambulance crews serving military bases and a NASA facility located across 3,200 square miles of desert in the U.S. The initial system consisted of ten sites, including one that was particularly inaccessible. Faced with prohibitively high costs to bring power lines to the site, Motorola Solutions drew on its significant experience of powering remote locations using off-grid energy. Four wind turbines and an array of solar panels provide all the system's power, avoiding the need to build power lines or a road to bring fuel to the site. Independence from the grid means the base station will continue to operate during power outages. This alternative power system is highly reliable and saves money by lowering energy costs, as well as eliminating the high price of connecting the site to the grid.

PACKAGING

We are reducing the weight and volume of our product packaging, offering bulk solutions to minimize shipping volume and costs, and expanding our use of recycled materials.

All new and many existing products use packaging marking and materials that comply with regulations and industry standards, which aim to improve the environmental performance of packaging and prevent waste, and our packaging materials are stamped with internationally recognized recycling symbols. Where practical we specify minimum content of post-consumer recycled content to further promote recycling.

Wherever possible, we aim to reduce environmental impacts from freight packaging by:

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

We are improving product packaging by:

- Reducing product packaging to minimize bulk volume of shipments to customers
- Providing alternative bulk packaging to customers
- Ensuring all packaging materials are identified with internationally recognized symbols to facilitate recycling
- Establishing a scorecard to assess the entire supply chain in implementation of green packaging initiatives

It is not always possible to remove all printed manuals due to customer requirements and regulations mandating the inclusion of safety instructions in product boxes. However, where possible we replace printed manuals with online instructions. This can significantly reduce the size of the product box as well as the packaging and energy used in transportation.

RECYCLING

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

By law, we are required to take back and recycle our products in the European Union and the European Economic Area under the Waste Electrical and Electronic Equipment Directive (WEEE) and in various other jurisdictions on a product by product basis. Our commitment goes beyond legislation. For example, we operate a take-back program in the U.S. and Canada for government and public safety equipment and products for the enterprise market such as mobile computers and bar code scanners. Customers can use an online booking system to request collection of equipment. We are expanding the program to other countries continuously.

Our products are designed to have a long useful life and to withstand extreme working conditions and environments. Customers often use our products for 12 or more years. Such durability helps reduce demand for raw materials. Unlike consumer products, these devices often have secure technology and many customers prefer to manage these devices to ensure protection of data. However, Motorola Solutions can help customers recycle their products in a secure and environmentally friendly manner.

Learn more about our [take-back program](#).

HOW WE HANDLE EQUIPMENT RETURNS

Specialist companies process the equipment received through our take-back programs for reuse, recycling of parts and materials and, as a last resort, disposal in a safe and responsible manner. We ensure that our recycling suppliers comply with all regulatory requirements for disposal of electronic equipment and follow Motorola Solutions and industry standards. Like all suppliers, recyclers must abide by our supplier code of conduct.

We give suppliers specific instructions on how to break down different types of equipment. If suppliers are unable themselves to recycle the equipment in the specified manner, they must observe it being safely destroyed by a licensed third party.

We audit all potential new recycling suppliers before they are contracted, to ensure they meet our standards. We promote industry standards such as R2 and eStewards.

We specify in contracts that electronic equipment must not be shipped to developing countries for disposal. If we have concerns that equipment will not be handled correctly in the country where it is collected, we will ship it to an alternative location. For example, equipment collected in some sub-Saharan African countries is processed in the U.K.

PERFORMANCE AND GOALS

In 2011, we collected more than 1,050 tons of electronic equipment waste for recycling.

This includes:

- Take-back programs, both regulated and voluntary
- Internal electronics recycling efforts
- External electronics recycling events sponsored by Motorola Solutions

Our figures do not include electronics recycled through other industry or partnership programs.

Global Take-Back and Recycling Programs

	2006	2007	2008	2009	2010	2011[†]
Tons	2282	2534	2560	5162	3904	1050

How to Recycle Motorola Products

We run take-back initiatives around the world. Please visit our [recycling page](#) to learn more about how to recycle Motorola Solutions equipment, batteries and all other products.

[†] In January 2011, Motorola, Inc. split into two separate companies, Motorola Mobility and Motorola Solutions. All data reported for 2011 represents Motorola Solutions. As goals are set for 2012 and beyond, 2011 will be utilized as the year for all baseline comparisons.



SUPPLIERS

Our work to achieve high labor and environmental standards in our supply chain strengthens both Motorola Solutions and the suppliers we work with. High standards in our supply chain are essential to maintain the quality of our products and the success of our business.

We attach the same level of importance to managing our extensive supply chain as we do to our own operations and work continually to check standards and improve conditions where necessary.

Collaboration with our industry peers is central to our approach. Our participation in the Global e-Sustainability Initiative (GeSI) industry organization, and our co-leadership of its supply chain working group, has helped us advance our supply chain management, while simultaneously building the capabilities of our suppliers to manage their environmental and social performance. A particular area of focus is the work we are doing with our industry peers to improve the traceability of metals used in our products that are mined in the Democratic Republic of Congo (DRC).

These efforts benefit all parties. We benefit from the high performance of efficient, responsible suppliers and suppliers provide a much-needed boost to local economies. Economic opportunities in less-developed countries are enhanced by our suppliers who create jobs, pay taxes and purchase local services.

Following the separation of Motorola into two independent entities, we re-evaluated Motorola Solutions' supplier program in 2011. As a smaller company, we assessed our supply base and where

our main risks lie, and focused our resources accordingly on supplier corporate responsibility.

SUPPLIER CODE OF CONDUCT

Motorola Solutions' supplier code of conduct describes our corporate responsibility requirements for our suppliers. These requirements are consistent with the core tenets of the International Labour Organization's fundamental conventions and the United Nations Universal Declaration of Human Rights. We also expect our suppliers to adhere to our [human rights policy](#).

It is Motorola Solutions' policy to conduct business in compliance with the law and widely accepted norms of fairness and human decency (see Motorola Solutions [code of business conduct](#)), and we require our suppliers to act similarly. We also expect our suppliers to apply the same standards to their own suppliers so that our influence will benefit all stages of our supply chain.

We assess conformance to these requirements and consider a supplier's progress in meeting these

requirements and their ongoing performance in making sourcing decisions.

Suppliers are expected to correct non-conformance issues identified during assessments. We want to work with our suppliers to improve conditions, because the situation for workers can deteriorate if we simply terminate contracts. If a supplier refuses or is unable to correct the non-conformance to our satisfaction, we will terminate the relationship as a last resort.

Our requirements for supplier business conduct are:

I. COMPLIANT

Suppliers will maintain compliance systems and be able to demonstrate a satisfactory record of compliance with the law in their business conduct.

II. ANTI-CORRUPTION

Suppliers will conduct their businesses without engaging in corrupt practices, including public or private bribery or kickbacks. Suppliers will maintain integrity, transparency and accuracy in corporate record keeping.

III. NO UNFAIR BUSINESS PRACTICES

Suppliers will act with integrity and lawfully in the proper handling of competitive data, proprietary information and other intellectual property, and comply with legal requirements regarding fair competition, antitrust, and accurate and truthful marketing.

IV. ANTI-DISCRIMINATION

Suppliers will employ workers on the basis of their ability to do the job, rather than on the basis of their personal characteristics, conditions or beliefs.

V. NO HARSH OR INHUMANE TREATMENT

Suppliers will prohibit the physical abuse and harassment of employees, as well as the threat of either.

VI. FREELY CHOSEN EMPLOYMENT

Suppliers will not use forced (slavery or human trafficking), prison or indentured labor, including debt bondage. Suppliers will ensure that terms of employment are voluntary. If a supplier recruits contract or migrant workers, the supplier will pay agency recruitment fees and will ensure there are no unreasonable employment or relocation expenses. Suppliers will not require any worker to remain in employment for any period of time against his or her will, or adopt practices that restrict worker's ability to terminate employment. Workers will not be required to lodge "deposits" or hand over government-issued identification, passports or work permits as a condition of employment, unless required by law.

VII. NO CHILD LABOR

Suppliers will ensure that their hiring practices are in conformance with International Labor Organization (ILO) Conventions for minimum age (Convention 138) and child labor (Convention 182). Suppliers are encouraged to develop lawful workplace apprenticeship programs for the educational benefit of their workers, provided that all participants meet the minimum age requirements. Workers under the age of 18 should not perform hazardous work and should be restricted from night work if it interferes with educational needs.

