PROGRESS MADE REAL

How Dell Technologies is focusing to make the most meaningful social impact

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About the Plan

In June 2019, we put forth our vision for how we will drive this commitment through 2030, using our reach, technology and people to create a positive, lasting impact on humankind and the planet. We shared an examination of our world, our business impacts and some of the opportunities in front of us for the next decade. And, we established our focus on advancing sustainability, cultivating inclusion and transforming lives, all underpinned by a commitment to upholding ethics and privacy.

With this plan, we are taking our next bold step toward making progress real. We provide goals across each of our areas, set after thoroughly examining what's material to our business. We will use these goals to build our social impact strategies over the next decade.

In each section, you will see an identified "moonshot goal." In some cases, we have additional goals addressing other critical topics. This is our plan — not a report. When we issue our next social impact report, we intend to provide more complete baseline data and thoroughly explained methodologies.

We must innovate and evolve to meet the challenges before us, but it is not our journey alone. We welcome ideas and partnerships, and hope you will join us in making progress real.

Our Social Impact Plan for 2030 addresses outcomes we are working to achieve for Dell Technologies — specifically for Dell and Dell EMC. Any other included business will be specifically named.

At Dell Technologies, we are optimists dedicated to solving some of the greatest challenges facing humanity.

We issued Progress Made Real — Our Vision for 2030 in June 2019, outlining our mission to unite our technology, our people, our customers and our partners for actionable results today, with a vision to create the best and brightest future.

With this plan, we complete the view. Our Social Impact Plan for 2030 establishes our social impact goals, including several ambitious "moonshots," designed to turn our vision into reality.

These goals are an extension of our purpose as a company: to create technologies that drive human progress. They also reflect our recent commitment to the Business Roundtable's revised statement of the purpose of a corporation. This breakthrough statement suggests that doing good in the world is a key part of a corporation's purpose — and a responsibility it can better serve if it considers all stakeholders in its business decisions, including

customers, employees and suppliers, shareholders, communities, and the planet — transparently and honestly.

We know the world is facing challenges today that are complicated, multilayered and can sometimes seem insurmountable. The status quo will not get us to the kind of world we need in 2030. To drive real change, we need to bring new thinking, new solutions, new collaborations and new voices together. This pursuit is core to our business. And as such, it's important for us to do more than talk about the world we want to see.

It's time to make progress real.

We hope you will join us in this pursuit. Visit delltechnologies.com/progressmadereal for practical ways we can work together, or contact us at socialimpact@dell.com.

Christine Fraser
Chief Responsibility Officer
Dell Technologies

Michael McLaughlin
Chief Ethics and
Compliance Officer
Dell Technologies

Brian Reaves
Chief Diversity and Inclusion Officer
Dell Technologies

Our **Commitment**

At Dell Technologies, we are committed to drive human progress. Through our reach, technology and people we strive to create a positive and lasting impact by advancing sustainability, cultivating inclusion and transforming lives around the world. Foundational to our ability to drive meaningful impact is an enduring commitment to upholding ethics and privacy.

Materiality

To ensure our focus for our social impact work is clear, we conducted a thorough analysis in 2018–2019 of our material issues in conjunction with consulting firm SustainAbility, beginning with a review of external corporate sustainability and philanthropy frameworks and trends, benchmarking our peers and analyzing customers' Requests for Proposal (RFPs) to identify trends in topics they care about. We also gathered insight from a diverse set of internal and external stakeholders including senior executives across Dell Technologies, suppliers, customers representing different sectors, nongovernmental organizations (NGOs) and thought leaders. Additionally, we surveyed Dell Technologies employees.

This helped us generate a list of key issues, which we prioritized based on three criteria:

• Societal and environmental impact: Our potential for making a significant impact on the issue

• Business impact: An issue's potential for significant impact on Dell Technologies

• Degree of influence: The scale of our potential impact on the issue

Through this process, we identified the material issues that not only have short-term implications on society and our business, but also affect the global outcomes we are striving to attain by 2030. Ultimately, this process informed our definition of our 2030 goals, outlined in this plan. These issues and our 2030 goals have been reviewed by the Dell Technologies executive leadership team and align with our social impact and business strategies.

Material issues

Access to Technology

Business Ethics

Data Privacy & Security

Diversity & Inclusion

Labor Engagement & Development

Energy & Climate Change

Human Rights

IT for Good

Product Stewardship

STEM Education

Sustainable Consumption

Water

Our Support for SDGs

The [Sustainable Development Goals (SDGs)](#) adopted by the U.N. Member States in 2015 set forth a global vision for peace and prosperity for people and the planet. We believe technology will play a key role in many of these 17 ambitious, interrelated goals and see market opportunities aligned with our own commitments to creating a positive social impact.

While further work is required to best understand how our own Progress Made Real goals might align to specific targets, we see the potential for contributions to the SDGs in the following areas:

ADVANCING SUSTAINABILITY

Our new goals will help us reduce our environmental impact and drive even better conditions for those who make our products. We will collaborate across our value chain to drive circularity, decoupling growth from resource use and leveraging clean sources of energy. We will hold ourselves and our partners accountable to meaningful improvements in the communities where we work and live while championing those who make our products. Sustainability is a core part of our business and we will continue to embed it into all we do.

CULTIVATING INCLUSION

Our successful future will be built on attracting and developing diverse talent while building an inclusive culture. We will address inequalities, create opportunities and continue to build a more diverse and inclusive culture. We will partner with our communities on programs that attract and deepen the potential pool of talent for our future, and we will drive the skills and opportunities within our own walls that inspire our team members and help them grow. Change starts with us.

TRANSFORMING LIVES

By harnessing our scale, our partnerships and our technology portfolio, we can enable a future that realizes the potential embodied in the SDGs. By providing our expertise and support, we can drive better health, improve education and grow opportunities in the digital economy for underrepresented groups. Success will depend on effective partnerships and creative approaches to delivering solutions. A better future is within our collective grasp, and we want to play our part.

Progress Made Real — Our Social Impact Plan for 2030

Advancing Sustainability

We have a responsibility to protect and enrich our planet together with our customers, suppliers and communities. It is a core part of our business and we embed sustainability and ethical practices into all that we do, being accountable for our actions while driving improvements wherever and whenever possible.

Cultivating Inclusion

Dell Technologies believes we are leaving too much potential talent on the table while in the midst of a talent shortage. Closing the diversity gap is critical to meeting future talent needs and incorporating new perspectives reflective of Dell's global customer base. We view diversity and inclusion as a business imperative that will enable us to build and empower our future workforce while also doing our part to address societal challenges.

Transforming Lives

There are limitless possibilities when we apply our scale, portfolio and partners to solve complex societal challenges. We aim to harness the power of technology in creating a future that is capable of fully realizing human potential.

Upholding Ethics & Privacy

Ethics and privacy play a critical role in establishing a strong foundation for positive social impact. In this time of rapid innovation, big data, an evolving regulatory environment and increasing expectations from our customers, team members and communities, we are committed to continuing to lead in ethics and privacy. Our constant push to higher ethics and privacy standards will be a guidepost for our Progress Made Real work.

