



DELL TECHNOLOGIES 2019  
DIVERSITY & INCLUSION REPORT

# Unlocking Innovation by Celebrating Differences

**DELL**Technologies



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This report addresses key 2019 achievements for Dell Technologies, specifically for Dell and Dell EMC.

Dell Technologies is committed to becoming the employer of choice for all. Our company lives by the mantra, “What gets measured, gets done,” so it’s my pleasure to share our 2019 Diversity & Inclusion Report.

This report features many of the steps we’re taking to ensure Dell Technologies is made up of the most exceptional talent, regardless of gender, ethnicity, sexual orientation or background.

In addition to showing where we are today, our report outlines the strategic work we’re doing to evolve even further and help change the narrative of diversity in tech. Short-term focus yields short-term results. We’re driving long-term initiatives to:

- Build and attract the future workforce
- Develop and retain an empowered workforce
- Scale these efforts to maximize impact at Dell Technologies and beyond

Building a workforce that’s representative of the diverse and global customers we serve is not only morally correct, it’s a business imperative. Homogenous companies can easily fall prey to groupthink and talent shortages. Both are bad for business. Inclusive companies innovate at the highest levels and have incredibly positive employee engagement and retention. Both drive positive business outcomes.

“Diversity and inclusion helps drive innovation and growth, and is critical to the long-term success of our company. I’m proud of the legacy we are building as an employer of choice for all, and appreciate the contributions of all of our team members in more than 180 countries around the world.”

Michael Dell

Our culture of continuous improvement and focus on data-driven decisions have enabled Dell Technologies to continually grow, evolve and succeed. It is this “pleased but never satisfied” mentality that will enable us to achieve our diversity and inclusion goal — to be the employer of choice for all.

Thank you for being on this journey with us. The groundwork is laid, and through our global influence, our technology and most of all our people, we know lasting and measurable impact is within reach.

Onward and upward,



**Brian Reaves**  
Chief Diversity and Inclusion Officer  
Dell Technologies



HIGHLIGHTS OF OUR KEY INITIATIVES

# Building and attracting the future workforce

To create a workplace that is more accessible, equitable and attractive to a diverse talent pipeline.



**BUILDING AND ATTRACTING THE FUTURE WORKFORCE**

# Investing in STEM education for K–12 students

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. That means students of all genders and backgrounds. We can’t fill our talent pipeline without closing the diversity gap.

At Dell Technologies, we know that engaging students in STEM early is key, so we’ve invested over \$70 million<sup>1</sup> in innovative K–12 education programs around the globe, from remote villages to megacities. Here are a few of the ways in which we’re opening young minds to new opportunities.



(1) Based on actuals from FY15 to FY19. Value includes Dell Technologies’ corporate giving but does not include contributions from employees, vendors, or customers.

## Tech Labor Gap

Based on current graduation rates.

1.1M

There are 1.1 million computing-related job openings expected in the U.S. by 2024, yet only 45% of these could be filled by U.S. computing bachelor’s degree recipients.

[Source: National Center for Women & Information Technology](#)

4.3M

A global tech labor shortage of 4.3 million by 2030

## Tech Industry Demographics

Despite improvements, many groups are still underrepresented in the tech industry.



[Source: U.S. Equal Employment Opportunity Commission](#)

## Girls Who Code

Bringing more young women into tech

Our partners at [Girls Who Code](#) are leading a movement to inspire more young women to pursue programming and other technology career paths. We added Girls Who Code to Dell Technologies' [portfolio of Youth Learning programs](#) in 2016. We support the organization's initiatives, such as its after-school club program, which provides a safe and supportive environment of peers and role models where girls learn to see themselves as computer scientists. Half of the girls served are from underrepresented groups (e.g., girls who are black, Latinx or low-income). Girls Who Code's seven-week Summer Immersion Program teaches 10th–11th grade girls computer science through real-world projects in art and storytelling, robotics, video games, websites, apps and more. Students learn about different high-tech careers by attending field trips to local tech companies and meeting women in the field. They can also tap into the program's vast alumni network across the U.S.

Through Dell Technologies' Youth Learning programs, we reached more than 992,000 youth directly and over 1.4 million people indirectly<sup>(2)</sup> from February 2018 to February 2019. This represented a year-over-year increase of 38% and 13%, respectively. One key growth driver was the move to provide more districtwide programs during the school day, complementing our existing after-school programs.



## Solar-Powered Learning Labs

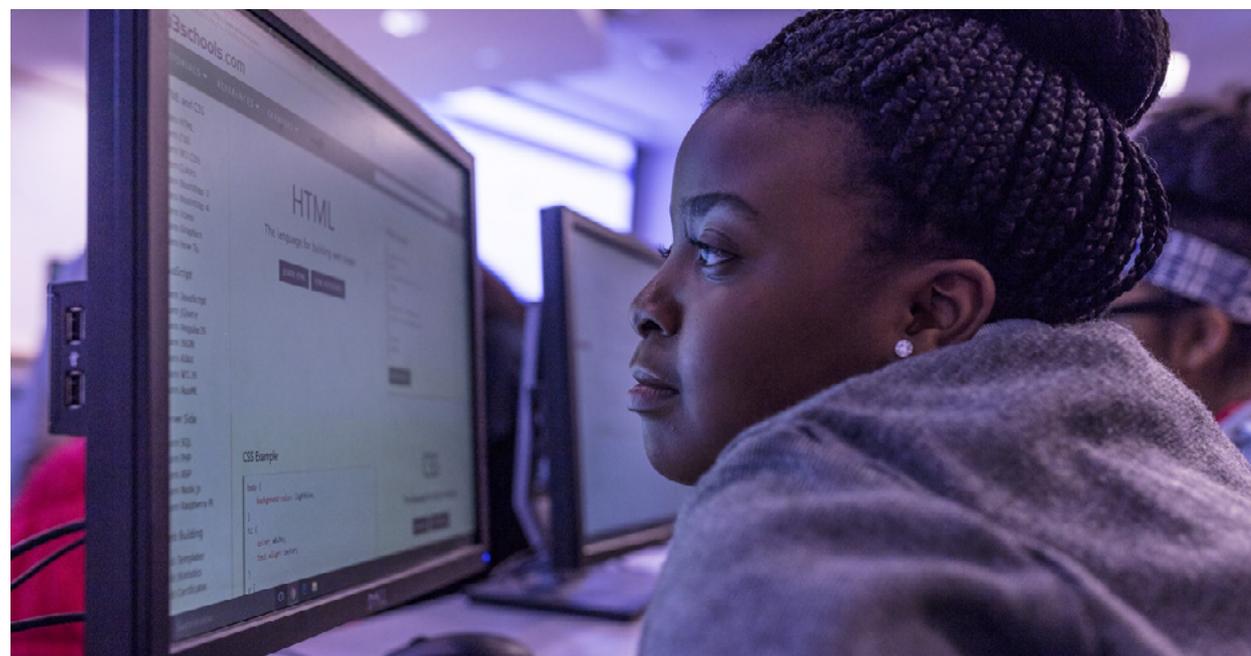
Reimagining the classroom to break the poverty cycle

Nearly 1 billion people still lack electricity access, according to the [World Bank](#). And in many areas, service is unreliable and insufficient, making it difficult to power a school, let alone run a computer lab. This leaves too many young people without the technology access and skills they need to compete in the global economy.

