# We value diversity of thought and experience
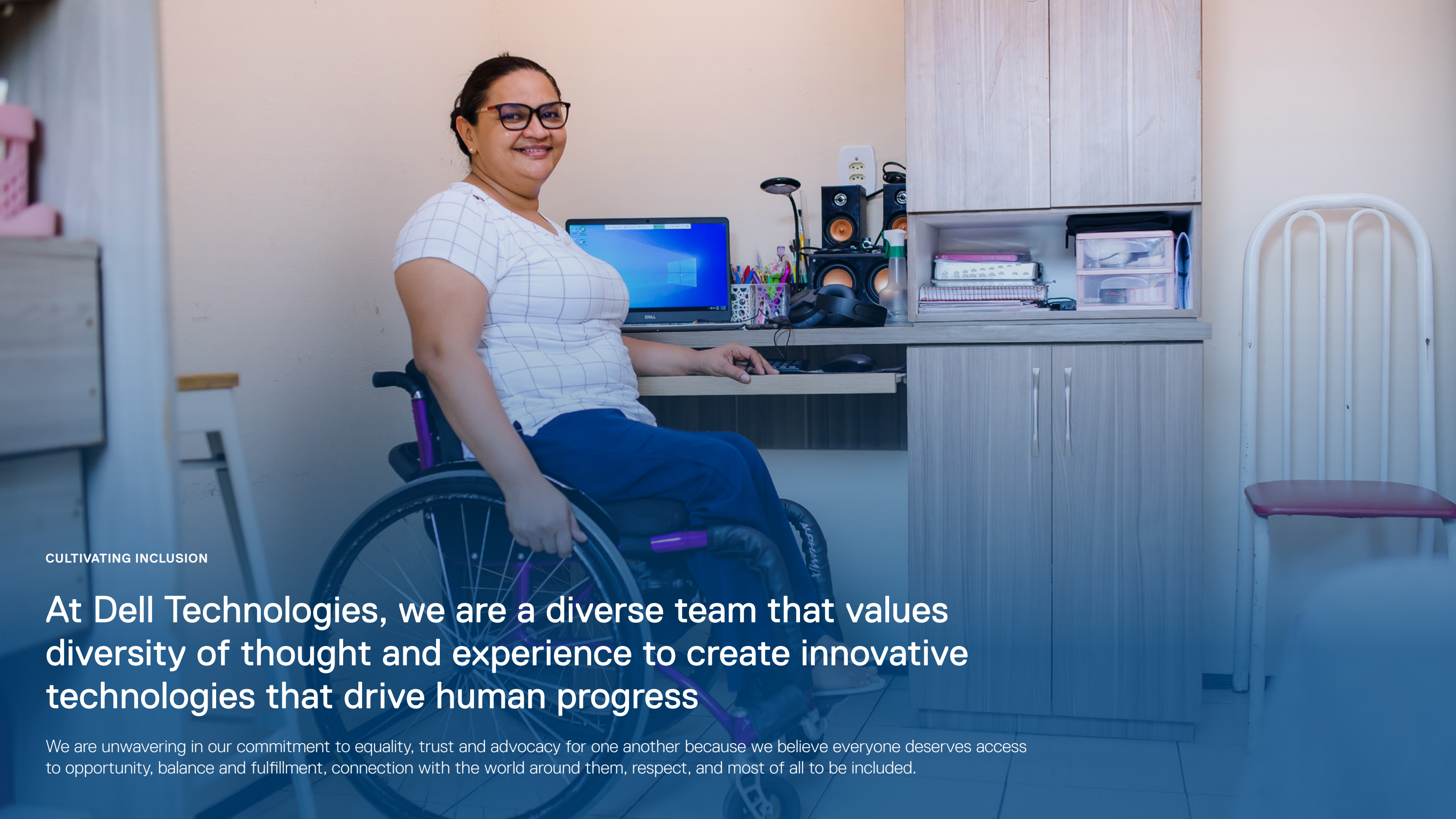
Cultivating Inclusion

**DELL**Technologies

# At Dell Technologies, we are a diverse team that values diversity of thought and experience to create innovative technologies that drive human progress

We are unwavering in our commitment to equality, trust and advocacy for one another because we believe everyone deserves access to opportunity, balance and fulfillment, connection with the world around them, respect, and most of all to be included.

# Introduction

# Goals Dashboard

# Cultivating Inclusion

# By the Numbers

# Appendix

# Letter From Vanice Hayes

Just over a year ago, I started my role as Dell Technologies chief culture, diversity and inclusion officer and began focusing on listening, learning and continuing to accelerate our inclusive culture. As I reflect on this time, I'm pleased to share we've made solid progress. We leaned into inclusive conversations with our people across the globe. We fine-tuned and expanded programs with proven records of success. We piloted new solutions for challenges as they surfaced. We reimagined processes, such as hiring, onboarding and career development for our new ways of working, incorporating inclusion with every step. We focused on living who we are — a diverse company with unique perspectives.

**Driving an inclusive culture:** Inclusive, diverse and accessible companies benefit from multiple viewpoints, expanded insights and improved adaptability. These qualities enable greater innovation, productivity and job satisfaction. We aim to drive a culture that embraces the uniqueness of our people and empowers them to rise to their full potential — where they can be their authentic self and do their best work. No matter who they are, what they look like or what their background is.

**Building an empowered workforce:** Our moonshot goal is focused on increasing representation of those who identify as women. To help support this, we've created the Career ReStart Returnship Program to help those with a break in their career transition back to the workforce. We're also providing benefits, including caregiving, childcare, tutoring and learning solutions.

We're also focusing on underrepresented Black/African American and Hispanic/Latino groups in the U.S. We've expanded our partnerships with historically Black colleges and universities and minority-serving institutions to foster relationships and help students build technology skills. We're always seeking new and innovative ways to broaden our talent pools.