Our Social Impact Goals for 2030

With our Social Impact Plan for 2030, we are taking our next bold step toward making progress real. We will use these goals to build our social impact strategies over the next decade.

Advancing Sustainability

Moonshot Goal

By 2030, for every product a customer buys, we will reuse or recycle an equivalent product. 100% of our packaging will be made from recycled or renewable material. More than half of our product content will be made from recycled or renewable material.

Other Goals

- We will reduce Scopes 1 and 2 greenhouse gas emissions by 50% by 2030

- We will source 75% of electricity from renewable sources across all Dell facilities by 2030 — and 100% by 2040

- We will reduce the energy intensity of our entire product portfolio by 80% (2011–2020)

- We will partner with our direct material suppliers to meet a science-based greenhouse gas emissions reduction target of 60% per unit revenue by 2030

- We will drive sustainability improvements in our global workplaces through 2030

- Each year through 2030, we will show continued commitments to provide healthy work environments where people can thrive

- Each year through 2030, we will deliver future-ready skills development for workers in our supply chain

- Each year through 2030, we will continue engagement with the people who make our products

Cultivating Inclusion

Moonshot Goal

By 2030, 50% of our global workforce and 40% of our global people leaders will be women

Other Goals

- By 2030, 25% of our U.S. workforce and 15% of our U.S. people leaders will be black/African American and Hispanic/Latino minorities

- Each year through 2030, 90% of our employees will rate their job as meaningful

- By 2030, 50% of our employees will participate in employee resource groups to drive social impact

- Each year through 2030, 75% of our employees will believe their leader is inspiring

- By 2030, 95% of our employees will participate in annual foundational learning on key topics such as unconscious bias, harassment, microaggression and privilege

- Each year through 2030, 50% of the people empowered by our social and education initiatives will be girls, women or underrepresented groups

Transforming Lives

Moonshot Goal

With our technology and scale, we will advance health, education and economic opportunity initiatives to deliver enduring results for 1 billion people by 2030

Other Goals

- Each year through 2030, 50% of the people empowered by our social and education initiatives will be girls, women or underrepresented groups

- By 2030, we will use our expertise and technology to help 1,000 nonprofit partners digitally transform to better serve their communities

- Each year through 2030, 75% of our employees will participate in giving or volunteerism in their communities

Upholding Ethics & Privacy
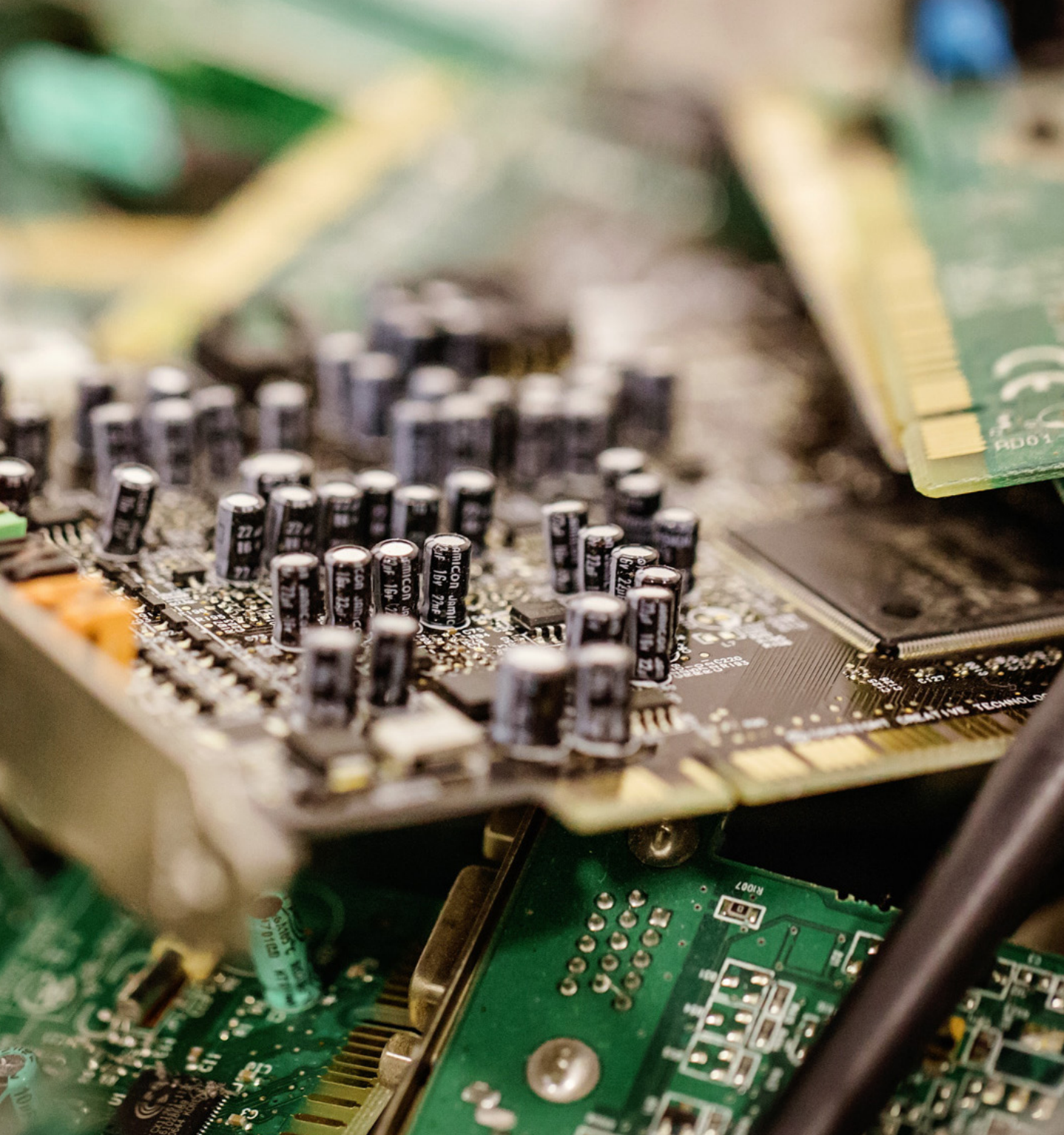
Moonshot Goal

By 2030, we will fully automate our data control processes, making it easier for our customers to control their personal data

Other Goals

- By 2030, 100% of our employees will demonstrate their commitment to our values criteria

- By 2030, 100% of the direct partners we do business with will demonstrate their commitment to our values

ADVANCING SUSTAINABILITY

We accelerate the circular economy

By 2030, the global population will grow by nearly a billion people, and the ranks of the middle class will swell by nearly 2 billion. With more people and greater prosperity, our economy will put pressure on planetary boundaries and social systems like never before. But there is a choice.

We can choose to change the system. By leaving behind the linear economy and embracing a circular one, we can design to eliminate waste, keep products and materials in use for as long as possible, and find ways to regenerate natural systems, which are all vital to our planet's survival. At Dell Technologies, we believe technology will play a key role in this shift, and we see the circular economy as a critical business model for our collective future.

A heritage of sustainable practices

From the beginning, we have taken pride in being conscious stewards of our technology and products, designing with the entire life cycle in mind. We've pioneered innovative supply-chain models, creative material uses and responsible, global recycling options for our customers.