At Dell Technologies, our goal is to deliver sustainable connectivity and technology access to schools and communities, wherever they are. In Africa and Latin America, we are harnessing the sun to create solar-powered classrooms we call [Learning Labs](#).

More than 15,000 students now have access to technology education at our 19 Learning Labs around the world. Our Learning Labs are converted, well-ventilated shipping containers that are powered by solar panels and outfitted with energy-efficient Dell Wyse thin client workstations and an air-cooled server. Students' parents can also access the labs after hours, which has turned these labs into communitywide sources of learning and pride. In 2019, we formed a new partnership with Computer Aid, which will enable us to scale the Labs program across the globe. ■

[Learn more about our K–12 programs](#)



*(2) Direct impact is a measurement of the youth enrolled in Dell Technologies-funded programs. Indirect impact is a measurement of the individuals who are not enrolled in our programs but use the technology we donated to those programs.*



This program is personally meaningful to me because as a computer science major, I am interested in cybersecurity, but am still learning about what it actually entails. My institution doesn't offer any cybersecurity course, so this was my first real exposure to the field.

**Yvonne Akuamoah**  
Project Immersion student at Spelman College

## BUILDING AND ATTRACTING THE FUTURE WORKFORCE

# Preparing diverse college students for STEM careers

Colleges and universities are becoming increasingly diverse. In many countries, female students outnumber male students on campus ([in the U.S.](#), women constitute 56% of college students). According to the [American Council on Education](#), students of color make up 45.2% of the U.S. undergraduate student population. Too few of these students, especially underrepresented minority students, are going into STEM (science, technology, engineering and math) studies.

College and university students represent an excellent source of diverse talent. We must make sure underrepresented students of all ethnicities and backgrounds are aware of STEM career opportunities and have the skills needed to pursue those opportunities. That's why we're investing in programs that reach a wide array of students, from engineering undergraduates at historically black colleges and universities (HBCU) and other minority serving institutions (MSI) to non-STEM graduates looking for a new career path.

## Project Immersion

### Distinctive and immersive tech education

Through our new Project Immersion initiative, we are partnering with select HBCUs and MSIs, as well as other institutions that have a strong focus on diversity, to develop a curriculum that cultivates the skills students need to succeed in today's tech industry.

Our inaugural Project Immersion semester began in January 2019, serving more than 100 STEM students at The University of Texas at Austin and three HBCUs in Atlanta: Spelman College, Morehouse College and Clark Atlanta University. Subject matter experts from Dell Technologies (including Pivotal and Secureworks) participated in teaching students' courses on sales engineering, cloud infrastructure, cybersecurity and design thinking. We've also engaged guest lecturers from Dell Technologies' senior leadership and our Black Networking Alliance employee resource group to lead technical workshops with students on the critical business acumen skills required of future leaders in the Fourth Industrial Revolution.

We held a roundtable with HBCU students and faculty to gain insights into how we can continue to attract and retain underrepresented talent in STEM. We are expanding Project Immersion to other HBCUs and MSIs, starting with Georgia State University. We are also exploring opportunities to partner with additional HBCUs/MSIs to offer virtual instruction so students around the globe can benefit from our curriculum. And we will soon pilot Project Immersion at a university in Brazil.

## Align

### Helping non-IT professionals make the switch

Career changes are common in today's dynamic workplace, and we want to help more professionals transition into tech careers.

That's why we support Northeastern University's [Align program](#), which has a focus on serving women and underrepresented minorities from non-IT fields who are pursuing master's degrees in computer science. In 2018, the Align program provided 150 students with mentoring and career development. Additionally, five Dell Align Scholars received financial support from Dell Technologies and future co-op positions with our company. We aim to double our reach next year, and are working with other companies and universities to expand Align around the U.S. We are also launching a program at Northeastern's Vancouver campus in 2020 and evaluating other international expansion opportunities.

"This program encourages me to believe that I am able to learn a completely new topic at whatever age, no matter how difficult it may seem. It is very empowering to be taught the specific skills needed to enter a completely new and different field of study — computer science."

Bethsaira DeOliveira, Dell Align Scholar



## STEMAspire

### Empowering women to stick with STEM career paths

In the U.K., [women constitute](#) only 15% of engineering graduates, 19% of computer studies graduates and 38% of math graduates — and just 13% of the STEM workforce. [Research suggests](#) many women perceive technology companies as being male-dominated with poor work-life balance. Some also want a more purpose-based career and don't feel technology fits the bill.

We created an intensive 12-month mentoring program called STEMAspire to overcome these misperceptions and keep more female university STEM students on the path to technology careers. We launched this mentoring program in Cork, Ireland, in 2018 by pairing students from University College Cork and Cork Institute for Technology with mentors from our Dell Technologies Cork team. We have since grown STEMAspire to six Dell Technologies sites in Ireland and Scotland. The program has served 118 students so far — 20 of whom have gone on to work at Dell Technologies.

Each STEMAspire student meets monthly with their mentor to discuss topics such as goal setting, public speaking and interviewing. Students also come to their local Dell Technologies campus to meet team members, see our work in action and learn about different technology career paths. The program has proven especially popular with women from ethnic minority groups. Responding to global demand, in 2019 we developed a playbook to help other Dell sites launch STEMAspire. France has come on board this year, and sites in the U.K. and Morocco are planning to launch in 2020. ■

"I started out as a cleaner here in Ireland because that was the only opportunity available to me at that time. When I took the challenge of going back to college after 22 years, I never thought I would end up working in a big company like Dell Technologies. STEMAspire welcomed me with open arms and told me about opportunities I would've never been aware of."

Lina Albay, 2019 STEMAspire student, Enterprise Technical Services, Dell Technologies – Cork

[Learn more about our STEM entry programs](#)

## BUILDING AND ATTRACTING THE FUTURE WORKFORCE

# Supporting professionals to reenter the workforce

Building a diverse team isn't just about recruitment; it's also about retention — especially of women, who statistically leave the technology industry at a 45% higher rate than men, [according to the Center for Talent Innovation](#). Careers don't always follow a linear path, and often people take a break from the workforce to start a family, care for an aging parent, serve in the military or attend graduate school. We know that having such a gap on the resume can make it more difficult to get hired. We not only welcome professionals back to Dell Technologies after taking time off, but we also provide comprehensive workforce reentry programs that help them pick up where they left off.

## Dell Career ReStart

It's never too late to restart your career

In 2018, we launched [Dell Career ReStart](#), which offers professionals a smooth transition to working at Dell Technologies after leaving the workforce for a year or more. While this program is available to everyone, most ReStart hires have been women. ReStart provides an extraordinary level of support spanning resume and interview coaching, mentorship, and training. We offer a dedicated, private online learning studio where new hires can refresh their skills as needed, working at their own pace.