We empower our workforce through ongoing education on topics related to inclusion. Continuous learning inspires ongoing conversations and growth to help drive trust and belonging.

**Supporting new ways of working:** To us, work is an outcome, not a place or time. We strive to provide our people with the flexibility they need to fulfill the demands of work and life. We've been on this flexible work journey for more than a decade, so we know how to keep our team

members feeling supported as we continue to deliver for our customers.

Our team members also have an opportunity to build community and connection through our Employee Resource Groups (ERGs). These global communities represent various dimensions of diversity and commitment to our shared planet.

While I'm proud of our accomplishments, I recognize this is only a step in our ongoing journey. In the years ahead, we'll continue to drive innovative thinking at every level, bringing new perspectives and experiences, and showing our team members of all backgrounds they can contribute and succeed at Dell.

*Vanice Hayes*

**Vanice Hayes**
Chief Culture, Diversity and Inclusion Officer
Dell Technologies

# Recognition

Dell Technologies' efforts in advancing diversity, equity and inclusion have been recognized in several areas. The following awards represent our commitment to cultivating inclusion and highlight areas of excellence and areas where we will continue to enhance our performance. Explore more of our awards and recognition.



**2022 WORLD'S MOST ETHICAL COMPANIES®**

## Score: 10-Time honoree

Recognized in 2022 as one of the World's Most Ethical Companies® by the Ethisphere® Institute for the 10th time, affirming Dell's robust programs and commitment to integrity.



**2021 BEST PLACES TO WORK**

## Score: 100%

The DEI serves as a benchmark that helps companies build a road map of measurable, tangible actions they can take to achieve disability inclusion and equality.



**TOP 50 COMPANIES READERS' CHOICE**

## Score: #18

Named as an employer that readers of Careers & the disABLED magazine believe provide a progressive environment for people with disabilities, or for whom they would most like to work.



**AMERICA'S MOST LOVED WORKPLACES**

## Score: 2nd out of 100 companies

This list recognizes companies that prioritize their employees as noted through employee surveys and analysis of employee benefits. Dell is committed to doing right by all of our stakeholders, including our team members.



**CORPORATE EQUALITY INDEX**

## Score: Perfect score 100 points

This was our 18th consecutive year to receive a perfect score on this index, which recognizes the Best Places to Work for LGBTQIA+ equality. This index is the national benchmark for LGBTQIA+-related corporate policies and practices.



**AMERICA'S BEST EMPLOYERS FOR DIVERSITY 2021**

## Score: #88

Recognized as a company dedicated to diversity, equity and inclusion, including executive representation and proactive initiatives.

# Goals Dashboard

Our Goals Dashboard focuses on year-over-year goal progress as compared to our baseline data for our 2030 goals. We provide our goal methodologies at the back of this section.

Baselines for all of our goals reflect progress already achieved or establish a point by which to measure our progress as of February 2020, unless otherwise stated.

The metrics and information presented throughout our ESG reports and plans address outcomes we are working to achieve for Dell Technologies ("Dell," "we" or "our"). Data for RSA, Secureworks, Boomi, Virtustream and Dell Financial Services is included where relevant. Data for RSA is included only until the date of the divestiture, Sept. 1, 2020. Data for Boomi is included only until the date of the divestiture, Oct. 1, 2021. Data for VMware is excluded for all periods presented within this report. Dell completed its spin-off of VMware on Nov. 1, 2021.

# Cultivating Inclusion Goals

| Goal | Unit of Measure | FY20 | FY21 | FY22 | About Our Performance in FY22 |
|---|---|---|---|---|---|
| **MOONSHOT GOAL** | | | | | |
| **By 2030, 50% of our global workforce and 40% of our global people leaders will be those who identify as women** | | | | | |
| By 2030, 50% of our global workforce will be those who identify as women | Percentage of global workforce who identify as women | 31.1% | 31.8% | 33.9% | In FY22, 33.9% of our global workforce identified as women. This represents an annual addition of 2.1 percentage points toward our goal. We attribute this progress toward our goal to continued focus on our 2030 Cultivating Inclusion goals by Dell Technologies' leadership and team members, as well as inclusive culture practices in hiring, developing and retaining talent. |
| By 2030, 40% of our global people leaders will be those who identify as women | Percentage of people leaders in global workforce who identify as women | 24.4% | 25.8% | 28.2% | In FY22, 28.2% of our people leaders identified as women. This represents an annual addition of 2.4 percentage points toward our goal. We attribute this progress to our continued focus on our 2030 Cultivating Inclusion goals by Dell Technologies' leadership and team members, as well as inclusive culture practices in hiring, developing and retaining talent. |
| **By 2030, 25% of our U.S. workforce and 15% of our U.S. people leaders will be those who identify as Black/African American or Hispanic/Latino** | | | | | |
| By 2030, 25% of our U.S. workforce will be those who identify as Black/African American or Hispanic/Latino | Percentage of U.S. workforce who identify as Black/African American or Hispanic/Latino | 13.3% | 14.2% | 15.4% | In FY22, 15.4% of our U.S. workforce identified as Black/African American or Hispanic/Latino. This represents an annual addition of 1.2 percentage points toward our goal. We attribute this progress to our continued focus on our 2030 Cultivating Inclusion goals by Dell Technologies' leadership and team members, as well as university relations strategy and alignment to historically Black colleges and universities, minority–serving institutions, Hispanic–serving institutions, and expansion to community colleges. |
| By 2030, 15% of our U.S. people leaders will be those who identify as Black/African American or Hispanic/Latino | Percentage of people leaders in the U.S. workforce who identify as Black/African American or Hispanic/Latino | 9.9% | 11.4% | 12.2% | In FY22, 12.2% of our U.S. people leaders identified as Black/African American or Hispanic/Latino. This represents an annual addition of 0.8 percentage points toward our goal. We attribute this progress to our continued focus on our 2030 Cultivating Inclusion goals by Dell Technologies' leadership and team members, as well as inclusive culture practices in hiring, developing and retaining talent. |