VIII. FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Suppliers will recognize the right of workers to join or to refrain from joining associations of their own choosing and the right to collective bargaining, unless otherwise prohibited by law. In all cases, worker rights to open communication, direct engagement, and humane and equitable treatment must be respected.

IX. FAIR WORKING HOURS

While it is understood that overtime is often required, suppliers will manage operations in compliance with the law and ensure that overtime does not exceed levels that create inhumane

working conditions. Suppliers will not require, on a regularly scheduled basis, work in excess of 60 hours per week or in excess of six consecutive days without a rest day.

X. WAGES AND BENEFITS

Wages and benefits paid will meet, at a minimum, applicable legal requirements. In any event, wages and benefits should be enough to meet basic needs. For each pay period, the supplier will provide workers with an understandable wage statement that includes sufficient information to verify accurate compensation for work performed. Suppliers will not permit deductions from wages as a disciplinary measure.

XI. SAFE AND HEALTHY WORKING CONDITIONS

Suppliers will operate a safe and healthy work environment. Suppliers that provide housing or eating facilities will operate and maintain them in a safe, sanitary and dignified manner.

XII. ENVIRONMENTAL SUSTAINABILITY

Environmental Management System: Suppliers of goods will have an Environmental Management System (EMS) in accordance with ISO 14001 or equivalent. The EMS must be implemented and functioning. Third-party registration is strongly recommended but not required.

Environmentally Preferred Products: Motorola Solutions values environmentally preferred products. We work with and encourage our suppliers to create products that are energy efficient, highly recyclable and contain significant amounts of recycled materials and low amounts of hazardous materials. To enable us to evaluate supplier components and products for environmental performance, suppliers must provide material disclosures as outlined in our controlled and reportable materials disclosure process.

Ozone-Depleting Substances: It is Motorola Solutions' policy to eliminate from its products and components — including components provided by our suppliers — that contain or that are

manufactured with a process that uses any Class I ozone-depleting substance. As outlined in the Internal Revenue Service's Publication 510, the U.S. government imposes an environmental tax on the sale or use of ozone-depleting chemicals and imported products containing or manufactured with these chemicals. Suppliers need to provide certification that products imported into the U.S. do not contain or are not manufactured with a process that uses any Class I ozone-depleting chemicals.

XIII. MANAGEMENT SYSTEM

Suppliers shall adopt or establish a management system that supports the content of this code. The management system will be designed to ensure (a) compliance with applicable laws, regulations and customer requirements related to supplier's operations and products; (b) conformance with this code; and (c) identification and mitigation of operational risks related to the areas covered by this code. The management system also should drive continual improvement.

MONITORING

Monitoring helps identify suppliers whose practices do not align with our values and policies. It also raises awareness of our requirements and enables us to target opportunities to improve standards by taking corrective action.

We focus our monitoring program on direct-materials suppliers that pose a high risk and those with which we want to establish deeper, longer-term relationships.

We assess potential and existing suppliers for conformance with our supplier code of conduct and investigate reports of potential corporate responsibility issues from internal and external sources.

While monitoring is important, we believe that lasting improvements will be achieved only if suppliers have the capability to manage worker rights and environmental impacts themselves.

MONITORING PROCESS

We take a risk-based approach to supplier monitoring based on our supplier engagement model developed based on the joint GeSI and EICC effort.

Self-assessment questionnaires in which suppliers provide information on their environmental and labor policies and management systems use the online tool, E-TASC. E-TASC provides customers with information and associated risks presented by suppliers, to identify areas for improvement and to target our on-site audits.

Detailed on-site audits are conducted by a third-party firm commissioned by Motorola Solutions – We decide which facilities to audit based on information collected through self-assessment questionnaires, specific reports made to our EthicsLine and other reporting channels, along with risk factors such as activity, location and reputation. 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 supply chain team, to verify that suppliers have made the necessary improvements.

PROGRESS IN APPLYING COMMON INDUSTRY TOOLS

We use E-TASC, the self-assessment tool developed by the GeSI/EICC industry collaboration. During 2011, 58 suppliers had completed self-assessment questionnaires and shared with us data for 97 facilities. Participating companies in the future will be able to view their suppliers' on-site audit results and corrective actions. To ensure confidentiality, companies control which customers can view their information.

Overall, there are more than 700 companies with more than 1,200 facilities represented in E-TASC. The system has improved efficiency for both suppliers and customers. By sharing self-assessment questionnaires with multiple customers, suppliers eliminate the need for addressing requests from each customer individually and customers are able to use the standardized risk assessment tool to more efficiently evaluate their suppliers.

RESPONDING TO FINDINGS

Motorola Solutions has established four levels of severity for issues identified through monitoring:

- **PRIORITY RED:** Severe issues that require immediate escalation to our senior management, including child labor, forced labor, slavery, debt labor, illegal dumping of hazardous materials, use of minerals associated with conflict and serious sanitary, health and safety conditions
- **PRIORITY ONE:** Legal compliance issues or other issues that represent significant risk
- **PRIORITY TWO:** Non-compliance with contractual terms, our expectations or other applicable codes or standards
- **PRIORITY THREE:** Opportunities for improvement

We want our suppliers to succeed, and we prefer to work with them to correct non-conformance issues identified in on-site audits. We aim to work with our suppliers to improve labor and environmental conditions, because the situation for workers can deteriorate if we simply terminate contracts. In serious cases, we will place the supplier on “new business hold” — meaning no new business will be placed until the issue is resolved. If a supplier refuses or is unable to cooperate, we will terminate the relationship as a last resort.

For Priority Red, we require immediate containment actions to prevent the issue from worsening and to mitigate the negative impact. We require corrective actions for issues at all levels except Priority Three. We ask suppliers to provide a date for completion and work with them until all issues are resolved. These deadlines are set on a case-by-case basis, and it may take several months to resolve the most complex issues.

Since implementing our supplier code of conduct in 2003, we have not terminated a contract solely because of corporate responsibility issues. We have, however, refused to enter relationships with new suppliers for this reason.

MANAGEMENT REVIEWS

We use management reviews to track progress against our supply chain goals. Each quarter, senior procurement managers assess progress against a scorecard, which includes metrics for the number of open and closed supplier audit issues.

BEYOND TIER-ONE SUPPLIERS

Through our supplier agreements, we require our tier-one suppliers (suppliers from which we buy directly) to monitor the corporate responsibility performance of their suppliers. We also require them to provide a list of their suppliers (our tier-two suppliers) on request.

Tier-two suppliers are not included in our regular audit schedule, although we may take part in joint audits with our tier-one suppliers in response to specific reports of issues at their suppliers.

PERFORMANCE AND GOALS

By the end of 2011, we obtained or requested self-assessment questionnaires from the majority of our preferred suppliers. We use E-TASC, the self-assessment tool developed by the GeSI/EICC industry collaboration.

In 2011, we conducted nine site audits of Motorola Solutions suppliers based on the reviews of self-assessment questionnaires. The audits were in China, Taiwan, Malaysia, and the Philippines.

As part of our focus on capability building, we are using the knowledge gained through auditing to develop training programs tailored to match the needs of individual countries.

Most Common Supplier Audit Findings In 2011

Child labor avoidance	10
Risk assessment and Risk management	11
Occupational injury and illness	12
Working hours	16
Wages and benefits	16
Emergency preparedness	16

Supplier Corporate Responsibility Goals

Goals for 2011	Progress in 2011	Plans for 2012
Continue risk-based assessment program.	In 2011, we completed 9 audits as a result of our risk-based assessment program.	Continue risk-based assessment program.