Demonstrating progress at scale

In 2018, almost two years early, we reached our 2020 goal of recovering 2 billion pounds of used electronics. On Earth Day 2019, we achieved our 2020 goal of using 100 million pounds of sustainable materials in our products, including recycled-content plastics. We're proud of our accomplishments and pace, and we intend to do so much more.

Innovating to drive impact

We continue to refine the circular economy across our manufacturing, sales and recycling processes. Materials are a key source of innovation: recycling plastics and other materials from old computers into new parts and identifying opportunities to use waste materials — like ocean-bound plastics — as resources that can be brought back into the economy. Accelerating this shift to a circular economy will benefit us, our suppliers and customers, while helping restore balance to the broader environment.

MOONSHOT GOAL
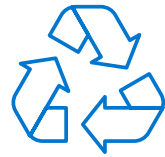
By 2030, for every product a customer buys, we will reuse or recycle an equivalent product.
100% of our packaging will be made from recycled or renewable material.
More than half of our product content will be made from recycled or renewable material.

Since the first industrial revolution, our modern economic model has brought many benefits to humankind — but the time has come for a new direction. Population growth, combined with rising prosperity and ecosystem pressures, mean our longtime approach of discarding materials as "waste" is increasingly unsustainable.

Why

Separating value creation from material consumption is a critical step in the transition from a linear to a circular economy. At Dell Technologies, we want to eliminate the concept of waste — rethinking, redesigning, reusing and recycling our way to a safer, healthier, better future. A bold step for us in this direction is to set ambitious goals that challenge us to take back as much as we produce, and to significantly scale our adoption of recycled and renewable materials. These two actions, along with ensuring what we do produce is itself recyclable, form the backbone of the circular economy.

Where we are

We're in the process of calculating our baselines, and early estimates suggest we are collecting less than 10% of the products we sell — and around 85% of our packaging and less than 5% of our total product materials are currently made from recycled or renewable content. While these are estimates that will be refined over time, part of our long-term journey to drive a circular economy will be to build better data tools across our value chain, capturing better life cycle data and driving more informed decisions.

What's next

With our many global recycling services and our use of recycled-content plastics, we are on the proper path and we will continue to expand these initiatives. Ultimate success will require ingenuity, further research and development, and continued strong partnerships with our suppliers, academia and the nonprofit community. We're excited to team up and keep tackling the sustainability challenges ahead.

Product Design

Since 2012, more than 100 million lbs. (45 million kg) of sustainable materials have been used in our products.

WHERE WE ARE TODAY

Reuse & Recycling

Since 2007, we have recovered more than 2 billion lbs. (907 million kg) of used electronics.

Packaging

Today, roughly 85% of our packaging materials are made from recycled or renewable content.

We protect our planet, and collaborate with our customers and partners to do the same

Our planet is already experiencing the effects of climate change, and every indication suggests these changes are growing both more frequent and more severe. Extreme weather, natural disasters and migration shifts due to climate change are all examples of the far-reaching impact we're beginning to see.

Actions today and over the next decade will have a profound effect on how the world both mitigates the damage of and adapts to climate change. Dell Technologies will continue working across our business ecosystem, valuing natural resources and minimizing our impact.

Working with a global lens

As a large global company, our environmental impact occurs through our whole business ecosystem. We must act across our spheres of influence — from suppliers to operations to customers and beyond — to help reduce greenhouse gas emissions, strive for zero waste and use resources responsibly.

Joining forces to face climate change

We need far-reaching mitigation and adaptation strategies and actions to face the global scope of environmental effects; successfully addressing climate change issues will require global cooperation, and technology will play an essential role. So, we're engaging both public- and private-sector stakeholders to fully understand and to begin to help society clear the climate-change hurdles ahead.

Continuously improving and searching for more

As we move toward 2030, we are further exploring how to reduce our environmental impact, as well as the impact of everyone we do business with. We look for ways to minimize resource use, eliminate waste and identify opportunities to regenerate resources where we can — with the end goal of transforming our world for the better.

50%

We will reduce Scopes 1 and 2 greenhouse gas emissions by 50% by 2030

As the effects of climate change are increasingly evident and the pace of global warming accelerates, we all need to take action. Dell Technologies has reduced annual operational greenhouse gas emissions by 38% since 2010, and we must continue our efforts in support of limiting global temperature increase to 1.5 C. We are working to further cut our 2019 operational greenhouse gas emissions in half over the next decade. We expect this will mean our 2030 operational emissions will be less than one-third of what they were in 2010.

We will source 75% of electricity from renewable sources across all Dell facilities by 2030 — and 100% by 2040

Renewables are essential in the effort to decarbonize our economy and mitigate some of the effects of climate change. Through last year, approximately 33% of our electricity needs were met by renewables, but we must go further. That's why Dell Technologies is working toward 100% renewables by 2040. To keep us on track, we will source at least 75% of our electricity from renewables by 2030. We also will participate in groups like the Renewable Energy Buyers Association (REBA) and RE100, a global corporate leadership initiative composed of companies committed to 100% renewable power.

80%

We will reduce the energy intensity of our entire product portfolio by 80% (2011–2020)

How our customers use our products is an important consideration in protecting the planet. With estimates for the information and communications technology sector's carbon footprint at about 2% of total carbon emissions, a commitment to energy efficiency is critical. We must pay close attention to how much electricity our products use, since most electric power is still generated by burning fossil fuels, releasing carbon emissions into the atmosphere. We've had tremendous success, reducing energy intensity across our portfolio by an average of 64% since 2011. There is still work to be done, however. We will continue to work toward achieving this goal over the next year, with the intent of updating our current science-based target with a new goal aligned to the needs of the next decade.

60%

We will partner with our direct material suppliers to meet a science-based greenhouse gas emissions reduction target of 60% per unit revenue by 2030

We understand that the carbon footprint of our products must be monitored and managed across our entire business ecosystem. This includes the carbon emissions created when our customers buy electricity to use our products, as well as the carbon emissions created when our suppliers manufacture key products and provide vital services to us.

Our new supply-chain carbon emissions goal — focused on partnership, innovation, engagement and capability building — will support our suppliers' efforts as they set and achieve their own science-based targets. We expect our future engagements with our partners to include helping procure renewable energy, increase energy efficiency, and improve measurement and reporting.

We will drive sustainability improvements in our global workplaces through 2030

Dell Technologies' commitment to protecting the planet may be global, but it is local action — informed by local needs — that creates meaningful results within the communities where we operate. Commitment at the local level can come in many forms, and how we get there varies accordingly. Our factories in Xiamen, China, for example, face very different water-related issues than our offices in Montpellier, France, or our data centers in Durham, N.C.

We are setting a goal to reduce freshwater use in our Dell-owned facilities by 25% in locales with high water stress and by 10% elsewhere. Other goals are globally applicable, like our work to reduce workplace plastic waste by 90%. As we move toward 2030, we will continue to monitor local issues and establish other goals to drive continuous improvement.

We champion the many people who build our products

Sustainability is ultimately about taking actions today that ensure opportunities tomorrow. Our supply chain is vast and complex, involving hundreds of thousands of people around the world. With the power of that global force, Dell Technologies has the scale and responsibility to drive the highest standards.