We began Dell Career ReStart with a small pilot to test this program model, hiring nine team members (eight women and one man) for targeted job openings. In 2019, we used our learnings from the pilot to integrate ReStart into our ongoing talent acquisition process, so we can continually match eligible candidates with the best opportunities. This year, we will train recruiters across the company on the nuances of career breaks and the tailored onboarding and training opportunities we offer hires post-break. We will also work with our Women in Action (WIA) employee resource group to recruit mentors for new hires. In India, our talent acquisition team partnered with WIA and JobsForHer to host its second annual Return to Work event. This event invites women returning from career breaks to Dell Technologies to meet our leaders and learn about opportunities. We've hosted 300 women over the last two years and hired 16 through this partnership. ■

[Learn more about Dell Career ReStart and search open positions](#)



I left my previous career to raise my two beautiful children and returned to the workforce when they started school. It feels amazing to be valued, supported, and provided resources and mentors to grow my career and better myself in my personal life. I have never felt like this is just a 'job.' It is a true testament to my new career when my children brag about 'Mom's work'!

**Windie Darrington**

ReStart participant working in project management at Dell Technologies



HIGHLIGHTS OF OUR KEY INITIATIVES

# Developing and retaining an empowered workforce

To foster an internal community that is more engaged, productive  
and innovative.

## DEVELOPING AND RETAINING AN EMPOWERED WORKFORCE

# Providing diverse talent with a clear leadership path

Diversity of leadership increases our ability to be innovative and ensures company decisions reflect a wide array of perspectives. That's very good for business: [McKinsey & Company research](#)<sup>3</sup> shows that companies in the top quartile for gender diversity are 21% more likely to have industry-leading profitability compared to companies in the bottom quartile. For ethnic diversity, that number increases to 33%.

Diverse leadership also helps us retain top-performing team members. There's a phrase: "If you can see it, you can be it." When people see themselves represented in management, they know they too have a way to the top. To provide women and underrepresented minorities with a clear path to leadership at Dell Technologies, we have created targeted leadership development programs that help them overcome obstacles and seize new opportunities.



(3) Excerpted from "Delivery through diversity", January 2018, McKinsey & Company, [www.mckinsey.com](http://www.mckinsey.com). Copyright (c) 2019 McKinsey & Company. All rights reserved. Reprinted by permission.

## Diversity Leadership Accelerator Program

Closing the gender gap in our leadership pipeline

Our new Diversity Leadership Accelerator Program (DLAP) is a nine-month coaching and sponsorship program to help high-performing women advance their careers at Dell Technologies. It is designed to address the "leaky pipeline" challenge: Representation of women in the workforce drops at each career stage. By developing senior professionals and midlevel managers, DLAP will help us develop a more diverse, balanced leadership pipeline.

It will also build our culture of sponsorship. DLAP pairs women with external coaches and internal sponsors to ensure they not only have the skills to advance, but also the executive support.

DLAP launched in the U.S. in October 2019, kicking off with a three-day workshop focused on the challenges and opportunities of being a diverse leader, and developing self-advocacy skills. During the workshop, the 29 women professionals heard from Dell Technologies leaders about their personal and professional commitments to a diverse and inclusive workforce. They also crafted a sponsorship agreement with their sponsor, laying the foundation for the following months of intensive coaching and sponsorship.

We developed DLAP with our partners and gender diversity experts at [Simmons University](#) and [Tenshey, Inc.](#) The curriculum covers the intersectionality of gender, ethnicity and identity. We plan to expand the curriculum to other underrepresented groups in the future. We will also expand DLAP to sites in Bangalore, India, and Cork, Ireland, by 2020, and Panama City, Panama, by 2021. ■

[Learn more about our gender talent pipeline programs](#)

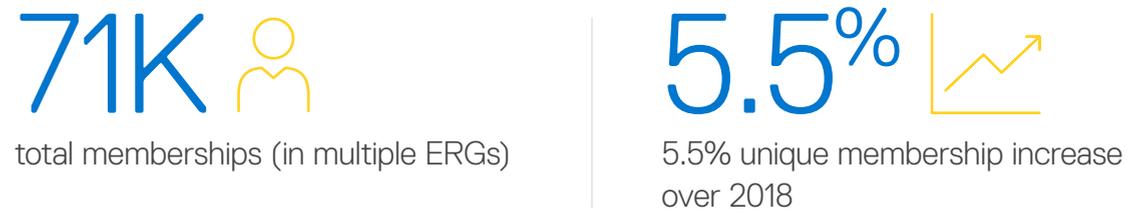
DEVELOPING AND RETAINING AN EMPOWERED WORKFORCE

# Creating empowered teams for positive business impact

When people really care about a place or an idea, they'll work hard to make it the best it can be. It makes sense then that companies with high employee satisfaction outperform their peers by 2.3%–3.8% per year in long-run stock returns, according to [London Business School research](#).

At Dell Technologies, employee resource groups (ERG) measurably increase employee satisfaction by allowing team members to lead, connect and grow. They are a driving force for diversity and inclusion, uniting 40,000 unique team members (as of July 2019) around gender, ethnicity, identity and various backgrounds. Total membership in Dell Technologies ERGs, counting team members who belong to more than one ERG, was 71,000 as of July 2019. ERGs also help us drive business impact. Their members' unique insights help us better serve our diverse customer base. And they help shape and directly assist the innovative programs our company is developing to hire more veterans, people with disabilities and other diverse talent.

## EMPLOYEE RESOURCE GROUPS WORLDWIDE



Data for ERGs based on July 2019



## Employee Resource Groups

Our growing force for a better workplace

Our ERGs make it easy for team members to find common ground and use their collective voices to make a difference at Dell Technologies. We have [13 ERGs](#) devoted to different focus areas, with 380 chapters and members in over 60 countries. Thirty percent of our team members belonged to an ERG as of July 2019, a 5.5% increase over July 2018.

ERGs' professional development, networking and community involvement opportunities create a culture of inclusion where people can be their authentic selves. It's an effect we can measure: Our 2018 Tell Dell employee opinion survey showed that ERG members who attended more than six events had a 31% higher average [Employee Net Promoter Score®](#) (eNPS) than team members who did not belong to an ERG. Active ERG members are more likely to feel proud to work at Dell Technologies; to support the strategies, products and services that serve customers well; and to agree that Dell Technologies' environment supports diverse backgrounds.

To channel these positive feelings into new ideas and innovation, we gathered over 500 ERG leaders from around the world for our first Regional ERG Summits in late 2018 and early 2019. Attendees used design thinking exercises to rapidly prototype ideas for how ERGs could drive more business impact for Dell Technologies. They built business cases for the most viable concepts and pitched them directly to executives at the Summit. We have funded the top four ideas, which ERG members are now implementing into the business.