Detailed Audit Findings

Type of Supplier Audited	
Tier 1 – Part/Component	7
Tier 1 – Electronic manufacturing process / original design manufacturer	2
Tier 2	0
Total	9

Reason for Audit	
Planned (P)	9
Issue response (I)	0
New suppliers (N)	0
Follow up (F)	0

Number of Issues Identified

Ethics	
Business integrity and no improper advantage	1
Disclosure of information	1
Protection of intellectual property	0
Protection of identity	1
Fair business, advertising and competition	0
Community engagement	0

Labor	
Freely chosen employment	8
Child labor avoidance	10
Underage workers	0
Protection of workers aged 16 and 17	0
Working hours	16
Wages and benefits	16
Humane treatment	3
Non-discrimination	5
Freedom of association	1

Health and Safety	
Occupational safety	1
Emergency preparedness	16
Occupational injury and illness	12
Industrial hygiene	5
Physically demanding work	5
Machine safeguarding	3
Dormitory and canteen	3

Environment	
Environmental permits and reporting	5
Pollution prevention	3
Hazardous substances	7
Wastewater and solid waste	3
Air emissions	1
Product content restrictions	0

Management System	
Company commitment	6
Management accountability and responsibility	7
Legal and customer requirements	6
Risk assessment and risk management	11
Performance objectives with implementation plan and measures	7
Training	7
Communication	2
Worker feedback and participation	0
Audits and assessments	10
Corrective action process	1
Documentation and records	2

TOTAL – ALL AUDITS 187 findings	187
Percent of supplier issues closed/resolved	61%

AUDIT FINDINGS ANALYSIS

Our audits in 2011 identified the findings below. We are working with the suppliers to resolve any issues identified.

Freely Chosen Employment

In 2011, we identified eight issues related to freely chosen employment. The issues primarily related to holding of foreign contract workers passports; restriction of workers' mobility at work; lack of formal terms and conditions in worker contracts; and lack of policies or procedures for the management of foreign contract workers by labor brokers.

Child Labor Avoidance

The 10 issues relating to child labor avoidance related to lack of policies or procedures in place at a facility to verify the age of workers. No under-aged workers were identified in audits.

Working Hours

Similar to prior years, cases of excessive or higher than legally permitted working hours were one of the most common findings of the onsite audits conducted in 2011, with 16 instances identified. We measure suppliers' working hours against our supplier code, industry norms and applicable legal requirements. This means that a single supplier can have multiple working hours-related findings.

Corrective actions to reduce working hours continue to be a significant challenge for many factories in China that need to balance workers' monetary needs, availability of labor and labor standards with production requirements.

In 2011, Motorola continued its approach of monitoring suppliers' progress in reducing working hours according to approved action plans.

Wages/Benefits

There were 16 findings relating to incorrect payment of wages and benefits in 2011. The most common findings related to miscalculation of wages for overtime hours and the absence of a

comprehensive pay statement to help workers understand their compensation.

Humane Treatment

There were three audit findings related to humane treatment. The findings involved lack of written rules and regulations regarding disciplinary procedures and lack of training for supervisors in this area; lack of procedures to investigate reports of inhumane treatment against workers; the use of fines in the factory; no written grievance procedures; and no policies and procedures for sick leave and maternity leave.

Non-discrimination

The five non-discrimination findings related to a lack of written policies on non-discrimination and absence of written grievance procedures.

Freedom of Association

There was one finding in this area, which involved lack of written policies and procedures addressing freedom of association.

Occupational Safety

There was one finding in the area of occupational safety, which involved an absence of or improper use of personal protection equipment. Findings also related to lack of proper training in chemical handling, chemical exposure and emergency response.

Emergency Preparedness

There were 16 findings relating to emergency preparedness, making it the one of the most common findings. Deficiencies identified included insufficient fire or evacuation drills, blocked or locked exits; blocked or missing fire extinguishers; lack of proper eyewash stations; and lack of fire exit signage and or exit lighting. Findings also related to little or no contingency planning and or training for workers on how to respond to an incident.

Occupational Injury and Illness

Of the 12 occupational injury and illness findings, most related to general safety issues including lack of programs, improper training, worker exposure, lack of personal protection equipment and chemical handling.

Hazardous Substances

There were a total of seven instances identified. The majority of these findings are related to improper storage of chemicals the absence of proper secondary containment to prevent spills, lack of proper chemical data sheets and the use of unlicensed waste disposal vendors.

Management Accountability and Responsibility

There were seven findings relating to management accountability and responsibility. These involved lack of formal management systems, goals, senior management involvement and training to established policies and procedures.

Risk Assessment and Risk Management

There were 11 findings related to risk assessment and management. These findings are a result of poor planning and the lack of risk assessment on the part of the supplier and a failure to provide training to the workers on how to respond to an incident.

Training

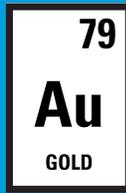
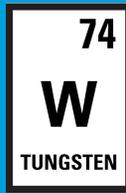
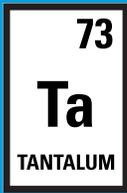
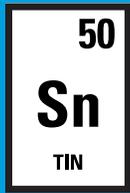
We help our suppliers resolve issues identified during the monitoring process, which encourages them to develop the awareness, systems and skills to deal directly with corporate responsibility issues.

However, we recognize the limitations of monitoring and realize that lasting improvements will be achieved only if suppliers have the capability to manage worker rights and environmental impacts themselves. We held four training sessions in 2011 to help suppliers understand our expectations and standards and develop the skills to apply these in their factories.

The training went beyond raising awareness of our supplier code by providing guidance on how suppliers can establish internal CR and monitoring programs for their own supply chains. Representatives from more than 105 supplier companies attended and participated in the interactive training session as well as Q&A sessions with group discussions.

We also offer an online training program to reach a greater number of suppliers that replicates the learning points of the classroom sessions. In 2011 we had representatives from 37 supplier companies take this training.

Through our membership in GeSI, we developed new training material, including a course to raise awareness of the importance of ethical purchasing among procurement professionals and a module aimed at factory managers.



CONFLICT MINERALS UPDATE

Motorola Solutions is extremely concerned about the social and environmental conditions in some mines that supply metals to the electronics industry. The longstanding civil war in the eastern provinces of the Democratic Republic of Congo (DRC) has impacted many mines, which are forced to contribute revenue to the rebel forces associated with brutal human rights abuse.

Mining activities that fuel conflict are unacceptable. Together with our peers, we are working to support the development and implementation of a tracking and validation system to ensure these raw materials come from responsible sources free from association with armed conflict.

CONFLICT MINERALS UPDATE

Our products contain various metals, including tantalum, tin, tungsten and gold, which originate in mines around the world. Any association with financing armed conflict is unacceptable to us. We also require high labor and environmental standards and make concerted efforts to drive improvements.

Since we do not procure these materials directly from mines, we expect our suppliers to apply our standards to their own suppliers and propagate good standards throughout the electronics supply chain. For more than five years we have asked our tantalum capacitor suppliers to certify in writing that they are not sourcing conflict materials from the DRC. While well intentioned, this initiative has not been sufficient to determine the true origin of the minerals in our products.

Our priority is to lend our support to work to establish a credible, independent system that enables companies to verify the sources of the metals in their products. Motorola Solutions supports the development of regulations and standards that facilitate this goal.

U.S. LEGISLATION ON CONFLICT MINERALS

The Dodd–Frank Wall Street Reform and Consumer Protection Act was signed into law by President

Obama in June 2010. A provision of this law requires companies to report to the Securities and Exchange Commission (SEC) and disclose on their websites whether any materials in their products originate in the DRC or its adjoining countries. The law applies to publicly traded U.S. manufacturing companies that use certain metals in their products. During 2011, we met with the SEC along with the NGO PACT to brief them on the Solutions for Hope project and how the proposed regulation will affect it. We also have met with the Government Accountability Office and Senate and House staff to discuss issues around conflict minerals and the progress made through the Solutions for Hope approach.

With the new law, if companies are using materials from the identified countries, they are required to describe the steps they have taken to ensure the metals are from responsible sources and to give details about the location of the mines where they originated.

Motorola Solutions supports the development of legislation that helps companies determine whether or not the sources of the materials they use are associated with conflict. We strongly believe the solution is to establish a verified conflict-free supply chain from mines in the DRC to smelters and onward to manufacturers.

RECENT PROGRESS

Independent Efforts

Motorola Solutions has been working to identify which of its products could potentially contain conflict-related minerals. Our rigorous material declaration process has enabled us to better understand the applications of many different types of metals, including metals associated with the conflict in the DRC and included in the recent U.S. legislation on conflict minerals.

Motorola Solutions is working to increase awareness of the conflict minerals issue among the electronics industry and other sectors. We have updated our supplier training and communication materials and have welcomed several opportunities to engage through industry groups and supply chain meetings. We have sponsored several conflict minerals meetings to raise awareness in other industries, participated in panels at conferences and workshops, and led sessions at OECD meetings to help develop the OECD Due Diligence Guidance. We recently added a clause to our standard supplier contract stating that we will source only products that are free from minerals that directly or indirectly finance or benefit illegally armed groups.