# Cultivating Inclusion Goals

| Goal | Unit of Measure | FY20 | FY21 | FY22 | About Our Performance in FY22 |
|------|-----------------|------|------|------|-------------------------------|
| Each year through 2030, 90% of our employees will rate their job as meaningful | Percentage of employees who rate their job as meaningful | 93% | 91% | 88% | In FY22, 88% of our employees rated their job as meaningful (measured in FY23). This represents a 3-percentage point decrease compared to our FY21 performance. This could be partly attributed to our shift to measure employees' sense of personal accomplishment in their work, as we've seen this is a primary driver of energy and engagement. Other data from our annual engagement survey indicates employees believe in our overall purpose – 88% of employees said Dell Technologies is contributing to the world and driving human progress more than other companies, and 92% saw a clear link between their work and Dell Technologies' objectives.[1] |
| By 2030, 50% of our employees will participate in Employee Resource Groups (ERGs) to drive social impact | Percentage of employees participating in ERGs | 33% | 44% | 47% | In FY22, 47% of employees participated in one or more ERG. This represents an annual addition of 3.0 percentage points toward our goal. We attribute this progress to our continued focus on our 2030 Cultivating Inclusion goals by Dell Technologies' leadership and team members, as well as extensive ERG efforts connecting and engaging team members during the pandemic, the expansion of ERGs into new regions, and cross-ERG collaborations on key events and initiatives. |
| Each year through 2030, 75% of our employees will believe their leader is inspiring | Percentage of employees who believe their leader is inspiring | 83% | 83% | 87% | In FY22, 87% of our employees believed their leader was inspiring (measured in FY23). This represents a 4-percentage point increase compared to our FY21 performance. Through a challenging past few years, our leaders still consistently inspire their team members. In our annual engagement survey, two of our highest scoring questions were about our leaders – 93% of employees believed their leader has the skills, knowledge and experience to lead their team into the future, and 93% of employees said their leader cared about their well-being, both personally and professionally.[2] |
| By 2030, 95% of our employees will participate in annual foundational learning on key topics, such as unconscious bias, harassment, microaggression and privilege | Percentage of employees participating in annual foundational learning | 15% | 33% | 99% | In FY22, 99.6% of our employees participated in annual foundational learning on topics related to inclusion. The 66.6 percentage point increase allowed us to surpass our goal of 95%. We attribute this increase to our launch of an innovative, new e-learning experience titled Be the Change, available to all employees in various languages. Transitioning to a shorter, self-paced learning model enabled us to broadly scale our foundational learning program across the company. In addition, we provided leader resources to drive more inclusive conversations between leaders and team members. |

# At the core of everything we do

Our Cultivating Inclusion goals align to these focus areas:









## Representation

Dell believes in the importance of attracting and retaining a diverse workforce that reflects the customers and communities we serve. From recruiting and educational programs focused on reaching underrepresented groups, to innovative hiring programs and partnerships, we are committed to broadening our reach to ensure we engage talent where they are learning, growing and thriving.

## Building community

Being part of a community can give a sense of belonging and enhance our well-being. The connections we foster with team members help drive engagement and collaboration. We are creating connections that reach around
the globe through our Employee Resource Groups (ERGs), our Culture, Diversity & Inclusion (CD&I) Champions and other team member advocacy groups.

## Foundational learning

Dell is committed to cultivating an inclusive work environment. We provide all our team members with foundational learning on inclusive principles and practices annually. We also
provide opportunities, tools and resources to encourage inclusive conversations for team members and leaders.

## Meaningful work & inspiring leaders

We believe everyone should have access to and play a role in helping create an inclusive work environment. Through our People Philosophy and Culture Code, we are creating a culture where our people feel empowered to achieve, a sense of balance, connected with those around them and accepted for who they are. Our leadership principles set expectations for championing equity, valuing different backgrounds and celebrating unique perspectives.

# Representation

# Building a culture of inclusion

True inclusion requires intentional actions, which is why Dell Technologies' 2030 goals include a commitment to become a more diverse workforce. We look to these goals as a central guidepost as we monitor, adjust and improve our efforts to create an inclusive culture for our team members, customers and communities we serve.

These goals also represent an opportunity to help close the technology talent gap by providing access to career and growth opportunities for women globally and for underrepresented groups in the U.S.

To help build our pipeline of future talent, we continue to pilot and innovate our hiring programs and processes. This includes removing barriers to inclusion by continuously improving our accessibility practices, expanding our recruiting efforts to underrepresented groups and evaluating our internal processes. We help prepare students to be STEM-ready with curriculum, applied learning, internships and job opportunities to provide a meaningful pathway to our future workforce.

# Empowering women in the workforce

Expanding our professional hiring programs is imperative to reaching our moonshot goals. We have the Career ReStart Returnship Program for people who have had a career gap, along with opportunities to refresh job skills and participate in structured onboarding. Though not limited to women, these programs recognize the unique challenges women have historically faced as primary caregivers, as well as the impact of the recent pandemic on women in the workforce.

## Rejoining the workforce

Sandra Norris had a 20-year career in program and project management with Fortune 500 clients before stepping away to take care of her family and moving around Europe and the U.S. in support of her husband's career. Seventeen years later, Sandra's world had changed. She was no longer married and taking care of young children. Wanting more for herself, Sandra decided to rejoin the workforce but struggled to find an organization that could see past her 17-year career gap.

