



How we developed our most ambitious Cultivating Inclusion 2030 goals

At Dell Technologies, fostering diversity and inclusion among the workforce and serving highly diverse communities and markets have been part of the business imperative for many years. Dell has participated in the National Minority Supplier Development Council since 2000, and Michael Dell chairs the company's Global Diversity Council.

Building a diverse global workforce remains business-critical for the company, especially since research shows that the technology industry will see a global talent shortage of 4.3 million people by 2030.¹ In addition to its global moonshot goal, the Cultivating Inclusion initiative of Progress Made Real has a complementary 2030 aim that 25 percent of Dell's U.S. workforce and 15 percent of people leaders will be self-identified Black and Hispanic/Latino minorities.

Moonshot goals:

By 2030, 50% of our global workforce and 40% of our global people leaders will be those who identify as women.

1. See <https://www.techrepublic.com/article/dell-tech-summit-want-to-help-the-environment-start-with-your-company-culture/>.

The right evidence to motivate people

“If I were to describe my job, it is to create strategies and tactics that ultimately will result in Dell Technologies being an employer of choice for all,” says chief diversity and inclusion officer, Brian K. Reaves .

Reaves, who is in his third year of leading Dell Technologies’ diversity and inclusion (D&I) programs, emphasizes the importance of meaningful metrics and benchmarks in tracking the success of diversity programs. “I believe that what gets measured, gets done,” he says. “And that’s also in the DNA of this company.”

In researching the business case for diversity and inclusion, McKinsey recently reported that companies in the top quartile for diversity outperform those in the fourth quartile by 36 percent in profitability.² The most gender-diverse companies outperform the least gender-diverse organizations by 48 percent.



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Chief Diversity and Inclusion Officer

Reaves isn’t focused on the people who don’t support diversity or those who are already active allies. He and his team aim to use data to help the people who know that diversity and inclusion are important but are looking for guidance about how to take action.

“We need to educate what I call ‘the frozen middle,’ the people who lean toward inclusion but just don’t know what to do about it. Given the right education, they will participate. Achieving that will be key to reaching our moonshot goals,” Reaves says.

Fostering diversity across workforce and talent management

Dell Technologies had already realized great D&I momentum and progress when it was time to make the 2030 moonshot goal. That didn’t stop Reaves.

“Without audacious moonshot goals, there would be a great chance that we might not maintain our trajectory,” he says. “They are clearly rooted in realistic possibilities and activities, but we also have to accelerate our efforts.”

Working toward the moonshot goals and several other objectives involves more than simply achieving the numbers for a diverse workforce or leadership team. The Cultivating Inclusion initiative also encompasses talent identification, recruiting and hiring, onboarding, talent development, and succession plans.

“We need to make sure people stay at Dell and that they have ample opportunities for advancement, Reaves explains. “Currently, we are in the process of deconstructing every point of that entire continuum to figure out how to invite and retain the best talent.”

An ambitious goal of the diversity and inclusion initiative aims to have 90 percent of the company’s employees rate their jobs as meaningful—every year, not just by 2030. Dell Technologies also measures employees’ Net Promoter Scores (NPS) to assess how people feel about the organization.

Education for a culture of diversity

Creating awareness and training Dell Technologies team members is a foundational component of Cultivating Inclusion. Microaggression and intersectionality are two current focus areas for learning. By 2030, the goal is that 95 percent of the company’s employees will participate in annual learning on topics like microaggression, privilege, unconscious bias and harassment.

So far, 93 percent of Dell Technologies’ people leaders have participated in our Many Advocating Real Change (MARC) sessions, which deliver experiential learning to inspire individuals to become advocates for equity. “MARC is excellent, because it is immersive and not exclusively compliance-based,” Reaves says. “MARC encourages deep engagement.”

2. See <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>



How employees drive D&I progress

Dell Technologies employees can support Cultivating Inclusion through formal, organized channels and individually. Many team members participate in employee resource groups (ERGs) like the Black Networking Alliance, Women in Action, the Latino Connection, GenNext and TrueAbility.

Dell's ERGs are an essential component in realizing the goals of Cultivating Inclusion between now and 2030. One of the Cultivating Inclusion goals aims for 50 percent employee ERG participation by 2030.

These networks contribute to a heightened sense of professional belonging and reinforce the importance of understanding intersectionality and keeping diversity alive. The NPS of employees participating in ERGs tends to be roughly 19 percent higher than that reported by people who do not join one of the groups.

In addition to ERGs, many employees volunteer and donate to programs that make the biggest difference in the most critical issues we face today – like racial injustice. The social impact team has identified causes with a proven track record of measurable change. These include 100 Black Men of America, the NAACP Legal Defense Fund, Black Lives Matter, the National Urban League and Amnesty International.



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Building on innovation experience

As with Dell Technologies' other social impact initiatives, the account executives and sales teams working with customers and prospects are in an influential position when it comes to communicating the company's goals for diversity and inclusion. The D&I team has prepared playbooks to help them address the concerns they are most likely to hear, so they can be empowered to have meaningful conversations.

Reaves is realistically confident that Dell Technologies can accomplish its moonshot and surrounding goals for D&I, and that other organizations can have their own D&I breakthroughs. He says, “You have to lean into the unknown, like we do every day when we innovate. The diverse, high-caliber talented people are out there. You just need to create a path to reach and empower them.”

Taking the next steps together

We have shared the back-story on why and how we developed Progress Made Real because we feel collaboration is key to supporting our customers, communities, industry peers and stakeholders in their own social impact journeys. By offering a view into the thinking and planning of our plan, we're inviting conversation on how social impact planning can help plot the right steps forward for our societies and the environment. So many of our customers and partners create innovative solutions, have exceptional talent, and already make the world a better place by addressing the problems we face. We would encourage you to contact your sales representatives about how together we can make a positive social impact.



Contact the Progress Made Real Team at SocialImpact@Dell.com



Learn more about Dell Technologies' social impact activities and outcomes.



See updates on our progress toward moonshots and other goals.



Download the Progress Made Real Plan.