Solutions for Hope

One of the most encouraging developments of 2011 was the progress achieved by the [Solutions for Hope](#) project, a pilot program to create a closed-pipe system of mining conflict-free tantalum from the DRC. Motorola Solutions helped create the initiative in partnership with a major supplier of electronic capacitors.

Capacitors are made with tantalum, a proportion of which is mined in the Democratic Republic of Congo (DRC). The Dodd Frank Act (see below) may have the unintended consequence of creating a *de facto* ban on trade in minerals from the DRC. Tens of thousands of people in the DRC depend on artisanal mining, many operating in regions where conflict is not present. Their livelihoods and the economic stability of the region have been threatened by the *de facto* ban.

Solutions for Hope has established a closed-pipe supply line – mine, exporter, processor, component manufacturer and end user – verified as free from interference from armed groups through an independent audit by a former consultant to the United Nations Group of Experts. Tantalum began flowing through the system created by the Solutions for Hope Project in July 2011 and Motorola Solutions will be among the first companies to include the conflict-free capacitors in its products when they are available.

Motorola Solutions continues to support the sourcing of conflict free material from the DRC and Great Lakes Region. In July of 2011, we visited the DRC to review the operations at the two mine sites that are part of the Solutions for Hope project. As part of the visit we traveled the transport routes of the minerals and met with local and provincial governmental representatives. As part of the due diligence process, all points in the process have been visited. This includes the mines, trade route, point of export from the DRC, the smelter and the supplier.

Motorola Solutions and its partner will work with stakeholders to evaluate the pilot so that lessons can be embedded in other initiatives and the program can be improved and expanded. An independent auditor will validate the Solutions for Hope Project so it can be used by other companies that wish to demonstrate a responsible supply chain while continuing to use DRC-mined minerals.

The problem of mining and conflict minerals cannot be solved by one company or a single industry. To succeed, other industries, governments and civil society also must do their part. Motorola Solutions is engaging widely to inform regulation, to gain consensus around an approach to the problem and to encourage all stakeholders to play their part.

In addition to our independent activities, we are an active contributor to industry efforts to tackle conflict minerals problem. We believe working together will improve our capability at a faster pace than if we tackled these challenges alone. With that in mind, we are preparing our supply chain management processes to best leverage the industry-wide approach. Motorola Solutions co-leads the GeSI

and EICC extractives workgroup, which has made progress in driving greater transparency in the electronics industry supply chain.

In 2010 Motorola supported the ITRI Tin Supply Chain Initiative (iTSCi) pilot project that allowed for tracking/tracing of materials from the mine to the point of export. The Motorola Foundation provided a \$30,000 grant to support ITRI's traceability work. The iTSCi process represented an important first step toward establishing a program to enable the responsible sourcing of materials from the region. Motorola participated in an iTSCi fact-finding mission to the DRC and Rwanda to better understand the conditions on the ground. The delegation met with numerous provincial government officials, visited multiple mineral trading houses, toured a tin and gold mine and met with local non-governmental organizations in North and South Kivu.

In 2011, Motorola Solutions supported and became a founding member of the newly established [Public-Private Alliance for Responsible Minerals Trade \(PPA\)](#). Motorola Solutions was elected to the Governance Committee and is the current serving sector representative. The PPA aims to bring together key stakeholders to achieve lasting solutions to this issue. The main actors in the PPA are the U.S. government, private sector companies and trade associations from a range of industries, NGOs and the International Conference on the African Great Lakes Region (ICGLR).

The PPA will focus on helping to grow existing programs and systems for businesses to source minerals from mines that have been certified as conflict-free and will provide a platform for coordination and dialogue among the government, industry and civil society participants.

PLANS AND GOALS

We will continue to champion more responsible metal sourcing by engaging our suppliers and by participating in collaborative efforts with other stakeholders including, mining companies, non-governmental organizations, labor organizations involved in mining, other industrial sectors that purchase and use metals, the governments and

multi-government organizations with jurisdiction over these issues, and end users.

MATERIALS DISCLOSURE PROCESS

We require our suppliers to disclose an extensive list of Motorola Solutions' banned, controlled and reportable substances as well as request recycled material content for each part supplied to Motorola Solutions. We do this to fully understand and track the material content of our products, comply with regulations, prepare for future regulations and control and improve the environmental profile of our products.

Motorola Solutions has taken a proactive approach and compiled a list of 63 substances or substance groups targeted for exclusion, reduction or reporting during the design and manufacture of our products. The list is divided into three sections:

- Banned substances are not allowed for use in any Motorola Solutions product at any level
- Controlled substances are limited for use in manufacturing processes or certain product applications with use limitations typically defined by national or international environmental regulations
- Reportable substances are not currently banned or controlled for use but may be in the future, or we have identified the need to understand their use as part of our environmentally conscious design process or for end-of-life management

OZONE-DEPLETING SUBSTANCES

Materials suppliers to Motorola Solutions are required to certify that products imported into the U.S. do not contain or are not manufactured with processes that use any Class I ozone-depleting chemicals (ODCs).

To learn about this process, please review the [Motorola Supplier ODC certification form](#).

Our reporting requirements help us to comply with current laws, assess the impacts of future requirements and identify better alternatives to hazardous substances in our products. [Learn how](#) to disclose material content to Motorola Solutions.

KEY LEGISLATION

Our products are distributed worldwide and are affected by a multitude of legislation — both local and global. Driven by growing concern over the effects of hazardous substances on health and the environment, governments in every region have introduced regulations restricting the sale of products containing certain substances. These cover a broad range of products, including electronics. Motorola Solutions continually monitors worldwide legislation, laws and regulations related to substances.

While the regulations may apply only to a particular region or country, as a global company we support harmonization of substance standards. It is critical that our suppliers adhere to the hazardous substance regulations.

For a description of key regulations, please see our [Materials Disclosure](#) section.

RESOURCES AND TRAINING

Motorola Solutions requires full disclosure from suppliers on materials and substances of concern, in accordance with the W18 Controlled and Reportable Materials Disclosure Specification. [Learn more](#) about our W18 requirements and reporting FAQs.

Motorola Solutions provides resources and training to assist our suppliers, including these tools:

- [Motorola Green Purchasing: W18 and Compliance Connect™ introduction and training](#)
- [How to replicate items in a Compliance Connect file](#)

If you are a supplier and you have questions, contact Motorola Solutions at w18supplierhelp@motorolasolutions.com.

SUPPLIER DIVERSITY

Supplier diversity means ensuring that businesses owned by women and minority groups are included in a company's supplier selection process.

In the U.S., the government and many of our business customers require that we source from diverse suppliers. Beyond compliance, we recognize that supplier diversity promotes innovation and creativity and allows us to meet the needs of customers and consumers around the world.

Our supplier diversity team identifies diversity-owned businesses that can potentially bid on procurement opportunities. We have set goals to increase the proportion of our procurement spend with diversity businesses.

For inquiries regarding our supplier diversity program, e-mail us at supplier.diversity@motorolasolutions.com.

PERFORMANCE AND GOALS

Since January 2004, Motorola, Inc. has spent more than \$2.5 billion with diversity suppliers.

In 2011, Motorola Solutions spent 14.7 percent of U.S. procurement spend with global diversity suppliers. Diversity businesses supplied us with a variety of products and services such as accessories, cables, engineering, logistics, packaging and travel.

- Motorola Solutions exceeded its goal for 14 percent of U.S. procurement spend to be with global diversity suppliers for 2011.

Percent of U.S. Supplier Spend with Tier-One Diversity Suppliers

	Motorola, Inc.				Motorola Solutions		
	2005	2006	2007	2008	2009	2010	2011†
U.S.	5.7%	8.3%	9.9%	8.7%	9.2%	12.2%	14.7%

SUPPLIER DIVERSITY PLANS

In 2012, Motorola Solutions will focus on achieving 16% of its U.S. procurement spend with businesses owned by minorities, women, veterans and other recognized diversity businesses.

2011 Goals	2011 Progress	2012 Goals
Achieve 14 percent of U.S. tier-one supply chain spend with diversity suppliers.	Motorola Solutions, Inc. spent 14.7 percent of U.S. tier-one supply chain spend with diversity suppliers.	Achieve 16 percent of U.S. tier-one supply chain spend with diversity suppliers.