As a condition of doing business with us, we insist upon ethical practices, respect and dignity for everyone creating our products. We partner with our suppliers to help them develop the necessary insight and capabilities, reinforced by a comprehensive audit program that accelerates and maintains improvements.

Supporting our supplier communities

Our inclusive approach promotes fair treatment of team members through common standards — whether in our in-house manufacturing facilities, our manufacturing partners' facilities or other direct material suppliers' facilities. We're particularly focused on protecting human rights and empowering team members, while driving safe and sustainable actions. Our practices arise from taking pride in our products and the way they're built — aligned with valuing our people and the planet.

Joining forces for the greater good

We are not acting alone. We're honored to be a founding member of the Responsible Business Alliance (RBA), supporting the rights and well-being of workers and communities contributing to the global technology supply chain. The RBA continually finds opportunities to drive positive change and to enhance progress across the industry through high, unified and collective standards.

Promoting respect and equal rights for all

On the path to 2030, we will continue to promote transparency and accountability throughout our supply chain, reinforcing our core values to promote treating people with respect and dignity across the globe.
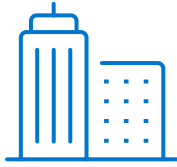
Each year through 2030, we will show continued commitments to provide healthy work environments where people can thrive

A safe, healthy workplace is expected, no matter what, and this often comes down to culture, training and management. Our supply chain is no different, and we are committed to reinforcing the responsible operation of our facilities and those of our suppliers. This starts with meeting and advancing industry standards like those set out in the RBA's Code of Conduct — extending to collaborating with leadership and structuring training around identified risks to improve working environments. While our measurement approach will evolve over time, we will continue to provide extensive reporting on key metrics, like the number of leaders trained, the reach of specialized trainings, and the progress against standards and audits.

Each year through 2030, we will deliver future-ready skills development for workers in our supply chain

Behind the collection of companies that make up a supply chain, there are hundreds of thousands of people taking on a vast variety of roles that help bring Dell Technologies' products and services to life. Like everyone, they want to improve themselves — developing skills, doing meaningful work and progressing in their careers. Building demonstrable capabilities through extensive development programs provides team members with the skills they need to advance, which in turn makes Dell Technologies' supply chain a more attractive place to work. We will continue to expand our efforts as we identify critical skills for the future, and we will report on training hours while providing case studies and examples to help our whole industry benefit.
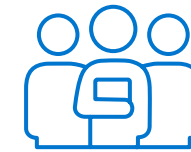
Each year through 2030, we will continue engagement with the people who make our products

Success is rarely achieved in a vacuum. We recognize the importance of engaging the people who work on our products, enlisting their unique insights and innovative ideas to create a better workplace, and to drive our supply chain and our business forward. We have feedback mechanisms in place today, and we plan to expand our engagement by leveraging digital tools to open new channels, helping us to better understand and act on shared insights. In addition to the advancements this engagement can bring, we will measure progress through various metrics, including innovations generated and feedback interviews conducted.

CULTIVATING INCLUSION

We build and attract the future workforce

The global technology industry needs more talent. According to research by Korn Ferry, by 2030, the skilled labor shortage in tech could grow to 4.3 million workers. To serve tomorrow's customers well, we need more students studying STEM (science, technology, engineering and math) today — students of all genders and backgrounds. We can't fill our talent pipeline without closing the diversity gap.

As the composition of the workforce evolves, companies embracing diversity and inclusion are experiencing greater innovation, productivity, engagement and employee satisfaction — along with better business performance. This coincides with a tremendous shift in buying power that mirrors changes in the workforce: Women and underrepresented minorities have more economic influence than ever.

Diversifying to fulfill tech jobs

Still, the people creating the technologies used by this diverse demographic do not reflect the demographic itself. The U.S. tech industry is just 36% women, 7% African American and 8% Hispanic/Latino. Meanwhile, by 2024, there will be 1.1 million open tech jobs in the U.S. alone, but based on current graduation rates, only 45% will be filled.

Our industry is not considering a wide enough pool of talent, even during a talent shortage. The lack of diversity in tech is a global problem. Closing the diversity gap is critical to meeting future talent needs and incorporating new perspectives that reflect our global customer base.

Therefore, at Dell Technologies, we view diversity and inclusion as business imperatives.

Looking beyond the "traditional" talent pool

We can't keep going back to the same sources of talent expecting different results; we must identify and develop formerly untapped pools of talent. And, career changes are commonplace in today's dynamic workplace, so we must help more people pivot their careers toward technology and support their re-skilling as they do so. For example, we're working with Northeastern University's Align program to help women and underrepresented minorities from non-IT fields earn master's degrees in computer science.

Partnering to ensure workforce preparedness

College and university students represent a great source of diverse talent. We're championing the next generation of women and underrepresented minorities to be part of our technology workforce. We're making sure students of all cultures and backgrounds are aware of STEM career opportunities, and have the necessary skill sets to pursue such positions. We're also investing in programs designed to include a broad spectrum of students, from undergraduates at minority-serving institutions (MSIs) and historically black colleges and universities (HBCUs) to non-STEM grads searching for new career paths.

MOONSHOT GOAL

50%

By 2030, 50% of our global workforce and 40% of our global people leaders will be women

Women represent about half of the world's population, a little more than 50% of the U.S. population, and they account for 85% of all consumer purchases. Still, women continue to be seriously underrepresented in the workforce. Employee diversity helps companies attract more diverse talent and helps them better connect with an increasingly diverse consumer base. Diversity of leadership increases innovation and ensures company decisions reflect a wide variety of perspectives. Additionally, it's good for business: McKinsey & Company research* shows that companies in the top quartile for gender diversity are 21% more likely to have industry-leading profitability compared with companies in the bottom quartile. For ethnic diversity, that number increases to 33%. Truly, a company committed to continuing innovation and growth must also be committed to inclusion and equity.

HOW WE GET THERE

Build & Attract
- Diversify to fulfill tech jobs
- Look beyond the "traditional" talent pool
- Partner to ensure workforce preparedness

Develop & Retain
- Empower to engage
- Support employee connections
- Strengthen through employee leadership, connection and growth

Scale
- Educate for equality in the workplace
- Partner to support diversity and inclusion
- Develop breakthrough diversity-related innovations

Why

Dell Technologies is dedicated to attracting and developing the very best people who identify as women, with the goal of achieving parity across our global operations. But while we often find women well represented in our corporate functions, such as marketing, legal, finance or human resources, we also want to seat them in technical positions and leadership roles, areas where they remain underrepresented across the tech industry.

Setting this relevant goal linked to accountability will help us achieve real change in this vital focus area and aid us in our ultimate goal — to ensure Dell Technologies is the employer of choice for all.

Where we are

Our workforce demographics as of January 2019 show that 30.4% of our employees identify as women — a year-over-year improvement of 1%. Women in technical positions decreased slightly by 0.4%, while women people leaders and those in nontechnical roles increased by 2.8%. Women in people leader roles are at 23.4%, a year-over-year improvement of 0.9%. While we are making progress, we want to do better.