## True Ability ERG

Championing team members' diversabilities

To reach their full potential at work, people with disabilities need more than just accessible spaces and technologies; they also need job opportunities and a culture of inclusion. Our True Ability ERG provides support and advocacy for those with disabilities, ensuring all team members can innovate in their own unique ways.

In 2019, we launched the [Dell Autism Hiring Program](#), which tailors the hiring process for candidates with autism spectrum disorder. Our recruitment teams collaborated with experts and partners to develop an alternative to traditional job interviews, which can be difficult for those on the spectrum. Instead, we host two-week sessions where candidates can demonstrate their skills in action. True Ability members have helped us shape and promote the program. We also joined the [Autism @ Work Employer Roundtable](#) to collaborate with partners including SAP and Microsoft on our autism-focused hiring initiatives. In Brazil, our [Distance Education Laboratory for People with Disabilities \(LE@D\)](#) completed a pilot of Dell Accessible Learning, an adaptive online platform that enables students with disabilities to learn in-demand skills, such as computer programming, app development, customer service and entrepreneurship. LE@D employs 44 team members with disabilities to test the platform.

“I liked that the interview was casual. I could just talk to the managers about technology and show them how I can help them solve problems.”

Charles “CJ” Surett, 20-year-old, self-taught Python developer who was hired through the Dell Autism Hiring Program for a data analytics role in Deployment Services Operations

## Veterans & Supporters ERG

Helping veterans adapt and thrive at work

Military service teaches leadership, discipline and decision-making under pressure. Those are all qualities we seek when hiring new Dell Technologies team members. However, we know that the move from military to civilian life can be difficult for many veterans. At Dell Technologies, we are committed to recruiting veterans and helping them transition to their jobs.

Our Veterans & Supporters ERG provides a supportive network for our employees who are retired or active members of the armed forces — or family members of service members. ERG members network and share best practices for leveraging their military experience at work. They also spearhead community volunteer events and help us shape our job training and recruitment initiatives.

For example, in 2019 [Boomi](#), a Dell Technologies business, launched the Boomi Veteran Academy, which is projected to provide free Boomi certification to 1,000 veterans by 2025. This program helps reduce veterans' skills gaps and prepares them for employment. It will also fill a major market need: Boomi certification is in high demand. We have a 100% job placement rate from our first two Academy classes and have 11 partners signed up to hire future graduates. The program also provides mentorship, matching each student with a Boomi veteran for workforce transition support.





“I have worked at Dell since 1999, and from the very beginning, our people philosophy and support of an open, inclusive work environment has never changed. I know that I am valued and respected as a human being for who I am, and having the ability to be my true and authentic self each and every day is important to me. This is what makes Dell a great place to work!”

**Nikki Gibson**  
Leader, Pride North America



## Pride ERG

Supporting LGBTQ+ team members to be their authentic selves

Lesbian, gay, bisexual, transgender and queer/questioning (LGBTQ+) people face legal and cultural challenges in many regions of the world, but at Dell Technologies we share one global culture of acceptance. Pride, our ERG for LGBTQ+ team members and their allies, helps us foster this culture through its 36 chapters with 3,700 members in more than 40 countries. In June 2019, we celebrated Pride Month with global awareness events centered around the theme “Be Yourself.” And the ERG’s members continued to help shape our advocacy, programs and policies.

We are proud of our inclusive benefits, offering all parents adoption assistance and 12 weeks of paid parental leave in the U.S. In addition, all eligible team members receive up to six weeks of paid caregiver leave. Our U.S. medical plans provide coverage for transgender services for team members (and their covered dependents) who are transitioning. Since 2006, we have made a gender transition toolkit available to team members. It gives managers and peers of those transitioning the information they need to be a supportive ally. Additionally, Pride has established a transgender task force to provide support for team members who have transitioned, are going through transition or have family members going through transition. The task force will also provide input on company processes, policies and procedures.

We know that providing internal resources isn’t enough. We must also play our role in changing societal norms and discriminatory laws. We continue to provide team members with resources to lobby their local officials. Dell Technologies has publicly supported policies such as the federal Equality Act and participated in policy organizations including Human Rights Campaign’s (HRC) Business Coalition for the Equality Act, Texas Competes, Tennessee Equality Project and Freedom Oklahoma. Since 2002, we’ve been an active participant and sponsor of [Out & Equal Workplace Advocates](#), which unites Fortune 500 companies to advance LGBTQ+ workplace inclusion. Our efforts to be an employer of choice for all were recognized by the HRC: 2019 was our 15th consecutive year to receive a 100% score on its Corporate Equality Index. ■

[Learn more about our ERGs](#)



HIGHLIGHTS OF OUR KEY INITIATIVES

# Scaling for maximum impact

To develop stronger customer alliances and an external community that recognizes, respects and embraces our shared value.

SCALING FOR MAXIMUM IMPACT

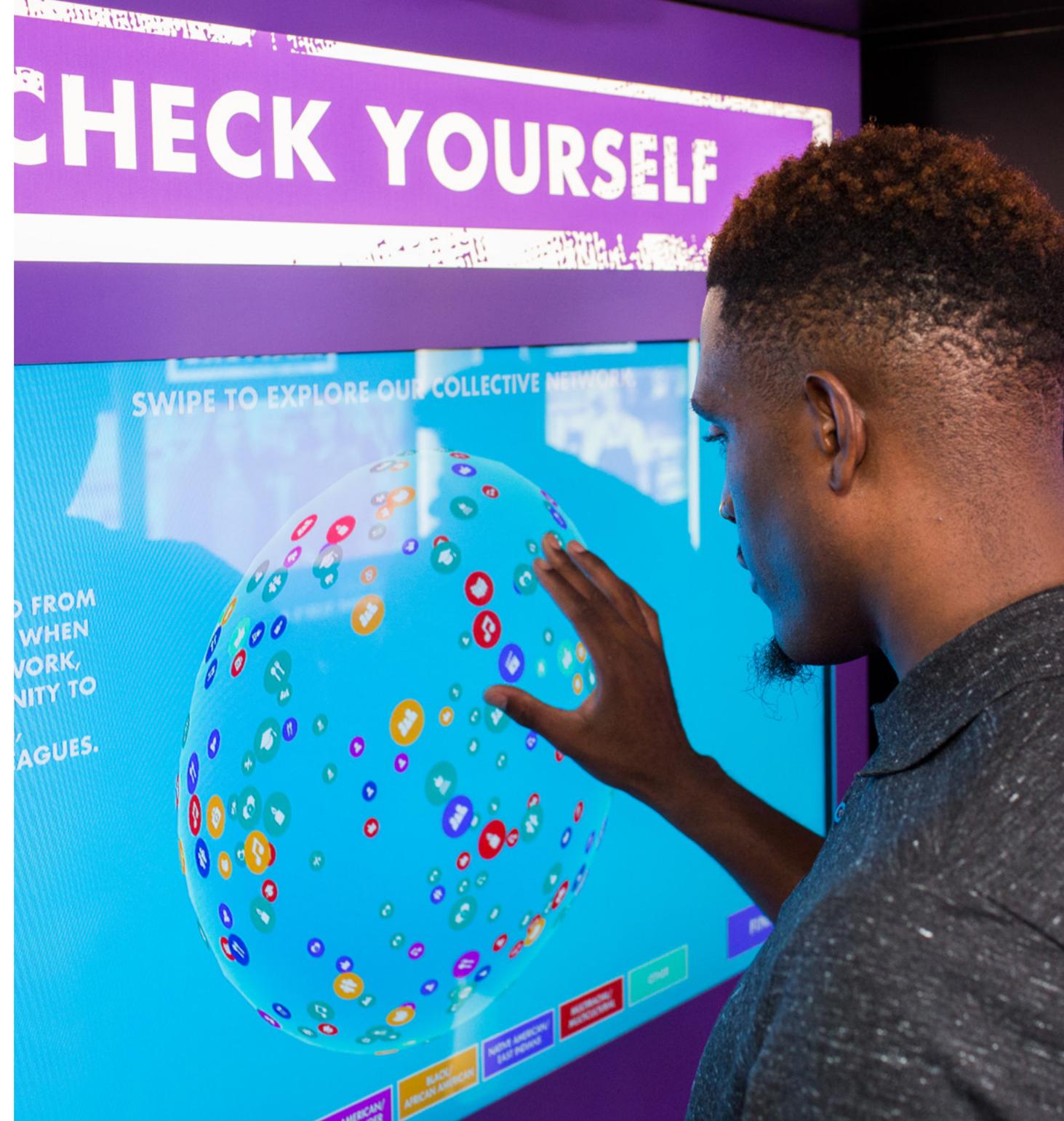
# Knocking down barriers to mitigate bias