HOW WE FIND DIVERSE SUPPLIERS

We review the databases of the following organizations to identify small and diverse suppliers:

- [National Gay Lesbian Chamber of Commerce](#)
- [National Minority Supplier Development Council](#)
- [U.S. Small Business Administration](#)
- [Women’s Business Enterprise National Council](#)
- [WEConnect International](#)
- U.S. state and local Government certifying agencies for minority-owned, women-owned and disabled-owned businesses

- Gay, lesbian, bi-sexual or transgender
- U.S. veteran or U.S. service disabled veteran

In other countries, definitions vary. In general, to be considered a racial or ethnic minority, persons must be citizens of the country where their business is headquartered and be of an officially recognized socially or economically disadvantaged ethnic minority group.

Additionally, businesses certified as Historically Underutilized Business Zone (HUBZone) by the U.S. Small Business Administration are considered diversity suppliers.

DEFINITIONS

In the U.S., diversity suppliers are defined as businesses that are at least 51 percent owned, operated and controlled by one or more persons who are:

- A racial or ethnic minority, including African American, Asian Indian American, Asian Pacific American, Hispanic American or Native American
- Female

IN THE UNITED STATES

We promote diversity in tier-one suppliers (those from which we buy directly) and tier-two (those that supply tier-one).

We participate in the Technology Industry Group (TIG) with other supplier diversity professionals from U.S.-based telecommunications companies. Through the TIG, we advocate the expansion of supplier diversity initiatives among our customers, our peer companies and our suppliers.

† In January 2011, Motorola, Inc. split into two separate companies, Motorola Mobility and Motorola Solutions. All data reported for 2011 represents Motorola Solutions. As goals are set for 2012 and beyond, 2011 will be utilized as the year for all baseline comparisons.

Outreach

We work with diversity suppliers to make sure they are aware of opportunities to supply Motorola Solutions. We are a member of the National Minority Supplier Development Council, WEConnect International and the Women's Business Enterprise National Council and our supplier diversity manager serves on advisory committees at these organizations.

OUTSIDE THE UNITED STATES

We began to expand our supplier diversity programs outside the U.S. in 2003. Our supply base includes diversity suppliers in China, India, Malaysia, Singapore and South Africa.

Before we can establish a supplier diversity program in countries without defined diversity programs, we need to identify the minority groups in that country. This can be a challenge. For example, laws or culture may prohibit asking questions about the ethnicity or gender of the business owner. Some countries have no agreement on how to define a minority group, and other countries have large numbers of different minority groups. For example, China has 55 ethnic minorities.

We work with local diversity organizations to identify minority categories and to contact diversity suppliers. In 2008, we became a founding member and provided seed funding to the Minority Supplier Development (MSD) China, which aims to certify ethnic minority-owned businesses in China.

We are a member of the National Minority Supplier Development Council's international advisory committee. The committee is helping to develop organizations in Australia, Canada, China, South Africa and the U.K. that will certify ethnic minority-owned businesses in those countries.



EMPLOYEES

Motorola Solutions works to attract, develop and retain top talent by treating people fairly and providing them with a competitive rewards package. We seek to build an inclusive culture and value diversity of thought and experience. This improves our understanding of markets and enables us to create innovative products to help our customers be their best in the moments that matter. We invest in employees so they can reach their full potential, providing opportunities for professional development at every level.

GLOBAL WORKFORCE



In 2011, 99 percent of our global workforce was full-time, and 1 percent was part-time.

EMPLOYEE ENGAGEMENT

We are committed to building an engaged global workforce. We believe engaged employees take a vested interest in our success and are willing to go the extra mile, achieve goals and perform at their best.

Communication is a big part of employee engagement at Motorola Solutions. We communicate regularly with our employees to keep them up-to-date on our business, to encourage their involvement in company activities and to solicit feedback on our performance. We also encourage our employees to communicate with one another through our internal social media channels.

Managers play a central role in our employee communications strategy – but we also communicate with our employees in a number of other ways, such as:

- Video and email messages from senior leaders
- Our intranet site
- Weekly news e-bulletins
- Town hall meetings and employee focus groups
- Online Q&A forums and knowledge-sharing communities
- Onsite TV news stories
- Trade show blogs and highlights
- Internal social media including blogs, personal profiles and networking pages

- External social media such as Facebook and Twitter
- InnovationSpace, our virtual marketplace that acts as a repository of creative ideas

Employees also can provide feedback to management through focus groups, online feedback surveys, town halls, lunch and learn sessions, and other more informal employee discussion sessions.

TRAINING AND DEVELOPMENT

We know our talent is a competitive advantage. That is why we work hard to hire the best and brightest from around the world and invest in their continuous learning so they can generate the best return for the company.

TALENT ACQUISITION

Motorola Solutions works closely with our university partners to recruit early career talent. We also use a variety of competitive recruiting practices to hire experienced talent, including social media, job postings, employee referral programs and job fairs. Once hired, we provide all employees with the opportunity to learn and progress through:

- Experience – on the job learning
- Feedback – personal development through coaching and mentoring
- Education – numerous training opportunities

All of our employees participate in our performance management process. This is an ongoing dialogue throughout the year with three phases: planning, mid-year review and end-of-year performance summary. An important part of the dialogue focuses on employee core skills development.

TECHNICAL, SALES, AND OTHER FUNCTIONAL TRAINING

As the company innovates and launches new products, and as our end-to-end solutions grow in complexity to meet customers' evolving business needs, employees must constantly grow their technical and sales knowledge. The Learning Organization was formed in 2011 to further elevate

employee learning opportunities in technical, sales and all other functional competencies. From instructor-led classroom training to virtual instructor-led classes, self-paced e-learning, professional games and social learning, employees can learn through a wide variety of training mediums.

We also launched a new, global certification program in 2011. The program builds and validates employees' technical and sales competencies and their ability to boost effectiveness in serving partners and customers before and after the sale. As the full certification program across the company's entire product and solution portfolio get rolled out in all regions, more employees will be able to participate and benefit.

LEADERSHIP DEVELOPMENT

In addition to developing employees' work skills, it is just as important to develop the right corporate values. With the company split in January 2011, Motorola Solutions redefined its Values. These govern how we behave and make decisions as an organization. In early 2011, we introduced our Leadership Model, which defines the eight leadership competencies we expect of all Motorola Solutions employees:

- Lead change
- Think strategically
- Focus on customers
- Develop talent
- Collaborate and influence
- Execute flawlessly
- Drive Results
- Demonstrate sound judgment

Employees have several tools to assess their leadership skills and build leadership development plans, including a self-assessment, behavior checklist and a curriculum of instructor-led and virtual instructor-led courses. We offer a series of leadership development courses that are available to every Motorola Solutions employee.

Our internal online leadership portal highlights positive examples of leadership through podcasts, senior leader videos, employee success stories and

development planning tips. It also links to other websites that offer leadership development tools and information.

OTHER EDUCATIONAL PROGRAMS

The Motorola Solutions Global Education Assistance Program provides reimbursement to employees for expenses related to taking approved courses that may lead to an academic degree or certificate from a college or university that is accredited or recognized by a reputable official body.

The Education Assistance program is a differential investment in Motorola Solutions' future and is provided to improve the skill sets of select employees who will help drive Motorola Solutions' success.

Degree programs and/or individual courses in the following disciplines will typically qualify for reimbursement under Motorola Solutions' Global Education Assistance Program.

- Business (i.e., Marketing, Accounting, Finance)
- Computer Science
- Engineering
- Human Resources
- Logistics/Materials
- Management
- Sales/Marketing
- Technology

In addition, disciplines/courses that may specifically apply to the employee's current job function, if not listed above, also may be eligible.

PERFORMANCE IN 2011

In 2011, we invested \$11.3 million globally in training and development. On average, each employee completed about nine hours of internal training – from compliance to technical (products and solutions), sales, leadership, quality, engineering R&D and many other job role/functional training.

INCLUSION AND DIVERSITY

We value diversity of thought, experience and culture – and we actively seek and build diversity

within our organization. We also believe an inclusive culture is a source of competitive advantage.