Dell's Career ReStart Returnship Program gave her that chance. This 16-week program matches candidates with roles that build on their core talents, training for new skills as needed and mentors to support them at every step. Career ReStart helps fill the talent gap with more experienced team members whose fundamental skill sets make them invaluable additions to their teams.
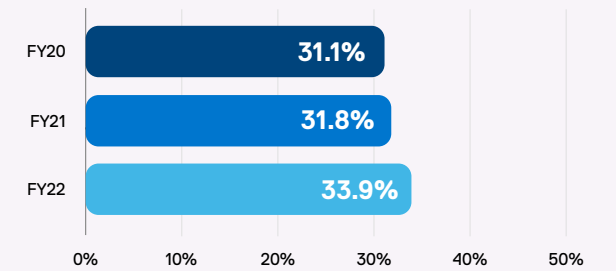
"I knew if I could just get to the interview stage, they would see my value."
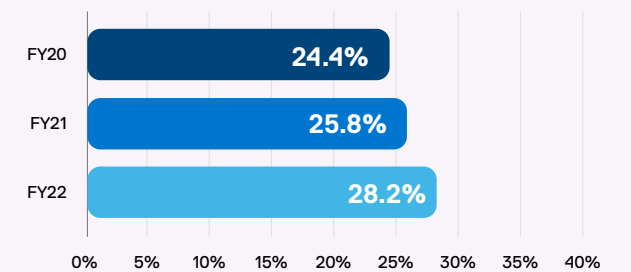
**SANDRA NORRIS**
PROJECT MANAGER (NORTH AMERICA)

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

### PERFORMANCE TO DATE*

| | |
|---|---|
| FY20 | 31.1% |
| FY21 | 31.8% |
| FY22 | 33.9% |

0%  10%  20%  30%  40%  50%

Percentage of global workforce who identify as women

| | |
|---|---|
| FY20 | 24.4% |
| FY21 | 25.8% |
| FY22 | 28.2% |

0%  5%  10%  15%  20%  25%  30%  35%  40%

Percentage of people leaders in global workforce who identify as women

\* Please see our 2030 Goals Dashboard for more on the progress, scope and measurement of this goal.

# Diversity that reflects communities and customers

Dell believes in the importance of attracting and retaining a diverse workforce that reflects the customers and communities we serve. We are committed to broadening our reach to ensure we engage talent where they are learning, growing and thriving. This includes our recruiting and educational programs focused on reaching underrepresented populations in professional and technical fields.

Globally, we're addressing gender disparities in the workforce with regionally targeted recruiting campaigns, career development programs and mentoring circles. In the U.S., we're continuing to expand our partnerships with minority-serving institutions (MSIs), historically Black colleges and universities (HBCUs), Hispanic-serving institutions (HSIs) and community colleges to provide curriculum, professional development, mentoring, internships and employment opportunities.



"I love helping the next generation of professionals see that the technology industry can be accessible to them. Students have told us they feel valued, appreciate the level of expertise and insight they gain, and know that we are rooting for them! The industry can feel very intimidating, but we know that together, we can change the face of tech."

**SOPHIE BARRATT**
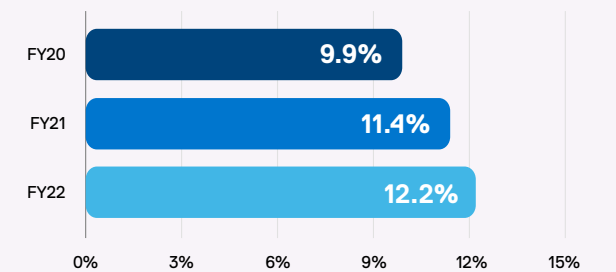SENIOR DIRECTOR, EDUCATION SERVICES (NORTH AMERICA)

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

## PERFORMANCE TO DATE*
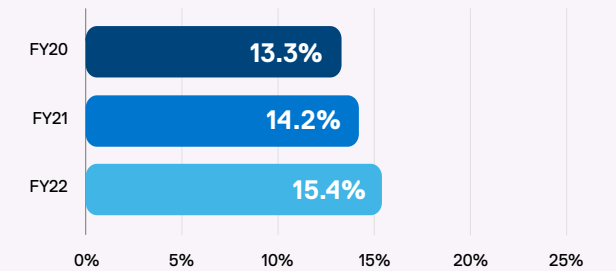
| | |
|---|---|
| FY20 | 13.3% |
| FY21 | 14.2% |
| FY22 | 15.4% |

0%   5%   10%   15%   20%   25%

Percentage of U.S. workforce who identify as Black/African American or Hispanic/Latino

| | |
|---|---|
| FY20 | 9.9% |
| FY21 | 11.4% |
| FY22 | 12.2% |

0%   3%   6%   9%   12%   15%

Percentage of people leaders in the U.S. workforce who identify as Black/African American or Hispanic/Latino

* Please see our 2030 Goals Dashboard for more on the progress, scope and measurement of this goal.

# Expanding Our Talent Reach

Our innovative hiring programs and partnerships extend beyond women and underrepresented groups. We also focus on hiring veterans, people with career gaps and those who are neurodiverse. After the hiring process, many of our programs continue to provide additional support as we onboard, train and develop program participants. This helps us reach and retain the best talent.

## Embracing neurodiverse talent

Richard Erskine sees the world differently. He knows as a neurodiverse person, the world sometimes sees him differently, too. Being seen differently can be a challenge when it comes to starting a career. On paper, he had everything recruiters wanted to see. Unfortunately, the interviews presented a barrier.

"I would get really nervous and a slight speech impediment would show up. The interviewer would get uncomfortable or maybe not understand me, and then I wouldn't get called back."

Dell's neurodiversity hiring program offered Richard the opportunity to showcase his talents through a two-week workshop that included a sample peer project, mentors, career development skills and hiring managers with training on unconscious bias.

Richard joined Dell full time at the end of the two-week workshop. We provided a structured onboarding process, including mentors and routine check-ins to ensure his success.

His advice to managers considering hiring neurodiverse talent?