Our initiatives support women at all career stages. Our STEM programs are designed to attract and create a pool of talented girls and women interested in pursuing careers in STEM. We recognize the importance of: "If you can see it, you can be it."

What's next

We're launching new STEM programs aimed at attracting and deepening a technology talent pool of women and minorities. In the U.K., women make up only 19% of computer studies graduates and only 13% of the STEM workforce. We created STEMAspire, an intensive 12-month mentoring program to keep more women university students on the path to STEM careers. STEMAspire has successfully served more than 118 students in Ireland and Scotland, has participants in France and is preparing to expand into other U.K. locations, as well as Morocco.

25%

By 2030, 25% of our U.S. workforce and 15% of our U.S. people leaders will be black/African American and Hispanic/Latino minorities

At Dell Technologies, we're expanding our global talent pipeline for underrepresented minorities and women, beginning with a robust talent-acquisition team that understands Gen Z is the most culturally diverse generation yet. Currently, our overall black/African American and Hispanic/Latino population in the U.S. is 12.6% with our black/African American and Hispanic/Latino people leaders population in the U.S. at 9.1%. We're partnering with select historically black colleges and universities (HBCUs) and minority-serving institutions (MSIs) in the U.S. through our Project Immersion initiative, to involve students in tech industry-relevant knowledge. With a specialized curriculum and access to technology, this program strengthens the skills students need to succeed in today's workforce, enhancing academic and career outcomes.

We develop and retain an empowered workforce

Diversity and inclusion empower creativity, which leads to stronger customer connections and a healthier bottom line. A Boston Consulting Group study found companies with more diverse management teams have 19% higher revenues due to innovation.

Empowering to engage

Organizations and teams with higher employee engagement perform at higher levels, according to a recent Gallup poll. Gallup measures engagement through actionable workplace elements with proven linkages to performance outcomes — opportunities for workers to do what they do best, opportunities to develop their job skills and having their opinions count, for example. By listening to team members' feedback through Tell Dell, our employee opinion survey — and other vehicles, we've been able to develop many global initiatives that meet employee needs.

Supporting employee connections

Empowered, engaged employees feel connected, like they're part of something bigger than themselves. Such connections come to life through activities and relationships that are meaningful to the individual. Dell Technologies offers mechanisms and opportunities for our employees to connect at a personal, as well as professional, level via internal groups.

Strengthening through employee leadership, connection and growth

Dell Technologies' Employee Resource Groups (ERGs) serve as both examples and building blocks for an accepting, authenticity-centered career culture. With 40,000 ERG members worldwide (based on July 2019 data) choosing to participate, our ERGs link them as more than coworkers; they connect via gender, ethnicity, identity or background, and together, they engage in development, networking and community activities, as well as mutual understanding and support.

90%

Each year through 2030, 90% of our employees will rate their job as meaningful∗

Employees want meaningful work. According to a Global Talent Trends Study conducted by Mercer in 2018 — the world's largest human resources consulting firm — 75% of employees who say they are engaged and fulfilled also say they work for a company with a strong sense of purpose — almost double the number of workers who don't feel they're thriving.

We use our annual Tell Dell employee opinion survey to offer a voluntary, confidential forum for employees to share their feedback about leadership and culture. In 2019, Tell Dell told us that: 95% of employee respondents appreciate their leaders consistently treating employees with respect; 93% are proud to work at Dell Technologies; 90% feel like part of a team; and 89% say they're satisfied with the company and their work.

We pride ourselves on having an open culture where all employees feel comfortable voicing their questions and concerns. This "speak-up" culture and its supporting infrastructure are essential to the success of our diversity and inclusion efforts, and to our company as a whole.

∗This goal's metric is based on the average rating employee respondents gave their leaders during our annual, internal and optional employee opinion survey of Dell Technologies employees, excluding VMware, Secureworks and Pivotal.

50%

By 2030, 50% of our employees will participate in employee resource groups to drive social impact

Dell Technologies' Employee Resource Groups (ERGs) bring their authentic selves, diverse perspectives and collective voices together to drive our business and social impact.

As of July 2019, we have 13 ERGs devoted to four focus areas — gender, ethnicity, identity and various backgrounds — with 380 chapters in more than 60 countries worldwide. According to our annual Tell Dell employee opinion survey in 2019, about 30% of our employees belonged to an ERG where they participated in the groups' professional development, networking and community involvement opportunities. ERG members who attended six or more events had a 31% higher employee-loyalty average — via the Employee Net Promoter Score® (eNPS) — than non-ERG members. A global measurement tool used by most large corporations, eNPS asks team members how likely they would be to recommend their company as a place to work. eNPS and ERG participation are questions we ask in our optional Tell Dell annual employee opinion survey.

During late 2018 and early 2019, we gathered over 500 global ERG leaders for our Regional ERG Summits. Participants used design thinking exercises to quickly prototype how ERGs could drive more impact for Dell Technologies. The top ideas are being implemented. We're continuing the success of bringing our ERGs together.

75%

Each year through 2030, 75% of our employees will believe their leader is inspiring*

Being a leader who inspires means bringing a broad spectrum of skills, such as strategic thinking, listening, decision-making, problem-solving and motivating others to bring their best. In our 2019 Tell Dell employee opinion survey, 88% of respondents rated their leaders as "inspiring."

We are creating programs that we expect will inspire our leaders of the future. As one example, our new Diversity Leadership Accelerator Program (DLAP) is a coaching and sponsorship program designed — in partnership with experts at Simmons University and Tenshey, Inc.— to help high-performing people who identify as women advance their careers at Dell Technologies. Representation of women in the workplace declines at each progressing career stage; by advancing female senior professionals and midlevel managers, DLAP will help us build a more diverse leadership pipeline.

This goal's metric is based on the average rating employee respondents gave their leaders during our annual, internal and optional employee opinion survey of Dell Technologies employees, excluding VMware, Secureworks and Pivotal.

We scale for maximum impact

In today's business environment, a spectrum of perspectives not only creates a collaborative culture, but also is proven to increase innovation and help fortify financial performance. Successful businesses understand that embracing diverse experiences enhances their insight into customer wants and needs.

Educating for equality in the workplace

Our leaders are at the forefront of how we achieve equality in the workplace. We're delivering engaging educational opportunities for our employees on various diversity topics, from identifying ways to mitigate unconscious biases to promoting a more collaborative and inclusive leadership style whenever such biases are found.

Partnering to support diversity and inclusion

At Dell Technologies, we aim to help audiences — both internal and external — appreciate and support the importance of inclusion in the workforce and beyond. By forging meaningful partnerships with customers and organizations that share our values, we're building stronger alliances and a community that recognizes, respects and welcomes these values.

Developing breakthrough diversity-related innovations

The lack of diversity in technology is a historical and industrywide problem requiring solutions beyond our own. But, as one of the world's largest technology companies, we're in prime position to lead the way and help change the narrative of tech and diversity.