Our brains [are exposed](#) to 11 million bits of information per second, but we can only process 50 bits per second. So we make snap judgments based on past experiences and cultural narratives, without conscious thought. That automatic processing may be helpful for things like shopping, but it can be problematic when applied to more complex things, like people. When we act upon our unconscious biases about certain social or identity groups, it creates major obstacles to inclusion in the workplace and in the world.

At Dell Technologies, we are disrupting this status quo at scale. We're helping all of our team members — and even our customers — to identify their biases and other behaviors that hinder an inclusive environment, and we're creating an open culture where we work together to mitigate them. A more inclusive environment is critical to driving innovation across the globe.

“Awareness and practice are the keys to creating an inclusive culture. Once you're aware of others' perspectives and your own biases, you can recognize situations and practice collaborating in ways that respect all team members' viewpoints.”

Stéphane Reboud, Vice President, Strategically Aligned Business and Chief of Staff, EMEA President



## Many Advocating Real Change (MARC)

Fostering inclusion through frank conversations

Many Advocating Real Change ([MARC](#)) is our foundational learning program addressing unconscious bias and fostering inclusion. MARC offers Dell Technologies team members a judgment-free space to examine their beliefs and grapple with challenging subjects directly and honestly. Through this program, we offer strategies and support for mitigating bias. Topics discussed at the workshops include unconscious bias, privilege, insider/outsider dynamics, gender role conditioning and inclusive leadership.

In 2014, Dell Technologies was the first IT company to participate in Men Advocating Real Change, a program developed by the nonprofit [Catalyst](#) to create male allies in the workplace. We've since adopted the program and customized it to embody our corporate culture and values. In 2019, we renamed the program Many Advocating Real Change, reflecting our belief that all team members should be advocates for an inclusive culture.

By the end of July 2019, 95% of Dell Technologies executives and over 14,000 team members worldwide had participated in this uniquely immersive experience. We plan to offer it to all of our team members globally. To expand the program's reach, we launched a "train the trainer" program. So far, we've trained 200 executive MARC Ambassadors on how to facilitate MARC sessions to other managers worldwide. Our goal is to reach 100% of managers, and by the end of July 2019 we had already trained 70%. This unique approach has enabled us to increase the number of diversity champions in our leadership ranks.

We also created MARC content that can be integrated into our other leadership development programs. In addition, we held our first sessions in Morocco, Japan, Brazil, Argentina and Mexico, and we continue to add new countries. Responding to overwhelming demand, we began hosting MARC sessions for select customers, and even offered a customer session at our signature annual event, Dell Technologies World. ■

[Learn about our initiatives to mitigate bias](#)



### SURVEY RESULTS

**82%** say MARC has changed the way they think and behave

**68%** have seen a change in their leaders' behaviors and progress



### PARTICIPATION

**95%** of execs have participated in MARC

**70%** of managers have participated in MARC

**14K+** employees globally have attended MARC sessions

*Data for MARC based on July 2019*



### Meet Java, Dell Technologies' unofficial ambassador of inclusion

Serving as a guide dog for MARC facilitator Reid Creviston, Java not only shows team members what Reid's life is like as a visually impaired team member, his presence helps put team members at ease while discussing sensitive topics in a safe and supportive environment. You can follow Java's journey on Instagram at [@Bark4MARC](#)



#### SCALING FOR MAXIMUM IMPACT

## Strong partnerships for stronger progress

No single program or company can increase the technology industry's diversity and solve the talent shortage. Making a measurable impact will require collaborative solutions.

At Dell Technologies, we are partnering with companies that share our commitment to investing in diverse communities — and to giving them the opportunities needed to thrive in our industry. We're also partnering with nonprofits and nongovernmental organizations that can help us deeply understand community needs and advocate public policy change. Together we are developing programs that can drive meaningful, systemic change — from the halls of Congress to schools to corporate campuses.

### Reboot Representation Tech Coalition

Closing the gender gap for underrepresented women of color

Black, Latinx and Native American women make up only 4% of the computing degree recipients and tech workforce in the U.S. Underrepresented women of color are missing out on this sector's well-paying careers, and the industry is missing critical points of view.

We recently joined the [Reboot Representation Tech Coalition](#) started by Pivotal Ventures, an investment and incubation company created by Melinda Gates. Reboot seeks to double the number of black, Latinx and Native American women graduating with computing degrees by 2025. Dell Technologies is a founding member alongside Intel, Microsoft, Adobe, BNY Mellon, Riot Games, Salesforce.org, F5 and Verizon. Collectively, 12 tech companies have committed more than \$12 million to this goal. This represents a significant increase in funding focused on underrepresented women of color in computing. Pivotal Ventures' research shows only 5% of corporate philanthropy goes toward gender diversity in tech and even less (0.1%) goes toward women of color. Through Reboot we can collectively invest in the organizations we all agree have the greatest potential to address the cultural, social and economic challenges at play.

“Reboot is proud to have an industry leader like Dell investing in systemic inclusion of underrepresented women of color. This commitment underscores their deep understanding and desire for a diverse, inclusive and representative workforce that will contribute to a more vibrant tech sector. The Reboot Representation Tech Coalition commends Dell's intentionality and is excited to continue this partnership toward our shared 2025 goal.”