"I would say give it a shot! It's an opportunity to diversify your team with individuals who may be able to offer different perspectives."

"I know I'll never get bored. This is where the jobs of the future will be."

RICHARD ERSKINE
REGULATORY AUDIT SENIOR ANALYST,
GLOBAL AUDIT & TRANSFORMATION
(NORTH AMERICA)

## Innovative hiring

Our hiring programs help women, underrepresented groups, veterans and neurodiverse people access employment opportunities, and include adaptive interviewing formats, expanded onboarding, skills development and training, community and mentoring support.

### 85%

In the U.S. it's estimated that 85.0% of people on the autism spectrum are unemployed, yet their strengths in diverse thinking can yield innovative thoughts and solutions.[3]

### 90%

Nearly 90.0% of career reentry candidates are women who left the workforce for various reasons. Dell believes they have the desired skills and experience to be successful hires.[4]

### 2.9x

Veterans offer distinct advantages to employers, including 2.9 times more work experience (for those with a bachelor's degree), 8.3% longer retention and 39.0% more promotability than nonveterans.[5]

# Knowing and growing our talent

Recognizing the potential of our people starts with knowing our talent. To help retain and fully engage them, we have developed equitable tools and processes to help them find and work toward the best intersection of their strengths and aspirations within our company.

Our people leaders play an important role in building an inclusive culture, including developing and retaining talent and recognizing performance. They're also encouraged to build a deep understanding of their people and to really check in with their team members about their needs, concerns and well-being.

We are also focused on understanding the gap between the capabilities our team members have and those they need so we can proactively upskill and refresh skills to help ensure we have the best talent in the right roles. We are embedding mentorship and allyship in our corporate culture and expanding leadership potential through sponsorship and coaching.

> **We understand there is still opportunity; that's why we are constantly listening to our people and adjusting accordingly.**

We keep a pulse on workforce sentiments through our annual employee engagement survey, and in 2021, we hosted a series of listening sessions with our diverse populations across all levels. Knowing and understanding our people helps create a safe, engaging and inclusive environment, where team members want to work and where they can be their authentic selves.

Building community & belonging

# A sense of belonging

Being part of a community can give a sense of belonging and enhance our well-being. The connections we foster with our team members help drive productivity and innovation. Our Employee Resource Groups (ERGs) are essential to how we drive connection and engagement for our people.

These internal organizations provide professional development, community giving, volunteering opportunities and social engagements. ERGs also serve as a great tool for increasing global cross-cultural understanding and communication skills that provide a critical advantage, benefiting both our team members and our customers. We encourage team members to join at least one ERG outside their backgrounds and interests to expand their awareness and provide opportunities to practice allyship.

With 47.0% of our team members participating in at least one ERG, we are on track to achieve our 2030 goal ahead of our projected timeline.

## Advocating for change

Mara Del Valle regularly faces injustices and transphobia in her daily life. But in her work life, she feels embraced, supported and empowered to help her community overcome prejudice and challenges. Mara joined the Mexico chapter of Pride, Dell's LGBTQIA+ ERG, on her very first day of work. A few years later, she became Pride Mexico chapter lead, a position she held for two years. Mara gets great satisfaction from advocating positive change and making a difference in people's lives.

"After ERG events, I often hear from people who felt they could come out at work — or apply for a particular role or speak out about an issue — because of our example."
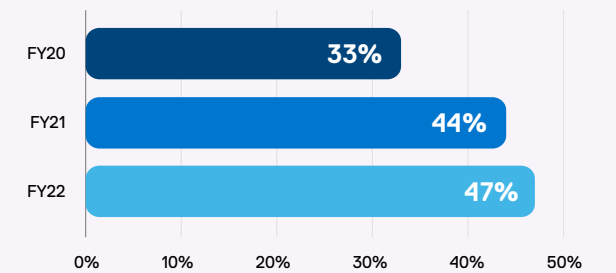
**MARA DEL VALLE**
SENIOR ANALYST, LOGISTICS (LATIN AMERICA)

## By 2030, 50% of our employees will participate in Employee Resource Groups to drive social impact

### PERFORMANCE TO DATE*

| | |
|---|---|
| FY20 | 33% |
| FY21 | 44% |
| FY22 | 47% |

0%  10%  20%  30%  40%  50%

Percentage of employees participating in ERGs

\* Please see our 2030 Goals Dashboard for more on the progress, scope and measurement of this goal.

# Champions for corporate culture

Dell's corporate culture benefits from the dedicated efforts of some of our most engaged team members, the Culture, Diversity & Inclusion (CD&I) Champions. This group of more than 1,300 team members puts their beliefs into action, serving as brand enthusiasts who understand the business imperative behind diversity and inclusion. They work to amplify our stories and messages on social channels, support corporate observances and raise awareness about educational opportunities and CD&I programs.

> "I believe people who participate in ERGs help to shift corporate culture for all team members. Belonging to a nonaffiliate ERG helps me in my career and my understanding, as much as it helps the women we support."

**VICTOR YEUNG**
SENIOR MANAGER, ACCOUNT SERVICES MANAGEMENT
(ASIA PACIFIC, JAPAN AND CHINA)

## Learning about differences

Victor Yeung began working for Dell 14 years ago and credits Dell's people-first philosophy for his longevity. It's also a strength he's seen shine through the challenges of the past few years. Victor knew his experience launching the Greater China chapter of the Conexus ERG would be beneficial when he heard the Women in Action ERG's APJ & Greater China chapters were looking for leadership.

Victor also sees a distinct business advantage to participating in ERGs. "ERGs are a great resource for learning how different cultures operate, even within the same region. For example, some cultures are shy and others are very outspoken. When you learn about those differences, you can adapt your behavior to help improve communication strategies and outcomes across them, with coworkers and customers, too."

## Employee Resource Groups

Dell has 13 ERGs with more than 470 chapters in 76 countries across four regions.