We focus our internal efforts on:

- Leadership development – providing the “right” learning and talent opportunities for everyone
- Employee engagement – ensuring employees are highly engaged at every level
- Cultural awareness – developing global, cross-cultural competencies

We build partnerships with global diversity organizations to help us stay up to date on inclusion and diversity best practices, and employee engagement, recruitment and retention strategies. We currently have partnerships with the following organizations:

- [American Foundation for the Blind](#)
- [Career Opportunities for Students with Disabilities](#)
- [Diversity Best Practices](#)
- [Hearing Loss Association of America](#)
- [League of Black Women](#)
- [National Association of Asian American Professionals](#)
- [National Society of Hispanic Professionals](#)
- [National Spinal Cord Injury Association](#)
- [National Urban League](#)
- [Out & Equal](#)
- [Women in Technology International](#)
- [U.S. Business Leadership Network](#)
- [YWCA](#)

Through the Motorola Solutions Foundation, we support organizations that focus on women and minorities who currently are underrepresented in the science, technology, engineering and math (STEM) disciplines.

OUR BUSINESS COUNCILS

Our business councils help reinforce our commitment to inclusion by raising cultural awareness, sponsoring internal events and partnering with external organizations. They also provide professional development opportunities and mentoring to our employees around the world.

Currently, we have six business councils, which are all led by Motorola Solutions executives and are open to all employees:

- Asian Business Council
- Black Business Council
- Gay, Lesbian, Bisexual and Transgender Business Council
- Latino Business Council
- People with Disabilities Business Council
- Women’s Business Council

PERFORMANCE IN 2011

In 2011, the percentage of females in senior management globally was 16 percent. The percentage of people of color in U.S. senior management (directors and vice presidents) was 13 percent, and the percentage of senior management outside the U.S. was 20 percent.

Workforce Demographics

	2010	2011 [†]
Senior Management* by Region		
U.S. and Canada	87%	80%
Europe, Middle East and Africa	9%	12%
Asia Pacific	3%	8%
Latin America	0%	1%
Global Senior Management* by Gender		
Male	83%	84%
Female	17%	16%
Global Employees by Gender		
Male	69%	70%
Female	31%	30%
U.S. Senior Management* by Race		
Caucasian	85%	87%
People of color	15%	13%
U.S. Employees by Race		
Caucasian	70%	70%
People of color	30%	30%

*Directors and vice presidents

TOTAL REWARDS

We design our rewards programs to attract, retain and motivate the right people, in the right place, at the right time. We provide our employees with a comprehensive and competitive rewards package, including market-driven base salaries; incentive awards that are based on the overall success of our business and the individual performance of our employees; health and wellness programs; and retirement and savings plans. Each year, we review our rewards programs to make sure they are competitive with local market practices in the industries and countries in which we operate.

COMPENSATION

We share our financial success with our employees by offering compensation packages that are linked to individual and business goals. Our compensation programs provide competitive, performance-based pay through three components:

Base Pay

Every year, we review local market pay practices to ensure our employees’ base pay is market competitive. In 2011, we offered merit increases and/or cost of living allowances in every country in which we operate.

Short-Term Incentives and Employee Recognition

All of our employees participate in either an annual incentive plan or a sales incentive plan.

Our annual incentive plan aligns our employees’ performance with our business goals – and it rewards our employees based on our business results and their individual performance. The better an employee performs, the greater his or her annual incentive plan award can be. Our sales incentive plans reward our sales employees when they achieve or exceed key sales-related goals. In 2011, we paid our employees nearly \$400 million through both our annual and sales incentive plans, based on 2010 performance.

[†] In January 2011, Motorola, Inc. split into two separate companies, Motorola Mobility and Motorola Solutions. All data reported for 2011 represents Motorola Solutions. As goals are set for 2012 and beyond, 2011 will be utilized as the year for all baseline comparisons.

Our employee recognition program rewards our employees for exceptional behaviors and results. We also offer special recognition awards for technical excellence.

Long-Term Incentives and Employee Stock Purchase Plan

In 2011, we awarded restricted stock units (RSUs) to our eligible employees. For some employees (including our vice presidents), we continued to award stock options and a cash-based long-term incentive plan. We also adjusted our equity award guidelines to competitive levels in all countries.

Through our 2011 employee equity grants, we awarded approximately 8.2 million RSUs and stock options to more than 14,000 employees. Our employees also purchased 2.2 million shares of Motorola Solutions stock through our employee stock purchase plan, which provides our employees with a 15 percent discount on purchases of Motorola Solutions stock. Approximately 30 percent of our employees in 28 countries currently participate in our employee stock purchase plan.

BENEFITS

We provide comprehensive benefits coverage for our employees such as health and wellness programs, retirement and savings plans, life and disability insurance and commuter benefits. We align our benefit offerings to market standards in each country in which we operate.

HEALTH AND WELLNESS PROGRAMS

We recognize the importance of good health to our employees and their families. We provide health care coverage or a cash contribution for employees in most countries. We also offer online resources so our employees and their families can learn more about the benefits we provide.

We encourage all of our employees to stay fit by promoting the importance of wellness and good nutrition. We provide health and wellness programs that vary by location, such as onsite fitness centers and medical clinics, free medical screenings, wellness seminars, health coaching

and recreational sports leagues. We also provide healthy food choices and display nutritional information in our cafeterias.

We offer dependent and family care programs such as maternity and paternity support, and family resource and referral programs (such as our employee assistance program).

Our **LIVESMART** Challenge enables our U.S. employees to accumulate points when they use preventive health care services and participate in wellness programs such as weight loss and smoking cessation. These employees can earn up to \$200 after completing certain requirements in the areas of self-care, nutrition, weight management, exercise, stress management and other health conditions. In addition, they can be reimbursed for either onsite or offsite fitness center memberships. Our U.S. employees can also take an annual health risk questionnaire to assess their lifestyle habits and receive personalized feedback to help improve or maintain their health. If an employee completes this questionnaire, he or she will qualify for discounted contributions toward his or her medical coverage.

RETIREMENT AND SAVINGS

In addition to certain statutory plans, we help our employees prepare for their financial future by offering retirement and saving programs in countries where it is competitive to do so. Most of these plans are defined contribution savings programs where we typically offer a company match based on an employee's contributions to the program.

In the U.S., we offer our employees education about their retirement options – including financial management programs. We also make dollar-for-dollar contributions on the first four percent of an employee's eligible compensation he or she contributes to our 401(k) savings plan. If an employee is age 50 or older, he or she can contribute even more to his or her savings plan.

LIFE AND DISABILITY

We provide opportunities for employees in most countries to protect their financial future with market competitive, company-subsidized disability income and life insurance plans.

COMMUTER BENEFITS

In the U.S., we offer employees the opportunity to purchase public transportation and parking garage vouchers with pre-tax dollars. This helps the environment and helps our employees save money if they travel to work on public transportation.

SAFETY PROGRAMS

We developed our safety programs to eliminate potential safety hazards before injuries and illnesses occur.

We identify risks to our employees through our hazard identification and inspection program, and we systematically track non-conformances to ensure that we take corrective action and eliminate root causes.

We conduct awareness programs and training so employees can effectively deal with safety risks they may encounter at work. All employees receive the necessary EHS training required to perform their job in compliance with local regulations and our EHS management systems. We use online electronic newsletters, our internal TV network and employee awareness events to promote safe and healthy working. All of our employees have the authority and obligation to stop work if they view their work conditions or acts as unsafe.

ERGONOMICS

We recognize that ergonomic factors are one of the leading causes of workplace injuries. To help reduce ergonomic injuries, we:

- Assess ergonomics hazards
- Track and document ergonomic assessments to identify trends
- Offer personal ergonomic assessments by health and safety professionals
- Provide standardized state-of-the-art ergonomic furniture and accessories
- Continually implement improvements in our manufacturing processes to reduce repetitive motion injuries
- Provide an ergonomic website that hosts a variety of self-help tools, training materials and resources for employees

These actions have contributed to the reduction of ergonomic injuries and reduced the ergonomic assessment time cycle. In 2011, we reduced ergonomic repetitive motion injuries globally by 8 percent, compared with 2010.

PERFORMANCE AND GOALS

Our global recordable injury and illness case rate increased from 0.15 in 2010 to 0.22 in 2011. Due to the separation of Motorola, Inc. into two companies and the divestiture of our Networks business, the remaining headcount for Motorola Solutions was significantly reduced, which led to an increase in our illness and injury rate for 2011 even though there were fewer recordable injuries than our 2010 report. We will use 2011 as a new baseline to reflect the separation of Motorola, Inc.