Dwana Franklin-Davis, CEO, Reboot Representation Tech Coalition



## Women in Technology Consortium

Developing solutions that empower girls to become women in tech

There is a disconnect between young girls' interest in tech and women's representation in the field. According to the [Girl Scout Research Institute](#), in the U.S., 74% of young girls express interest in STEM fields and computer science, yet women hold only 25% of computing jobs. They [also earn](#) only 18% of computer science degrees (this figure has been declining since peaking at 37% in 1984). As women constitute half the world's work-age population, now is the time to foster an inclusive workforce. We must build a clear path of success where those interested young girls become technology leaders.

In 2019, Dell Technologies and select companies formed a new Women in Technology Consortium to address these issues. We are committed to developing scalable solutions that foster more women to thrive in tech. By bringing together our expertise, knowledge and resources, we can create a balanced future that will change the world.

## CEO Action for Diversity and Inclusion

Collaborating across industries to drive meaningful change

Advancing diversity and inclusion is not just a business imperative for Dell Technologies; it is also a societal imperative for our world. To drive meaningful change, we need to have candid conversations about difficult topics. More than ever, we need bold leadership to initiate these conversations. That's why we joined [CEO Action for Diversity & Inclusion™](#), the largest CEO-driven business commitment to advance diversity and inclusion. Through this initiative, we are collaborating with more than 800 companies to exchange ideas, resources and solutions for meaningful change. Dell Technologies also signed the CEO Pledge, committing to support open dialogue, share best practices and lessons learned, implement unconscious bias training, and share strategic diversity and inclusion plans with our board of directors.

## Catalyst

Building workplaces that work for women

[Catalyst](#) is a nonprofit dedicated to pioneering research and solutions that advance more women into leadership. They believe that "workplaces that work for women, work for everyone." That's a belief and a goal we strongly support, and we've shown that commitment through our 14-year strategic partnership with Catalyst.

Michael Dell sits on the Catalyst board of directors and is a member of the [Catalyst CEO Champions for Change](#), a group of more than 60 CEOs pledging to advance women into leadership. Dell Technologies Chief Diversity and Inclusion Officer Brian K. Reaves maintains a seat on the Catalyst board of advisors, giving input to the organization's research agenda and priorities. We also have two seats on the Catalyst Expert Community. Our involvement enables us to compare our representation data against that of our competitors, develop research-based programs and collaborate with other industry leaders on solutions.

Our own unconscious bias program, MARC, is modeled after Catalyst's pioneering Men Advocating Real Change program. Because of our Catalyst partnership, our executives were instrumental in rolling out MARC, and we eventually renamed it Many Advocating Real Change to reflect its importance to all team members.



## Hispanic Association on Corporate Responsibility

Advancing Hispanic inclusion and leadership

According to our partners at the [Hispanic Association on Corporate Responsibility \(HACR\)](#), the U.S. Hispanic population is projected to more than double to 119 million by 2060. That would be 28.6% of the population — a huge source of talent. For over a decade, Dell Technologies has sponsored HACR in its mission to advance the inclusion of Hispanics in corporate America at a level commensurate with their economic contributions.

Through the [HACR Corporate Executives Forum™](#), our Hispanic executives collaborate with their peers from other Fortune 500 companies on solutions to common challenges. These include building diverse leadership pipelines and supporting more Hispanic-owned suppliers. We also encourage our high-performing team members to participate in [HACR Young Hispanic Corporate Achievers™](#). This highly selective program brings together 30–40 top young Hispanic corporate leaders for an intensive leadership development conference, with the purpose of elevating more Hispanics into leadership roles. In 2019, we attended the annual HACR Symposium, where the nation's most influential Hispanic leaders, government officials and corporate executives came together to discuss strategies for increasing inclusion in employment, procurement, philanthropy and governance.

“Young Hispanic Corporate Achievers was a premier, life-changing leadership development experience. The most valuable aspect of HACR is the power of the network: the familia that remains with you long after graduation and throughout your personal and professional life.”

Mariely Franzetti, Vice President, Services IT (Completed HACR Young Hispanic Corporate Achievers in 2013)



## The Congressional Tri-Caucus

Engaging diverse government officials to drive systemic change

At Dell Technologies, we fund and develop many programs to engage underrepresented populations in technology. The same is true of the government, so it makes sense for us to work together to best serve our communities. In the U.S., we are closely involved with the Congressional Tri-Caucus, which is composed of the [Congressional Asian Pacific American Caucus \(CAPAC\)](#), the [Congressional Black Caucus \(CBC\)](#) and the [Congressional Hispanic Caucus \(CHC\)](#). Participation in the Tri-Caucus' annual, signature events is critical to the success of our diversity and inclusion strategy. This face time with elected officials enables us to support programs, collaborate on workforce issues and solutions, and develop new initiatives that drive diversity in tech.

In 2019, we worked with the [Congressional Bipartisan Historically Black Colleges and Universities \(HBCU\) Caucus](#) (a subcaucus of the CBC) to launch our Project Immersion initiative at HBCUs in Atlanta. They helped us develop partnerships with HBCUs and encouraged us to expand our curriculum beyond technology development to include other business processes like supply chain management. This is also an example of our ongoing commitment to champion HBCUs, which we formalized by [joining the subcaucus' HBCU Partnership Challenge](#) in 2018. ■

[Learn more about our diversity and inclusion partnerships](#)



# Awards & Recognition

Our corporate culture and commitment to integrity continue to be recognized around the world. The awards below reflect our global team's commitment to championing ethics, inclusion, equity and access for all. View more awards on our [Social Impact site](#).



## Ethisphere® Institute

2019 World's Most Ethical Companies®

This was our sixth year in a row to be recognized for exemplifying and advancing corporate citizenship, transparency and the standards of integrity.



HUMAN RIGHTS CAMPAIGN FOUNDATION

## Human Rights Campaign

100% Score on 2019 Corporate Equality Index

This was our 15th consecutive year to receive a perfect score on this index, which recognizes the Best Places to Work for LGBTQ+ equality. It is the national benchmarking tool on LGBTQ+-related corporate policies and practices



## FlexJobs

#17 on Top 100 Companies with Remote Jobs in 2019

This list recognizes the companies that offer the greatest number of remote-friendly positions, per FlexJobs' data analysis of online postings.



## LinkedIn

#10 on 2019 Top Companies list (U.S.)

The world's largest professional network lauded our commitment to workplace flexibility and \$4.5 billion annual investment in research and development.



## Fairygodboss

#6 on Best Technology Companies 2019 list

This list reflects site users' rankings of the best companies for women professionals.



## Glassdoor

3.8 (out of 5) rating

Our rating increased from 3.7 in 2018 to 3.8 in 2019. Ratings are from current and former employees, as well as job candidates.



## Forbes

Best Employers for Diversity 2019 list

This list was compiled by surveying 50,000 Americans working at companies with more than 1,000 people.



## Indeed

4.0 (out of 5) rating as of July 2019

Employees and job candidates gave us top marks for work-life balance, culture, and pay and benefits.



## Indeed

#13 on Top-Rated Companies for Work/Life Balance in 2018

The job search engine analyzed 72 million ratings and reviews on its site to identify which companies get the highest marks for helping employees achieve balance.