ERGs saw significant gains in participation during the global pandemic as the need for community and connection increased.

Exponential growth noted for Planet ERG (over 6,000) and GenNext ERG (over 5,000.)

ERGs partner with Dell on corporate observances including Black History Month, International Women's Day, Asian Pacific American Heritage Month, Pride Month, Earth Day, International Day of Persons with a Disability, Veterans Day and Hispanic Heritage Month.
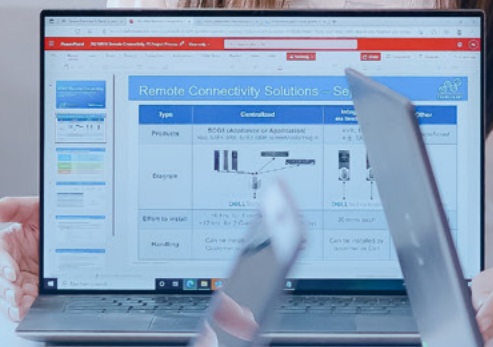
# Foundational learning

# Advancing inclusivity through education and conversation

Dell is committed to cultivating an inclusive work environment. To advocate this, we provide all our team members with foundational learning on inclusive principles and practices annually. We also provide opportunities, tools and resources to encourage collaborative conversations on these topics across all teams, levels and business areas throughout the year.

A great leader at Dell understands the importance of achievement, balance, connection, diversity and inclusion. They also understand the importance of moving beyond awareness of biases to understanding how inclusion and belonging impact our culture, our ability to collaborate and drive results — internally and externally. We will help strengthen this focus by continuing to assess and integrate inclusive principles and practices into all our leadership development programs and trainings.



## Coming together to learn

Tonya Drummonds has worked for Dell for 24 years. As a leader and a CD&I Champion, Tonya has invested heavily in connection and education in her own organization.

Tonya hosts monthly cultural events in which team members learn all about new regions and traditions. She also facilitates training that goes well beyond the foundational requirements, inviting experts to share best practices. She even built a resource page to support her team.

"In [the field of] security, there's not a lot of opportunity to pivot because our roles are so specialized, so it's crucial to build that sense of belonging and inclusion in our corporate culture. It's so much fun! It's a genuine celebration when we come together to learn."

"I truly enjoy working at Dell. It's always felt like a small company. There's a level of communication that lets us know what's going on and feel connected. There have always been challenges as a woman in a male-dominated industry, but it's been a great journey, and I've always felt relevant."

**TONYA DRUMMONDS**
DIRECTOR, SECURITY & RESILIENCY
(NORTH AMERICA)

## By 2030, 95% of our employees will participate in annual foundational learning on inclusive principles and practices

### PERFORMANCE TO DATE*



| | |
|---|---|
| FY20 | 15% |
| FY21 | 33% |
| FY22 | 99% |
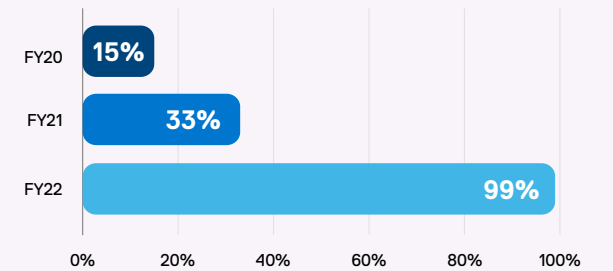
Percentage of employees participating in annual foundational learning

\* Please see our 2030 Goals Dashboard for more on the progress, scope and measurement of this goal.

# Meaningful work & inspiring leaders

# Meaningful work drives innovation

We believe everyone should have access to an inclusive work environment and has the responsibility to create it. Our Culture Code outlines what we believe, how we work and how we lead. We are "a diverse team with unique perspectives and committed to equality, trust and advocacy for one another."

"If it's a problem for me, it's a problem for my team members. If it's a problem for them, it's likely a problem for my customers. And if it's a problem for my customers, I bet it's a problem for people everywhere. So how can I use my skill sets to fix it?"

ANNE-MARIE MCREYNOLDS
TECHNICAL PRODUCT OWNER, CHIEF TECHNOLOGY & INNOVATION OFFICE (NORTH AMERICA)

## Innovation and allyship

Anne-Marie McReynolds took the path less traveled to arrive at her career in tech. Seven years of night school brought her from journalism to engineering. Her nonlinear path and intrinsic empathy allow her to tackle problems from a unique and effective point of view.

Anne-Marie's role is to create artificial intelligence (AI) that thinks like a human. Her focus is creating AI that behaves like a caring, unbiased human who can recognize frustration and intent and respond accordingly. She views her work as a form of extreme empathy and allyship in action.

With five U.S. Patent and Trademark Office (USPTO) pending patents based on this approach, Anne-Marie is leveraging her talent and skills to truly help drive human progress. She engages in inspirational work within Dell with our Black Networking Alliance ERG, and outside of Dell with organizations dedicated to equitable and accountable AI.

"Allyship through ERGs has really made my experience by far more inclusive; it empowered me through internal networking and allowed me to do the same for others."

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

### PERFORMANCE TO DATE*

| | |
|---|---|
| FY20 | 93% |
| FY21 | 91% |
| FY22 | 88% |

0%  20%  40%  60%  80%  100%
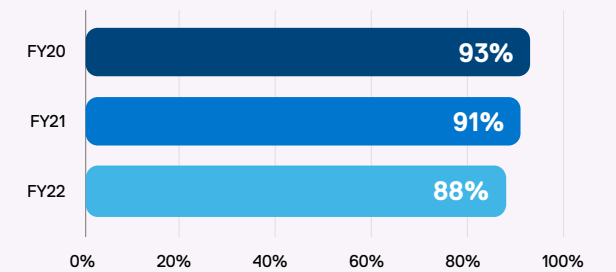
Percentage of employees who rate their job as meaningful

* Please see our 2030 Goals Dashboard for more on the progress, scope and measurement of this goal.