95%

By 2030, 95% of our employees will participate in annual foundational learning on key topics such as unconscious bias, harassment, microaggression and privilege

Some of our most important work is our foundational learning to advance awareness and positive change internally. In 2014, Dell Technologies was the first IT company to participate in Men Advocating Real Change (MARC), a program created by the nonprofit Catalyst to develop male allies in the workplace. We've since adopted MARC and evolved the content to better meet the needs of our diverse and global workforce — renaming it Many Advocating Real Change. This interactive experience is foundational learning intended to help employees identify where unconscious bias exists and how to mitigate it using simply awareness and conversation.

By the end of July 2019, 95% of Dell Technologies executives and over 14,000 employees worldwide had participated in this uniquely immersive experience. By the end of 2021, most leaders and employees will have participated.

50%

Each year through 2030, 50% of the people empowered by our social and education initiatives will be girls, women or underrepresented groups

As a global technology provider and corporate citizen, we see firsthand how a lack of access to education and technology can prevent people from reaching their full potential. To align with our goals of increasing the number of women and underrepresented minorities within Dell Technologies' workforce, we want at least half of the participants in our social and education initiatives to be from those same groups, while also including people who are socioeconomically disadvantaged. In our work toward our previous 2020 goal — to apply our expertise and technology in underserved communities — we reached over 990,000 people in FY19; 45% of those reached in that year were girls and women.

With this new 2030 goal, we want to extend our reach and increase access to help provide people of all backgrounds with the information and skills they need to compete in today's global workforce. For example, we are partnering with select companies to form a new Women in Technology Consortium, committed to developing scalable solutions that can foster more girls and women to thrive in tech.

TRANSFORMING LIVES

We create technology to tackle global problems that impact millions of people

Even a cursory review of the global issues identified by the U.N. highlights that wide-ranging societal challenges cross boundaries and can't be resolved by any one group acting alone. Nor can these issues and those identified by the SDGs be put off or left for future generations to solve. In fact, the U.N.'s 2018 report on the Sustainable Development Goals indicates many of the 2030 goals are off-track, threatening to leave millions behind.

Technology offers hope. A study by the Global e-Sustainability Initiative showed achieving the SDGs is closely tied to technology, and we believe our scale, support and the innovative application of our portfolio collectively play an important role in making progress real.

Technology as our greatest driving force

We believe the power of technology can help solve the world's most serious social problems. At a visionary level — beyond our work with nonprofits to further positive impacts in their local communities — we're exploring partnerships with organizations that will glean the greatest benefit from our innovation and global reach. Additionally, we're working with our customers and partners to develop further advancements in industries that can help reach the most people in need.

Fueling innovations in health care

Access to health care, for example, is a major global concern. In India alone, almost two-thirds of the 1.3 billion citizens live in rural, difficult-to-access areas. Together with India's Ministry of Health and Family Welfare and our partner Tata Trusts, we developed Digital LifeCare, which uses our technology to deliver preventive health screenings of noncommunicable diseases at nation-level scale. LifeCare includes interactive modules to lead health care workers through the steps of an individual's visit and screening, including alerts and reminders for patient monitoring. The LifeCare platform also includes web apps for doctors with built-in protocols to standardize quality of care and near real-time dashboards for health officials for performance monitoring and better data-based decision-making. All patient data is synced and stored in the government cloud to track health patterns nationwide and help inform public health policy.

Infinite opportunities for technology-based solutions

Digital LifeCare is just one illustration of how the public and private sectors are collaborating to use the power of technology to create a future capable of fully realizing human potential. From health care to education to improving economic opportunity, there are limitless possibilities for leveraging technology to solve complex social challenges.
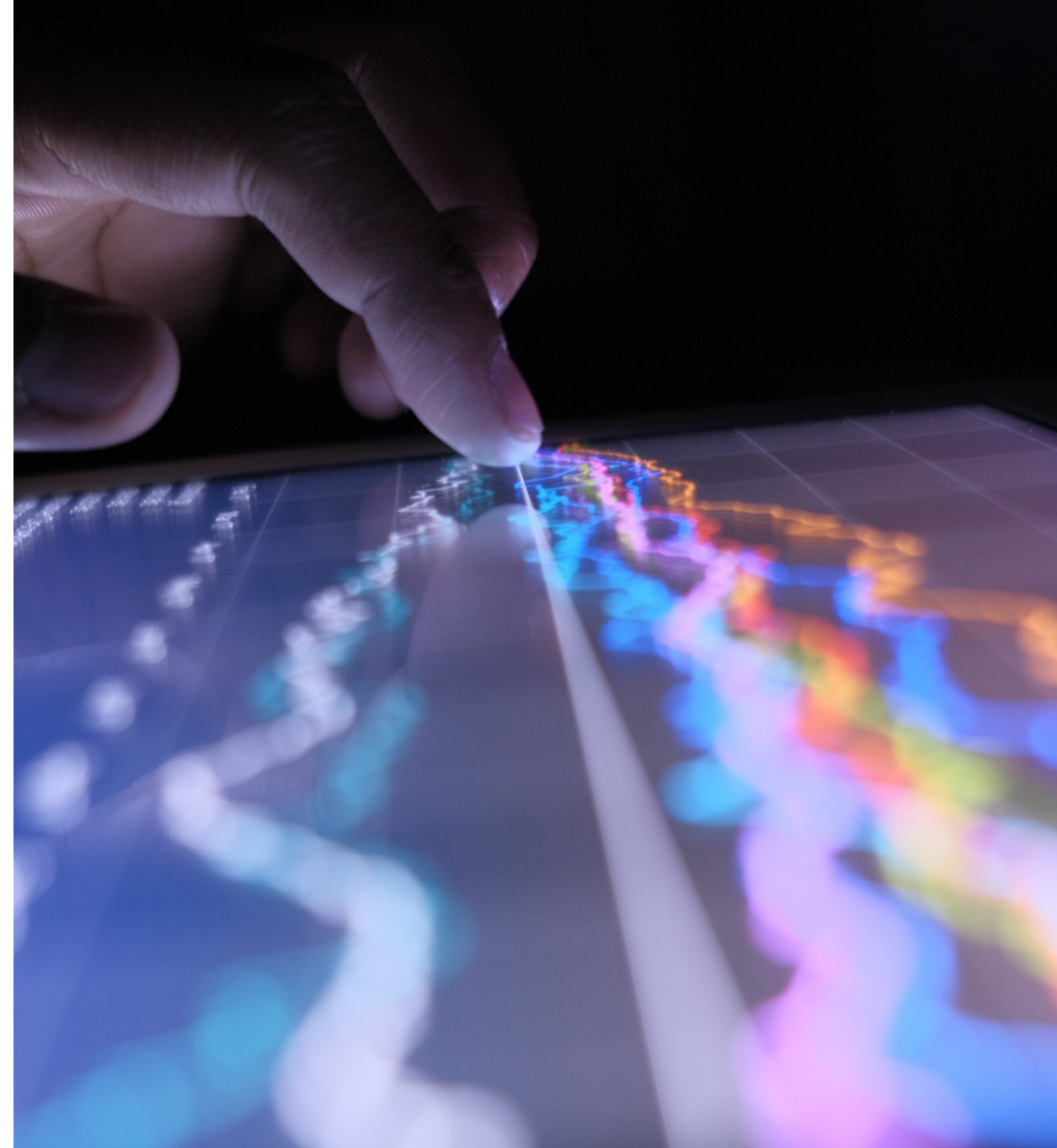
MOONSHOT GOAL

1B

With our technology and scale, we will advance health, education and economic opportunity initiatives to deliver enduring results for 1 billion people by 2030

In today's digital economy, access to technology is more essential than ever to addressing the world's most pressing societal challenges. As a global tech leader, Dell Technologies will play a key role in solving the world's challenges — a responsibility we embrace wholeheartedly.