# Ethics & Privacy



Integrity is a core value at Dell Technologies. To us, it simply means doing what's right. Cultivating diversity and inclusion is not only the right thing to do; it's a business imperative for us. We've imbedded this imperative into our corporate culture — a culture that values diversity, provides equal opportunity and fosters an environment of collaboration and inclusion.

## Code of Conduct and Supporting Policies

Our Culture Code provides the foundation of our culture, and our [Code of Conduct](#) provides a road map for how we live that culture. Our Code of Conduct is a how-to guide for global team members to ensure their daily activities, interactions and transactions are in accordance with our values. Since they reflect our values, our Code and the policies that support it often go above and beyond what is legally required and instead set out who we aspire to be.

In 2019, we launched a new, interactive version of our Code that gives team members an app-like experience.

Examples of key Code provisions and policies on diversity and inclusion are:

- [Global Diversity and Equal Employment Opportunity Policy](#)
- Global Workplace Anti-Harassment Policy
- Global Policy on Raising and Investigating Potential Ethics and Compliance Violations & Anti-Retaliation

Our written commitment to diversity and inclusion extends to our supply chain and partner community. We hold these third parties to the standards outlined in the [Responsible Business Alliance Code of Conduct](#) and [Dell Technologies Partner Code of Conduct](#).

## Training and Awareness

To help team members learn our expectations and internalize our values, we make our trainings fun and meaningful. Our engaging learning experiences use animated videos and interactive games to create a safe environment in which team members can simulate real-life scenarios and assess possible consequences. Every Dell Technologies team member is trained on the Code of Conduct and supporting policies upon hire and annually. We are one of the few companies that achieve a 100% annual compliance completion rate.

## Speak-Up Culture

We pride ourselves on having an open culture where all team members know our high expectations and feel comfortable voicing questions and concerns. This culture — along with our infrastructure to support it — is fundamental to the success of every Dell Technologies diversity and inclusion program.

The Dell Technologies [Ethics Helpline](#) gives team members and our third parties one central place to ask questions about ethics issues and report concerns, even anonymously where allowed by local law. All such reports are investigated promptly and as confidentially as possible, and appropriate corrective action, if needed, is taken.

## Protecting Privacy

Dell Technologies' [Global Data Privacy Policy](#) outlines our expectations and accountability of our team members when collecting, processing, using and sharing our team members' personal information. In 2019, we continued to increase both our privacy requirements and team members' awareness of them.

We enhanced our mature global privacy program to comply with new applicable privacy laws and regulations, such as the [European Union General Data Protection Regulation](#) (GDPR) requirements. We incorporated a mandatory GDPR training into our annual ethics and compliance training, and 100 percent of Dell Technologies-badged team members completed the course. We also plan to incorporate mandatory U.S. consumer privacy law awareness training for applicable team members next year.

COMMITMENT TO TRANSPARENCY

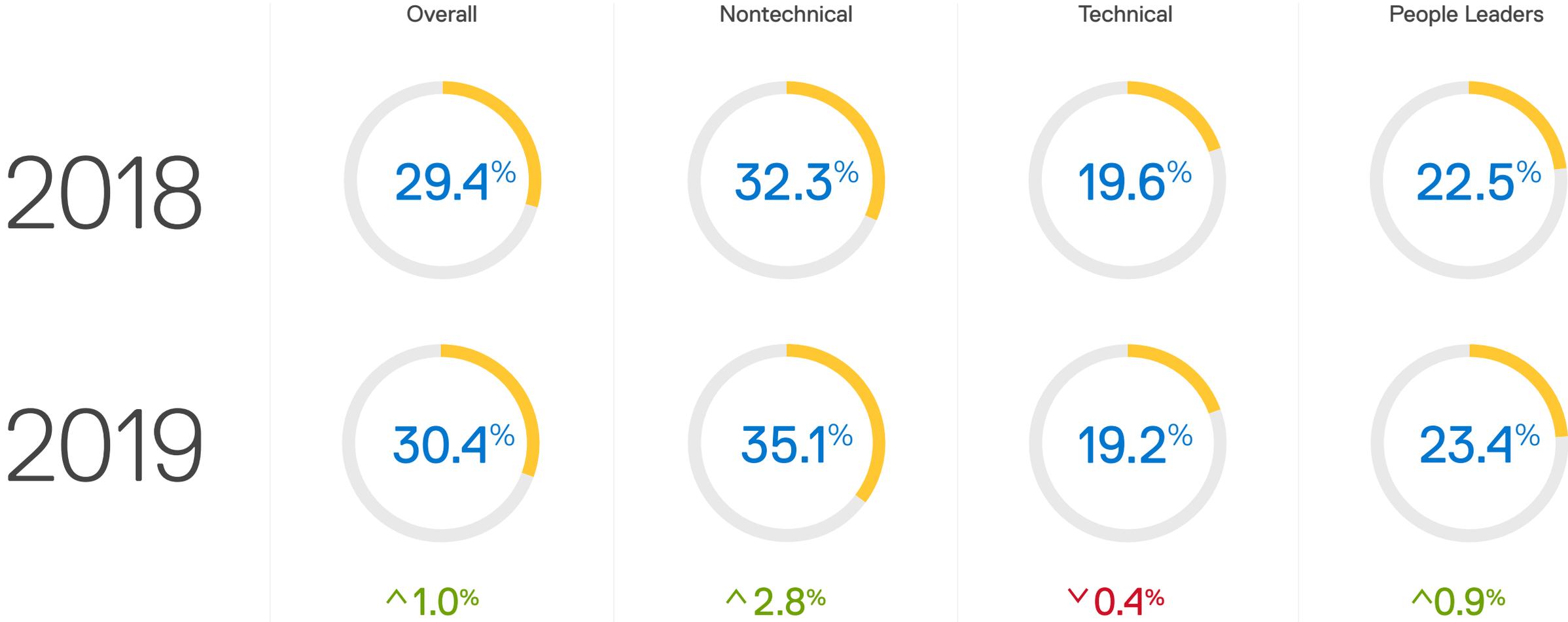
# By the Numbers

Our workforce demographics reflect the strides we've made toward greater diversity and inclusion, and the work we still have left to do. We are committed to providing transparency into our progress.



# Global Gender Diversity

Our workforce demographics show that 30.4% of Dell Technologies team members identify as women — a year-over-year improvement of 1%. Representation of women in people leader and nontechnical roles also increased. We saw a slight decline (0.4%) of women in technical roles, and this will continue to be a focus area in 2020 and beyond.