Global Recordable Injury and Illness Case Rate

Per 100 Employees					
2006	2007	2008	2009	2010	2011 [†]
.3	.21	.2	.18	.15	.22

[†] In January 2011, Motorola, Inc. split into two separate companies, Motorola Mobility and Motorola Solutions. All data reported for 2011 represents Motorola Solutions. As goals are set for 2012 and beyond, 2011 will be utilized as the year for all baseline comparisons.

CRISIS PREPAREDNESS

Crisis plans ensure that we can respond quickly and effectively to emergencies such as terrorist attack, disease outbreak or natural disaster. Our crisis teams test these plans each year to improve coordination, make sure employees are prepared and to discover potential trouble spots before an emergency happens. Our business continuity teams work to ensure any business interruption is kept to a minimum and that we continue to meet our customers' needs. Each of our critical operations has conducted a business impact analysis and developed recovery strategies.

FLEXIBLE WORKING

We provide employees with resources to help them integrate their work and personal responsibilities, including flexible work plans and programs to support them through life-changing events.

As a global company with a highly distributed workforce, our employees need to work across cultures and time zones. Our iWork program enables our employees to work how, when and where they work best through:

- Alternate locations (where): working from an alternate site on a regular or occasional basis
- Alternate schedules (when): flexible arrival and departure times, compressed work week
- Alternate job structures (how): part-time work or job sharing

iWork helps us retain employees, attract and recruit talent, increase productivity and reduce costs. It also provides us with greater access to skilled employees no matter where they are located.

We promote flexible working through our internal iWork website. We also help managers and employees determine if flexible work options are right for them through an online assessment tool. It helps employees and managers to evaluate their options, identify benefits and overcome barriers to change their current work patterns. Our five-step process takes employees through each action they must take to become a home or mobile worker. Once employees gain approval from their managers for a flexible work option, they can use the site to request the technology and resources they need.

We provide online training for managers to learn how to work with – and manage – virtual teams. This includes information on geographic sensitivities, such as cultural norms and working across time zones.

Support for Employees Going Through Life-Changing Events

We help employees deal with life-changing events through programs that vary from country to country. Examples include time off for new parents, education assistance, employee counseling, childcare services, family medical leave, and disability programs. We also sponsor on-site childcare facilities in several of our office locations around the world.



COMMUNITY

Our responsibilities as a global business extend beyond our primary mission to provide the essential communications solutions that allow people, businesses and governments to be more connected.

With employees located around the globe, Motorola Solutions seeks to benefit the communities where we operate. We achieve this by making grants, forging strong community partnerships and fostering innovation.

Our community investment is focused on:

- Education
- Public safety
- Disaster relief
- Employee programs

Motorola Solutions and the Motorola Solutions Foundation (our charitable and philanthropic arm) support these areas through cash and product donations. We also encourage employees to volunteer their time through the Motorola Solutions Service Corps and to participate in charitable-giving programs. In 2011, the Motorola Solutions Foundation provided grants impacting more than 50 countries around the world.

EDUCATION

We support programs that encourage science, technology, engineering and math (STEM) education in the U.S. and around the world.

IN THE U.S.

- **Innovation Generation Grants**
 - In 2011, the Motorola Solutions Foundation provided \$5.5 million in Innovation Generation grants. These focus on STEM education, especially for girls and under-represented groups. Innovation Generation funding is designed to inspire students to learn about science and generate interest in science-related careers. Our Innovation Generation grants supported more than 102,000 students and teachers in 2011.
 - One of our grants goes toward sponsoring *FIRST®* Robotics Competition teams. Motorola, Inc. was a founding sponsor of the *FIRST* Robotics Competitions in 1989 and has supported *FIRST* each year since. The competition involves students working in teams to create robots and then testing them in regional and national *FIRST* Robotics Competitions.
 - In 2011, the Motorola Solutions Foundation-sponsored team “Wildstang” won the national competition. Based out of Rolling

Meadows, Ill., Wildstang is mentored by several Motorola Solutions employees and has been sponsored by Motorola since 1996.

get excited about science and technology while teaching valuable employment and life skills such as cooperation and team work.

OUTSIDE THE U.S.

In 2011, we continued to support education programs around the world in 20 countries. These programs engage students in science and math and prepare them for the workforce of tomorrow.

Examples of our education grants outside of the U.S. in 2011 include:

■ **FUNDACION MEXICO ESTADOS UNIDOS PARA LA CIENCIA, A.C. – MEXICO**

- More than 90 teachers and 1,500 children will participate in a new professional development and new curriculum program, part of the launch of a pilot program, Science and Technology for Children, based on Experiential Learning Systems and Inquiry Based Science in the State of Michoacán. Participants will strengthen critical thinking skills and scientific knowledge through practical information and skills development such as analysis, reasoning, problem solving and effective communication of ideas.

■ **ROYAL ACADEMY OF ENGINEERING – UNITED KINGDOM**

- Thirty-two students and six professionals will participate in a two-year mentorship and peer support program to help ensure that females complete engineering and technology courses of study and enter and stay in these fields as working professionals. Young female engineers will serve as Visiting Teaching Fellows, applying teaching material to the issues and problems that students will face when they enter industry and role models for female students.

■ **FIRST LEGO LEAGUE – MALAYSIA**

- Eighteen employees in Malaysia mentored 165 students aged 9-14 in the *FIRSTLEGO*® League competition. Employee volunteers mentored students in their creation of an autonomous robot, encouraging students to

PUBLIC SAFETY

The Motorola Solutions Foundation is committed to the safety of communities and security of countries around the world. We invest in public safety through the Motorola Solutions Public Safety and Security Institute. This serves as a platform to raise the profile of safety issues with others in the industry. Our leadership in the sector is driving innovation and growing and engaging the network of those interested in safety issues.

Examples of our public safety grants in 2011 include:

■ **THE NATIONAL FALLEN FIRE FIGHTERS FOUNDATION (NFFF)**

- The Motorola Solutions Foundation provided a \$1 million grant to support the NFFF's core mission to honor fallen firefighters, assist their families and prevent firefighter deaths and injuries. The funds also will support the Motorola Solutions Foundation Memorial Scholarship Fund and the Everyone Goes Home® Firefighter Life Safety Initiatives, providing scholarships to 100 students annually.

■ **INSTITUTE FOR INFORMATION INDUSTRY IN TAIWAN**

- A \$75,000 grant awarded to the Institute for Information Industry in Taiwan will establish a communication system to serve 25 million residents in Taiwan. The funds will also be used to enable communications between community citizen patrols and official policing units, for crime prevention and during disasters.

■ **MALAYSIA CRIME PREVENTION FOUNDATION**

- The Motorola Solutions Foundation granted the Malaysia Crime Prevention Foundation \$56,000 to fund safety fairs and community crime prevention training to 9,500 residents in six high-crime communities in Malaysia.

DISASTER RELIEF

Motorola Solutions joins humanitarian organizations to address critical needs of communities around the world. Through 2011, we offered product and financial donations to disaster affected areas including:

■ U.S. DISASTER RELIEF - TEXAS WILDFIRES AND SOUTHERN UNITED STATES TORNADOES

- The Motorola Solutions Foundation donated \$75,000 to the Red Cross to support its response to wildfires that swept through the state of Texas and to a series of natural disasters in the southern states including a tornado in Joplin, Missouri and flooding along the Mississippi River. In addition, the Motorola Solutions Foundation matched the \$13,000 donated by our employees. The donation funded 247 shelters, more than 2 million hot meals and snacks, more than a million relief items and nearly 58,000 health consultations.

■ JAPANESE TSUNAMI RELIEF

- Following the 2011 8.9-magnitude earthquake and resulting tsunami in Japan, Motorola Solutions donated more than 1,300 radios and other products to Japan's Ministry of Internal Affairs and Communication. The Motorola Solutions Foundation donated \$300,000 to the Red Cross to support relief efforts in the region. Through the generosity of Motorola Solutions employees we raised an additional \$230,000 (through \$130,000 in employee contributions and a matched donation of \$100,000 from the Foundation). Foundation and employee contributions helped the Red Cross bring relief to more than 100,000 families.