Why

We are technology optimists. We believe technology does and will dramatically improve lives, but it's up to us to ensure it reflects our humanity and values. The next few decades will offer exponential progress, but everyone must be included in this digital era. If we don't act on a global scale, then we will miss the opportunity to apply technology in the most meaningful ways — providing individualized health care, giving access to STEM-related education, and helping people build their skills, careers and businesses.

Where we are

With technology skills in urgent demand around the globe, Dell Technologies brings STEM education to underserved children worldwide through a broad array of programs. We have helped 16 million people, directly and indirectly, through our Youth Learning initiatives, and are well on our way to reaching millions more through strategic partnerships. Working with the Ethiopian Ministry for Education, for example, we're equipping over 1,000 schools with more than 24,000 Dell computers, while our nonprofit parner Camara Education offers information and communications technology training for school leaders and teachers. Together, we will provide the power of technology to over a million students who lack tech access at school and at home.

What's next

To achieve our 2030 vision, we're evolving our social impact execution strategy. For example, we're moving from traditional philanthropy to a collaborative model — addressing systemic, global challenges by joining forces with customers and other companies on targeted, region-specific goals. This effort is currently focused on increasing the reach and effectiveness of STEM education for underrepresented U.S. high schoolers, and will expand internationally, focusing on other regional challenges.

Connecting with partners
to combine our strengths

Advancing health care
through the power of data

OUR FOCUS AREAS FOR **TRANSFORMING LIVES**

Enabling STEM learning
with greater digital access

Expanding horizons
with equality of opportunities

We bring more people into the digital economy

The United Nations' Sustainable Development Goals (SDGs) represent the most ambitious global agenda ever formalized for the social, economic and environmental improvement of the world. Realizing the SDGs by 2030 would have a profoundly positive impact: no poverty, no hunger, gender equality, economic growth decoupled from environmental resource degradation and more — while ensuring no one is left behind.

There is strong evidence a positive relationship exists between access to technology and achievement of the SDGs. The future belongs to those who can leverage technology to solve problems and drive human progress. That's why we view access to technology not as a luxury, but as a necessity.

Facilitating growth through digital access

As a global technology provider and corporate citizen, we see firsthand how access and inclusion allow people everywhere to become part of the digital era. Through technical literacy, people can benefit from remarkable resources for health care, education and economic growth. According to research conducted by Dell Technologies and Vanson Bourne of 3,800 business leaders worldwide, 85% of respondents believe the jobs of 2030 don't yet exist. Further, 56% of leaders feel students must be taught how to learn, rather than what to learn, to succeed in the workforce of the future. Digital access will help power these shifts and support a better future for us all.

Opening up education for all

STEM skills are unquestionably crucial for future generations of workers. We have a longstanding, multimillion-dollar global commitment to providing underserved youth with high-quality STEM education and better access to technology. Dell Accessible Learning (DAL) is a platform that enables students — including those with disabilities — to learn in-demand skills such as computer programming, app development, customer service and entrepreneurship. Dell Technologies' Distance Education Laboratory for People with Disabilities in Fortaleza, Brazil, created DAL in partnership with the State University of Ceará.

Empowering future generations

The economy of 2030 will be built on the technical innovation of today — and technical advances can digitally infuse equality in hiring. CEO Michael Dell was a driving force in advocating the U.N.'s #8 Sustainable Development Goal, which calls for sustainable economic growth and decent work for all. We believe entrepreneurs are the lifeblood of the global economy — creating jobs, spurring innovation and growing the economy. Our programs provide access to technology, promote skill development for employment, and entrepreneurship-based projects for innovation.

50%

Each year through 2030, 50% of the people empowered by our social and education initiatives will be girls, women or underrepresented groups

As a global technology provider and corporate citizen, we see firsthand how a lack of access to education and technology can prevent people from reaching their full potential. To align with our goals of increasing the number of women and underrepresented minorities within Dell Technologies' workforce, we want at least half of the participants in our social and education initiatives to be from those same groups, while also including people who are socioeconomically disadvantaged. In our work toward our previous 2020 goal — to apply our expertise and technology in underserved communities — we reached over 990,000 people in FY19; 45% of those reached in that year were girls and women.

With this new 2030 goal, we want to extend our reach and increase access to help provide people of all backgrounds with the information and skills they need. As a part of this goal, we will continue developing and scaling up new STEM programs aimed at attracting and deepening a technology talent pool of women and minorities.

We partner to address society's most pressing challenges

Millions of nonprofit organizations around the world create transformative change in their communities every day. Their adoption and successful application of technology, however, is limited. As we move toward 2030, nonprofits of all kinds will need to undergo the same digital transformations as businesses if they are to survive and thrive. They will need to turn their own data into insights and actions, transform their workforce and volunteers via new tools and skills, and scale their success across the issues they take on.

Supporting the evolution of nonprofit organizations

The power of digital transformation can have a substantial, positive impact on the nonprofit sector. By using technology to increase efficiency of operations, drive data analytics, and ensure the right portfolio of technology solutions to meet their current and growth strategies, we can support these organizations in achieving their unique social missions.

Facilitating digital transformation from the ground up

That's why Dell Technologies is expanding our Tech Pro Bono program, which was inspired by VMware's Good Gigs program. These programs offer employees the opportunity to contribute their professional expertise to organizations doing good around the world. Program participants work with nonprofit partners to determine together which of our technology solutions will best help them do their valuable work. Simultaneously, participants also learn and grow through this immersive experience, making it a win-win-win initiative and demonstrating the power of pro bono efforts to help nonprofits transform the world.

Amplifying the impact of nonprofits around the world

As a partner to the nonprofit organizations we work with, we are positioned to both facilitate their adoption of technology and further magnify their efforts by applying our skills and scale. Together, we will help bring innovative, successful solutions to the global stage, creating widespread impact and changing the world for the better.

As an example, Dell is helping lead the way to personalized health care through our partnership with the Translational Genomics Research Institute (TGen) to fight rare pediatric cancers. We continue to evolve the Dell Genomic Data Analysis Platform, which uses high-performance computing to analyze patients' sequenced genomes — enabling researchers and physicians worldwide to share data and gain new perspectives, and benefitting young patients through precision medical treatments, which can translate to better health outcomes.

1K

By 2030, we will use our expertise and technology to help 1,000 nonprofit partners digitally transform to better serve their communities

Nonprofit groups are among the most powerful forces for good in the world, and we want to help them maximize their potential. So, we apply our technology and expertise to help nonprofits transform their IT environments, letting them focus on what they do best. Modeled on VMware's successful Good Gigs program, our Tech Pro Bono initiatives mobilize Dell Technologies employees to help nonprofits identify issues and determine the right technology solutions for them. This allows these valuable organizations to use technology to drive their missions even further, amplifying their positive impact on society.