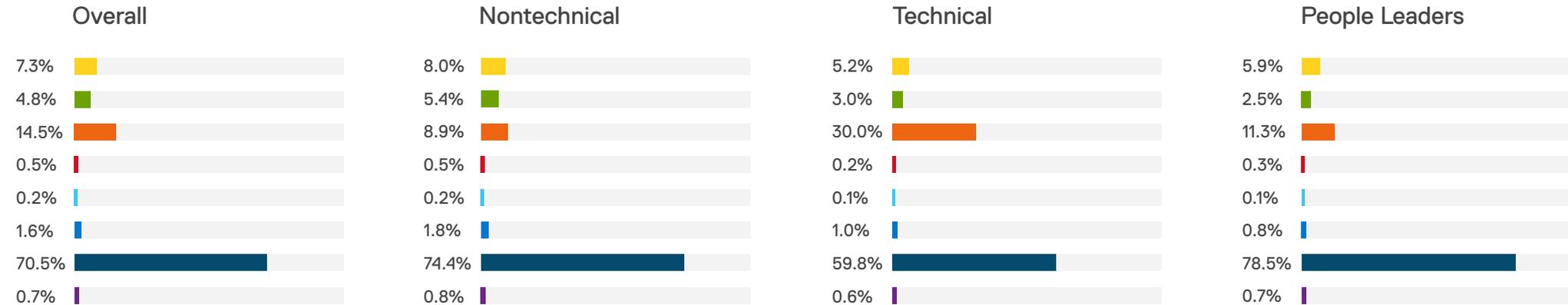


FY18 fiscal year reporting is dated 2/2/18 | FY19 fiscal year reporting is dated 2/1/19

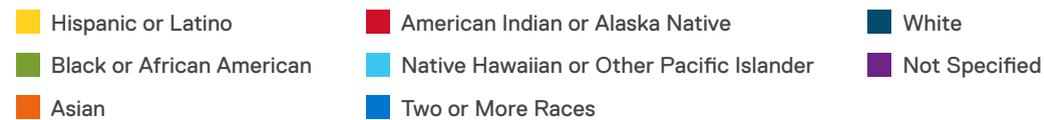
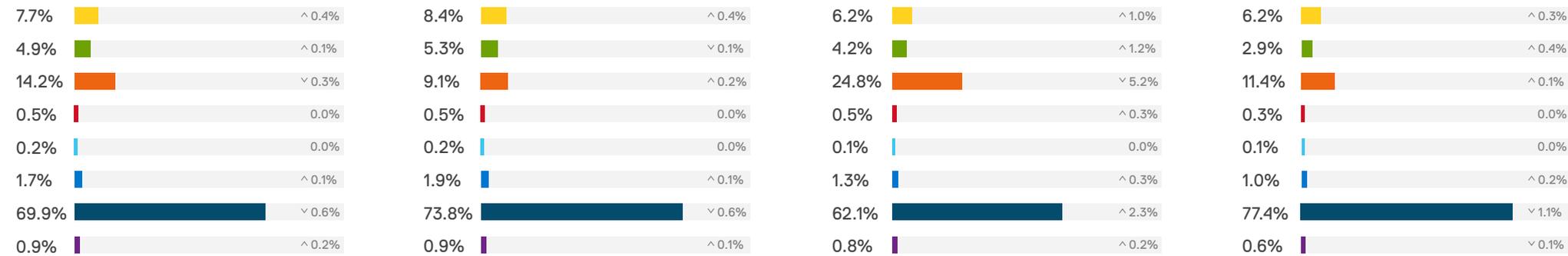
# U.S. Ethnicity

Overall, we saw a steady increase in the number of Dell Technologies team members in the U.S. who identify as black/African American or Hispanic/Latino. The highest year-over-year growth occurred in technical roles, where black/African American representation grew by 1.2% and Hispanic/Latino representation grew by 1%.

## 2018



## 2019



FY18 fiscal year reporting is dated 2/2/18

FY19 fiscal year reporting is dated 2/1/19



# Glossary

Words matter. They have the power to unite us or to divide us. That's especially true when we're talking about people and communities. The terms we use to describe ourselves and our experiences evolve over time. It's important for us to keep learning from one another and updating our shared vocabulary accordingly.

These are some of the terms you'll find within this report, and how we define them within the context of Dell Technologies' diversity and inclusion programs.

**Allies (n.):** Advocates for people from underrepresented or marginalized groups. An ally takes action to support people outside of their own group.

**Autism Spectrum Disorder (ASD) (n.):** A developmental disorder that affects communication and behavior. Known as a "spectrum" disorder because there is a wide variation in the type and severity of symptoms people experience.

**Diversity (n.):** The condition of being composed of many different types of people. Particularly a broad mix of genders, races, cultures, sexual orientations, socioeconomic backgrounds and/or abilities.

**Ethnicity (n.):** Large group of people classed according to common racial, national, tribal, religious, linguistic, or cultural origin or background. Like race, ethnicity is a social construct but it is a more inclusive term.

**Ethnic minorities (n.):** People who belong to an ethnic group that is a relatively small part of the population in the country in which they live. Used especially outside of the U.S.

**Historically Black Colleges and Universities (HBCU) (n.):** U.S. institutions of higher education (102 schools total) established before 1964 for the primary purpose of educating African Americans.

**Inclusion (n.):** An environment where all team members are respected, feel like they're part of the group, and have equal access to opportunity and involvement.

**Intersectionality (n.):** The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism and classism) combine, overlap or intersect especially in the experiences of marginalized individuals or groups.

**Latinx (adj.):** A gender-neutral or nonbinary alternative to Latino or Latina.

**LGBTQ+ (abbr.):** An acronym for lesbian, gay, bisexual, transgender and queer/questioning (one's sexual orientation or gender identity), with an added + to represent all other sexual orientations and gender identities.

**Minority Serving Institution (MSI) (n.):** U.S. higher education institutions that serve minority populations. They include Historically Black Colleges and Universities, Hispanic-Serving Institutions, Tribal Colleges and Universities and Asian American and Pacific Islander Serving Institutions.

**People of color (n.):** A term primarily used in the U.S. to refer to a person who is not white.

**STEM (abbr.):** An acronym for science, technology, engineering and math. Most commonly used to collectively refer to educational programs or careers in these fields.

**Transgender (adj.):** A term to describe a person whose gender identity differs from the sex the person had or was identified as having at birth.

**Unconscious bias (n.):** An implicit association, whether about people, places or situations, which is often based on mistaken, inaccurate or incomplete information and includes the personal histories we bring to the situation.

**Underrepresented minority (n.):** In the context of this report, we are referring to three ethnic groups — black/African American, Native American and Latinx — that have historically constituted a disproportionately smaller percentage of the technology industry than they do of the U.S. population.

**Underrepresented talent (n.):** A broader term that includes both underrepresented minorities and women, who have also constituted a disproportionately smaller percentage of the technology industry than they do of the global population.

# Progress Made Real — Our Social Impact Plan for 2030

Our Diversity & Inclusion Report captures our annual progress on key initiatives, which all support Progress Made Real: Our Social Impact Plan for 2030 (to launch November 2019). This plan articulates how we will focus on creating a positive social impact in key areas: advancing sustainability, cultivating inclusion and transforming lives, all underpinned by a commitment to upholding ethics and privacy.



## 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 our 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.

Explore our latest work at [DellTechnologies/ProgressMadeReal](https://www.delltechnologies.com/ProgressMadeReal)