■ NEW ZEALAND EARTHQUAKE

- In February 2011, a 6.3-magnitude earthquake struck Christchurch, New Zealand. To help with the immediate relief effort, Motorola Solutions sent PMP320 wireless broadband equipment and 250 of our MTP850 TETRA mission-critical radios to

assist with communications in the devastated region. We also established a portable Emergency Operations Centre (EOC) to support the 14 emergency response teams. In addition, the Motorola Solutions Foundation contributed a \$25,000 grant to the New Zealand Red Cross and provided \$12,156 through employee donations and the employee match donation program. The funds supported six welfare centers and 3,000 evacuees.

■ BRAZILIAN MUDSLIDES

- In response to deadly flooding and mudslides in Brazil in February, the Motorola Solutions Foundation contributed \$25,000 to CARE International. The donation helped CARE distribute hygiene kits, food and tarpaulins to 9,580 people.

■ AUSTRALIAN FLOODS

- After widespread flooding in eastern Australia in January 2011, the Motorola Solutions Foundation contributed \$25,000 to the Red Cross. In addition, we contributed \$14,936 through employee donations and our employee match donation program. The donation supported 34 evacuation centers assisting more than 14,600 people and 11 emergency shelters accommodating 6,500 people.

EMPLOYEE PROGRAMS

We encourage our employees to volunteer in their communities. We are a company of engineers and scientists, and our employees are eager to encourage the next generation of inventors. Through the Motorola Solutions Service Corps, we collaborate with our customers to become a community partner, reaching out to support the communities where we live and work. Hundreds of employees volunteer as robotics club mentors, science fair judges, math tutors and more.

In the U.S., we encourage employees to raise money for good causes by matching their contributions up to the value of \$10,000 per employee. Employees who volunteer 40 or more hours in a year for a qualifying charitable organization are eligible for a \$300 grant to that organization.

In the summer of 2011, more than 115 Motorola Solutions employees in Illinois painted the homes of elderly community members during the 24th annual Paint-a-thon.

“Motorola Solutions has volunteered with the Paint-a-Thon for many years. Lending a hand to those in our community is a rewarding experience. A neighbor gets a new coat of paint, and we strengthen our bonds as a team. This is just one of the ways we fulfill our purpose of helping people be their best in the moments that matter.”

— Brett Jackson, Motorola Solutions
Employee and Paint-a-Thon volunteer

MOTOROLA SOLUTIONS SERVICE CORPS

In 2011, we launched the Motorola Solutions Service Corps. Through this program, we collaborate with our customers to become a community partner, reaching out to support the communities where we live and work.

2011 Service Corp Projects

Within the first year (Oct. 2011- Dec. 2012) of the Motorola Solutions Service Corps, we have committed to 50,000 employee service hours globally.

More than 55 employees in Brno, Czech Republic, participated in a volunteer day to support a social service center for people in need. Employees painted a garden fence and summerhouse, raked leaves, carved pumpkins with students and prepared a music performance for residents.

Motorola Solutions and the Motorola Solutions Service Corps hosted a blood drive with the American Red Cross. Held at Motorola Solutions’ corporate headquarters in Schaumburg, Ill., the event attracted more than 100 Motorola donors and volunteers who donated a total of 67 units of blood.

The CEO Award for Volunteerism

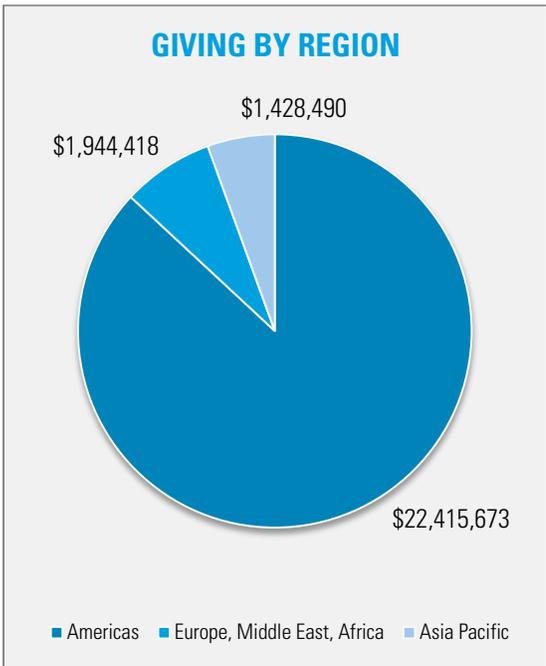
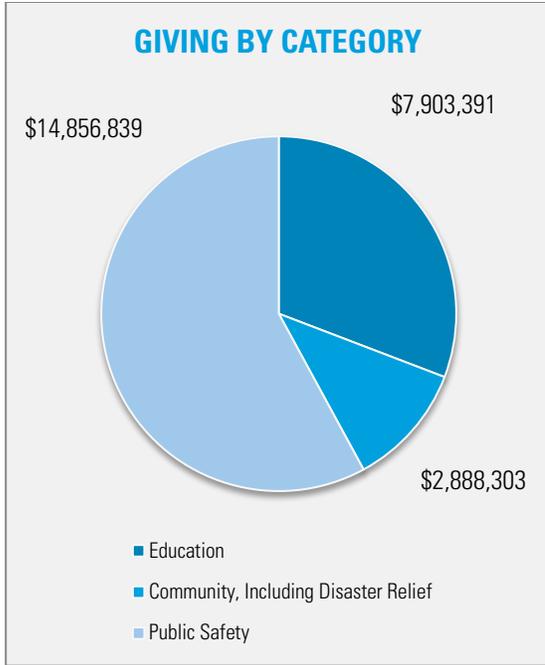
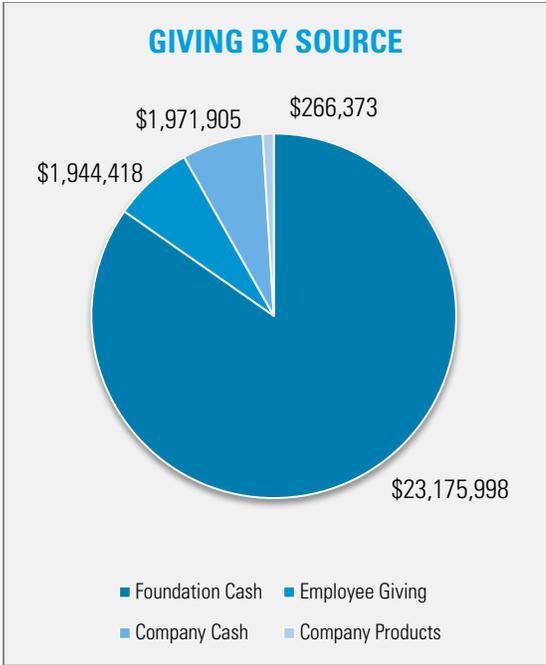
The CEO Award for Volunteerism encourages worldwide community involvement and recognizes instances of exceptional dedication by Motorola Solutions employees. It is the highest recognition employees can receive for community involvement. Our individual award honors a long-term commitment, while a team award recognizes exceptional group projects or programs. Winners from around the globe receive \$5,000 to contribute to their non-profit organizations. See our 2011 winners on our [website](#).

PERFORMANCE AND GOALS

Total Giving – in Millions

	2005	2006	2007	2008	2009	2010		2011
Motorola Inc./ Motorola Foundation* charitable giving	\$13.0	\$13.8	\$30.5	\$23.7	\$18.4	\$21.9	Motorola Solutions Foundation charitable giving	\$23.1
Motorola Inc.* employee donations – U.S. giving campaign and matching-gift applications, plus global gifts for disaster relief	\$4.3	\$3.2	\$3.1	\$4.3	\$3.1	\$3.6	Motorola Solutions employee donations – U.S. giving campaign and matching-gift applications, plus global gifts for disaster relief	\$1.9

* On Jan. 4, 2011, Motorola separated into two publicly traded companies, Motorola Solutions and Motorola Mobility. Data before this date relate to the former company Motorola, Inc.



Community Investment Plans

Motorola Solutions Goals For 2011	Motorola Solutions Progress In 2011	Motorola Solutions Plans For 2012
Provide \$4.5 million in grants to support training for first responders, support for first responders' families and public safety education	Achieved	Within the first year (Oct. 2011-Dec. 2012) of the Motorola Solutions Service Corps, track 50,000 employee service hours globally
Provide \$3.9 million in grants outside the United States	Achieved	Provide \$15.2 million in Foundation funding worldwide
Provide \$5.5 million in grants to support science and engineering education	Achieved	Provide \$4.9 million in grants to support science and engineering education
		Provide \$6 million in grants for public safety support and education programs