75%

Each year through 2030, 75% of our employees will participate in giving or volunteerism in their communities

We're passionate about helping our communities. Dell contributes to approximately 60 nonprofit organizations in over a dozen countries through our funds, technology and expertise. Employees contribute their donations, talent and time to their favorite causes.

Dell Technologies employees who volunteer consistently score higher on all measures of job satisfaction (in our annual employee survey) than those who don't, so we make it easy for employees to give back. In FY19, employees volunteered 890,000 hours, our highest annual total ever. We reward employees for their community service, and we match employee financial donations. In FY19, over $2.5 million in volunteer rewards and $20.2 million in employee and matched giving was distributed to nonprofits. We are amplifying our impact by scaling our skill-based volunteerism program, matching emerging leaders with nonprofits on transformative projects.

UPHOLDING ETHICS & PRIVACY

We continue our enduring commitment to transparency

We will continue our enduring commitment to transparency so that our customers can easily access, delete and make changes to their personal data when necessary.

Building confidence through appropriate privacy governance and risk management

A robust global privacy program, instilled in all our business functions and each of our employees, cultivates the confidence that personal data, regardless of where it comes from, will be managed appropriately.

Inspiration through recognition and awards

Our ethics and compliance programs are a source of pride and inspiration within the company. We continue to receive external recognition and attention from our customers, partners and peer companies. Most notably, Dell is a 2019 World's Most Ethical Companies® honoree and received this esteemed recognition for six years running.

MOONSHOT GOAL

By 2030, we will fully automate our data control processes, making it easier for our customers to control their personal data

Good business practices around ethical use of personal data must consider, first and foremost, the human impact of personal information collection and use. As new consumer privacy laws are being enacted worldwide, they must go hand-in-hand with business commitment to put customers in the driver's seat with respect to their personal data. It's all about trust — and building trust is exactly how businesses earn and keep customers.

Why

We believe privacy is a fundamental human right, and transparency in how Dell Technologies is processing our customers' personal data continues to be a paramount focus. As a global company, we comply with privacy laws all over the world, help shape these laws and stay ahead of them with our customers' right to privacy in mind.

For example, our Global Privacy Program uses the comprehensive RSA Archer Privacy tool to help identify, assess and appropriately manage our privacy risk.

Where we are

As we continue to enhance our Global Privacy Program, we're fully committed to transparency in how we use, collect, share and transfer our customers' personal data.

This pledge sets a solid foundation for evolving technologies as we strive toward automated technologies that will give our customers greater ease in accessing or deleting their personal data, and to assert upfront preferences for the collection and sharing of their personal data.

What's next

We will publish an enhanced privacy statement that features our commitment to leverage leading-edge technology for greater transparency and customer-preference management. We will continue to invest in our advanced privacy governance and risk-management technology. And we will continue to select, evaluate and do business with third parties who share our level of dedication to privacy.

HOW WE GET THERE

Publish an enhanced privacy statement

Leverage leading-edge technology for greater transparency and customer-preference management

Invest in our advanced privacy governance and risk-management technology

Do business with third parties who share our level of dedication to privacy

We ignite and inspire passion for integrity in all our employees

We believe in fostering a culture of integrity at all levels of the organization. The key to our success is that our value of integrity lives in the hearts and minds of our team members. Our employees represent Dell Technologies' integrity in action. We cultivate our employees' desire to do the right thing and our business leaders' dedication to a culture of integrity by providing the support, tools and training that transform values into everyday actions.

Leveraging innovation to succeed with distinction

We leverage technology and deploy state-of-the-art tools to assist our employees in applying the principles of integrity and compliance as part of everyday business transactions, activities and decisions. For example, our newly released, HTML-based and interactive Dell Technologies Code of Conduct, allows employees to seamlessly navigate and digest management expectations in real time. We also developed The Courage Project, one of several game-based modules where employees apply newly learned concepts in an interactive online environment.

Trailblazing the information technology industry

Externally, we strive to be a leader in this space. We are active, and often, founding members of nonprofits and advisory organizations aimed at influencing corporate transparency and integrity. Our subject matter experts are frequent speakers at industry events, and we work within these organizations to collaborate with other like-minded companies and advance ethical practices around the world.

Supporting our business leaders as leaders in integrity

Our team members look to their leaders in the areas of sales, marketing, engineering, finance and other functions to model ethical behavior. Leaders must both uphold our high ethical standards themselves and ensure that their team members do as well. Behavior that falls short of the law or our high ethical standards will never be tolerated, and our leaders will take swift action to ensure compliance. Our leaders walk the walk when it comes to ethics and integrity. They run business-led ethics committees and controls councils, regularly engage their teams in ethics discussions in team meetings and at high-profile business events and patriciate in external groups designed to spread ethical business practices. Employees' perception of leader commitment to a culture of integrity is measured by our annual employee opinion survey and our biannual ethics and compliance survey.

100%

By 2030, 100% of our employees will demonstrate their commitment to our values criteria

As technology continues to play an increasingly important role in people's lives, business integrity and compliance with applicable laws must be translated into everyday business practices — and for a global technology company, that begins with our employees.

Dell Technologies cares as much about how we do business as the business we do. Moving forward, we will continue to achieve a 100% completion rate for annual employee compliance training, and to conduct, analyze and use our culture survey to shape future initiatives. Most importantly, we will live up to our name as a leading provider of technology by seeking, investing in and enabling digital tools aimed at proactively driving a culture of compliance and integrity.

We drive a high standard of responsibility in our partner ecosystem

We hold our partners and other third parties to the same high standards we set for ourselves.

Giving our partners a boost

Doing business with Dell Technologies benefits our partners not only by improving their bottom line, but also by helping them become more competitive in the marketplace.

Our Vision for 2030 includes global initiatives in which Dell Technologies — working with industry experts — will provide our partners digital tools to assess and improve their own programs in order to meet Dell Technologies' expectations and evolving industry requirements.

Continuously watching to catch concerns early

We will also leverage digital tools and business intelligence to continuously evaluate our partners, and ensure we're flagging areas for inquiry in a more proactive and timely manner.

100[%]

By 2030, 100% of the direct partners we do business with will demonstrate their commitment to our values

Our key strategic partners are an extension of our business and, therefore, our reputation. It's essential our partners operate lawfully, ethically and in line with our expectations as outlined in the Dell Technologies Partner Code of Conduct.

To further support our partners' operational integrity, we will continue to enhance and drive adoption of a technology-enabled platform designed to allow our key partners to assess their adherence to Dell Technologies' expectations as well as best practice industry standards. When necessary, we will then team up with industry leaders who will help our partners build focused improvement plans, design and deploy policies and other program elements necessary to address gaps, and adopt practices for continued improvement. We will also build data analytics and monitoring programs with the goal of proactively identifying potential issues prior to red flags or audits.

Progress Made Real — Our Social Impact Plan for 2030 outlines our road map of how we will drive progress for humankind and the planet on the way to 2030.

With this plan, we continue our longstanding commitment to transparent reporting for our social impact initiatives.

Visit DellTechnologies.com/ProgressMadeReal for more information.