# Driving inclusion through leadership

We are focused on inclusive leadership practices, from education around topics of inclusion, to being collaborative and culturally intelligent. Our leadership principles set expectations for championing equality, valuing different backgrounds and appreciating unique perspectives.

Our People Philosophy is based on the idea that when we grow as individuals, we grow together. We believe that we can help all our talent achieve their best, balance life, and connect with others by creating a culture that fosters diversity and enables team members to rise to their full potential through representation, inclusion, sponsorship and equity.



"We are very focused on ensuring culture, diversity and inclusion don't become just metrics, but instead truly become part of our everyday work and personal life."

**WENDY SEWGOBIND**
REGIONAL HR DIRECTOR (EUROPE, MIDDLE EAST AND AFRICA)

## Supporting leaders to enhance diversity and inclusion

Wendy Sewgobind is passionate about working with leaders around the globe to enhance diversity and inclusion within their organizations. "We found leaders need support to bring our foundational training to life and ensure completion didn't become a 'tick the box' activity."

Wendy leads workshops guiding leaders through real-life scenarios to help them respond thoughtfully to team members' unique needs and concerns. The workshops include resources leaders can use and share to help drive inclusion awareness, inspire team members and empower everyone to be their authentic selves.

**CULTIVATING INCLUSION GOAL**

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

### PERFORMANCE TO DATE*

| | | |
|---|---|---|
| FY20 | | 83% |
| FY21 | | 83% |
| FY22 | | 87% |

0%    20%    40%    60%    80%    100%
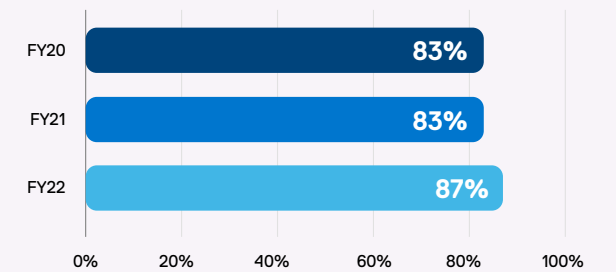
Percentage of employees who believe their leader is inspiring

* Please see our 2030 Goals Dashboard for more on the progress, scope and measurement of this goal.

# By the Numbers

Detailed, three-year performance trends on key metrics provide an additional layer of transparency into our work and allow readers to follow our progress. Each year, we report on material indicators from across our business. Some tie directly to the goals set forth in our environmental, social and governance (ESG) plan for 2030, while others provide additional insight into other business indicators relevant to various stakeholders.

## CULTIVATING INCLUSION[6]

| Metrics | FY20 | FY21 | FY22 | Notes |
|---|---|---|---|---|
| Team members who identify as women (as percentage of global workforce) | 31.1% | 31.8% | 33.9% | Percentage of individuals in our global workforce who have self–identified as women. |
| Nontechnical female representation | 35.8% | 36.7% | 39.0% | |
| Technical female representation | 20.1% | 20.8% | 22.8% | |
| People leader female representation | 24.4% | 25.8% | 28.2% | |
| U.S. ethnicity overall: Hispanic or Latino | 8.2% | 8.9% | 9.4% | Percentage of individuals in our U.S. workforce who have self–identified as the race/ethnicity shown. |
| U.S. ethnicity overall: Black or African American | 5.1% | 5.3% | 6.0% | |
| U.S. ethnicity overall: Asian | 14.5% | 14.7% | 15.0% | |
| U.S. ethnicity overall: American Indian or Alaska Native | 0.5% | 0.5% | 0.5% | |
| U.S. ethnicity overall: Native Hawaiian or other Pacific Islander | 0.2% | 0.2% | 0.2% | |
| U.S. ethnicity overall: Two or more races | 1.7% | 1.7% | 1.8% | |
| U.S. ethnicity overall: White | 68.9% | 67.4% | 65.1% | |
| U.S. ethnicity overall: Not specified | 0.7% | 0.9% | 1.4% | |

## CULTIVATING INCLUSION[7]

| Metrics | FY20 | FY21 | FY22 | Notes |
|---|---|---|---|---|
| U.S. Hispanic or Latino representation in nontechnical roles | 9.0% | 9.8% | 10.3% | Percentage of individuals in our U.S. workforce who have self–identified as the race/ethnicity shown. |
| U.S. Black or African American representation in nontechnical roles | 5.5% | 5.8% | 6.5% | |
| U.S. Asian representation in nontechnical roles | 9.1% | 9.1% | 9.2% | |
| U.S. American Indian or Alaska Native representation in nontechnical roles | 0.5% | 0.5% | 0.5% | |
| U.S. Native Hawaiian or other Pacific Islander representation in nontechnical roles | 0.2% | 0.2% | 0.2% | |
| U.S. two or more races representation in nontechnical roles | 1.8% | 1.8% | 1.9% | |
| U.S. White representation in nontechnical roles | 72.8% | 71.4% | 69.4% | |
| U.S. not specified representation in nontechnical roles | 0.7% | 0.9% | 1.3% | |
| U.S. Hispanic or Latino representation in technical roles | 6.5% | 7.1% | 7.8% | |
| U.S. Black or African American representation in technical roles | 4.2% | 4.4% | 4.9% | |
| U.S. Asian representation in technical roles | 25.6% | 26.0% | 26.3% | |
| U.S. American Indian or Alaska Native representation in technical roles | 0.5% | 0.5% | 0.5% | |
| U.S. Native Hawaiian or other Pacific Islander representation in technical roles | 0.1% | 0.1% | 0.1% | |
| U.S. two or more races representation in technical roles | 1.4% | 1.4% | 1.5% | |
| U.S. White representation in technical roles | 60.7% | 59.2% | 56.8% | |
| U.S. not specified representation in technical roles | 0.7% | 1.0% | 1.6% | |

| Metrics | FY20 | FY21 | FY22 | Notes |
|---|---|---|---|---|
| U.S. Hispanic or Latino representation in people leader roles | 6.9% | 7.9% | 8.5% | Percentage of individuals in our U.S. workforce who have self–identified as the race/ethnicity shown. |
| U.S. Black or African American representation in people leader roles | 3.0% | 3.5% | 3.7% | |
| U.S. Asian representation in people leader roles | 11.7% | 12.8% | 13.6% | |
| U.S. American Indian or Alaska Native representation in people leader roles | 0.4% | 0.6% | 0.6% | |
| U.S. Native Hawaiian or other Pacific Islander representation in people leader roles | 0.1% | 0.1% | 0.1% | |
| U.S. two or more races representation in people leader roles | 0.9% | 1.1% | 1.0% | |
| U.S. White representation in people leader roles | 76.1% | 72.9% | 71.0% | |
| U.S. not specified representation in people leader roles | 0.6% | 0.8% | 1.0% | |
| Percentage of employees participating in Employee Resource Groups (ERGs) | 33% | 44% | 47% | Participation is count of employees signed up for any of our 13 ERGs divided by the total employee population in scope. |

# Goals Methodology

Our 2030 ESG plan lays out ambitious goals for the decade[8] and beyond. We believe how we track our progress is critical, and have invested significantly in identifying key performance indicators and measurement approaches. Here we describe the methodologies that support each of our goals.

## Cultivating Inclusion

**By 2030, 50% of our global workforce and 40% of our global people leaders will identify as women**

Metric: By 2030, 50% of our global workforce will be those who identify as women

Methodology: Applies to our global workforce. The scope includes the percentage of individuals who self-identified as women.

Metric: By 2030, 40% of our global people leaders will be those who identify as women

Methodology: Applies to our global workforce. The scope includes the percentage of individuals who self-identified as women who are people leaders.

**By 2030, 25% of our U.S. workforce and 15% of our U.S. people leaders will be those who identify as Black/African American or Hispanic/Latino**

Metric: By 2030, 25% of our U.S. workforce will be those who identify as Black/African American or Hispanic/Latino

Methodology: Applies to our U.S. workforce. The scope includes the percentage of individuals who self-identified as Black/African American or Hispanic/Latino.

Metric: By 2030, 15% of our U.S. people leaders will be those who identify as Black/African American or Hispanic/Latino

Methodology: Applies to our U.S. workforce. The scope includes the percentage of individuals who self-identified as Black/African American or Hispanic/Latino who are people leaders.

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

Methodology: Data for the reporting year is collected in the following year (e.g., FY22 is collected and measured in FY23), since this optional survey asks employees to consider their previous year of employment. This goal's metric is based on the percent of favorable responses received for the survey query, "my work gives me a sense of personal accomplishment" during our annual, internal and optional employee opinion survey of Dell Technologies full- and part-time employees.

**By 2030, 50% of our employees will participate in Employee Resource Groups to drive social impact**

Methodology: Currently, we report participation in Employee Resource Groups (ERGs) as the count of employees signed up for any of our 13 ERG's divided by the total employee population in scope.

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

Methodology: Data for the reporting year is collected in the following year (e.g., FY22 is collected and measured in FY23), since this optional survey asks employees to consider their previous year of employment. This goal's metric is based on the percent of favorable responses received for the survey query, "my leader inspires me" during our annual, internal and optional employee opinion survey of Dell Technologies full- and part-time employees.

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

Methodology: This measurement is based on the percentage of Dell global employees who have completed Be the Change, which provides self-guided, on-demand foundational learning experiences regarding unconscious bias, intersectionality, in-groups and out-groups, equity, and microaggressions.

# Endnotes

1  Percent favorable is calculated using the percentage of respondents who select 4 or 5 on a 5-point scale. Employees hired at least four weeks before the survey launch are invited to participate (excluding interns and contingent labor).

2  Percent favorable is calculated using the percentage of respondents who select 4 or 5 on a 5-point scale. Employees hired at least four weeks before the survey launch are invited to participate (excluding interns and contingent labor).

3  Sources: https://www2.deloitte.com/us/en/insights/topics/talent/neurodiversity-in-the-workplace.html  //  https://medium.com/artfullyautistic/stop-selling-autistic-strengths-as-superpowers-to-employers-335e19dd2e4c

4  Source: https://time.com/nextadvisor/in-the-news/women-in-the-workplace-career-break/

5  Sources: https://socialimpact.linkedin.com/content/dam/me/linkedinforgood/en-us/resources/veterans/LinkedIn-Veteran-Opportunity-Report.pdf  //  https://ivmf.syracuse.edu/article/the-business-case-for-hiring-a-veteran-beyond-the-cliches/

6  "Workforce" is defined as Dell Technologies badged employees, including regular, full–time, part–time, intern and fixed–term status. United States specific metrics are inclusive of Puerto Rico. "Nontechnical" decribes job families such as in Human Resources, Finance, Legal, etc. "Technical" describes job families such as Information Technology, Engineering, Data Science, Cybersecurity, etc.

7  "Workforce" is defined as Dell Technologies badged employees, including regular, full–time, part–time, intern and fixed–term status. United States specific metrics are inclusive of Puerto Rico. "Nontechnical" decribes job families such as in Human Resources, Finance, Legal, etc. "Technical" describes job families such as Information Technology, Engineering, Data Science, Cybersecurity, etc.

8  The end date of our 2030 plan is Jan. 31, 2031.

With this report we continue our long-standing commitment to accountability and delivering on our Cultivating Inclusion strategy and initiatives.

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 to drive inclusion for everyone.

Visit Dell.com/Inclusion for more information.

**DELL**Technologies