



Driving Culture, Equity & Belonging

DELL TECHNOLOGIES
2021 DIVERSITY & INCLUSION REPORT



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Letter From Vanice Hayes

It's been just over two months since I stepped into my new role at Dell Technologies as chief diversity and inclusion officer. Building a more inclusive workplace and world as we navigate new ways of working is a responsibility I'm honored to have. I'm keeping an open mind as we listen for the greatest needs and make the necessary adjustments that enable every single member of our team to thrive.

Our focus has been on taking critical steps to live who we are — a diverse company with unique perspectives — at our deepest level. So we've spent the past year taking purposeful action. The actions we've taken have helped us address our most pressing societal issues and create a deeper sense of belonging among our global team of 158,000:

- **Addressing the impacts of COVID-19:** Injustices and disparities continue to take their toll on underrepresented groups around the world, and we saw these rise as the pandemic continued. Our team has come together — to support, advocate, give and live up to commitments we made to drive progress. As just one example, in 2020 [women globally lost more than 64 million jobs or 5% of the total jobs they held](#) — while 3.9% of men's jobs were lost. We fortunately did not see the type of decline at Dell that we're seeing in the broader workforce. But that doesn't mean we haven't been affected. Adding and extending benefits to working parents — like caregiving, child care, tutoring and learning pod solutions — helped with that. Ongoing development and sponsorship will be critical ways we invest in women at the company and keep them moving forward.

- **Investing in our supportive, flexible workplace:** We are leaning into what it means to feel a deep sense of belonging in a hybrid environment, building tools and a culture that provide choice and flexibility to all team members. Connecting in new ways — through moments of reflection, support groups, and wellness and educational sessions — has been critical to supporting each other through a global pandemic. These connection points have helped our Employee Resource Group (ERG) participation grow to 44% of the company — up from 34% last year.
- **Expanding learning opportunities to drive inclusion:** We evolved our diversity and inclusion foundational learning program and made it easier for team members to deepen their understanding of unconscious bias, intersectionality, in- and out-groups and microaggression. We're excited that nearly 100% of our managers participated in learning experiences on these topics last year. But we need this to be something we all experience on a continuous basis. With our new approach, called Be the Change, team member participation will happen all year long at key points like performance reviews and check-ins with their manager or team.
- **Closing the tech talent gap and continuing to build a diverse leadership pipeline:** We expanded our current partnerships with historically Black colleges and universities, minority-serving institutions and community colleges — connecting virtually to foster relationships and help students build technology skills. This has already increased hiring from these schools by 42% compared to last year. And close examinations of our current workforce resulted in the promotion of women

globally and underrepresented minorities in the U.S. (Black/African American and Hispanic/Latino) at rates higher than our current representation. This accelerates our pipeline for a leadership team where 40% identify as women globally and 15% identify as Black/African American or Hispanic/Latino in the U.S. by 2030.

We're moving forward with the understanding that we must hold ourselves accountable for ensuring Dell is a place where we all can thrive as our authentic selves. It's why our most senior leaders have diversity goals tied to their performance expectations and our people managers receive feedback on how they are doing in the area of inclusion.

And in the year ahead, we will focus on expanding opportunity for our teams and communities. We'll support through action and advocacy, including continuing to support inclusive policy and legislation that impact our local communities, like access to digital technologies and skills.

Continuous learning will be at the heart of our progress. It will inspire more inclusive and equitable business practices we can embed throughout our organization — and expand opportunities in our communities to make our greatest impact yet.



Vanice Hayes
Chief Diversity and Inclusion Officer
Dell Technologies





Progress Made Real

We announced Progress Made Real — our social impact goals and plan for 2030 — at the Dell Technologies Summit in November 2019. We strive to create a positive and lasting impact by advancing sustainability, cultivating inclusion and transforming lives around the world, all while upholding ethics and integrity and our commitment to equal employment opportunity for all.

A critical aspect of making real progress requires cultivating inclusion. Diversity and inclusion are no longer the right thing to do or something “nice to have.” This is a business imperative that provides commercial and social value as relevant as the technology solutions we create.

Dell Technologies believes closing the diversity gap is critical to meeting future talent needs and ensuring that new perspectives reflect 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.

We cannot afford to overlook exceptional talent. In the long term, a homogenous talent pool means a labor shortage. In the short term, a homogenous workforce means lost profits. Both are bad for business.

We have also set a “moonshot” goal intended to challenge us to have the greatest impact on cultivating inclusion:

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

We have also set specific goals around cultivating inclusion that are grounded in real action:

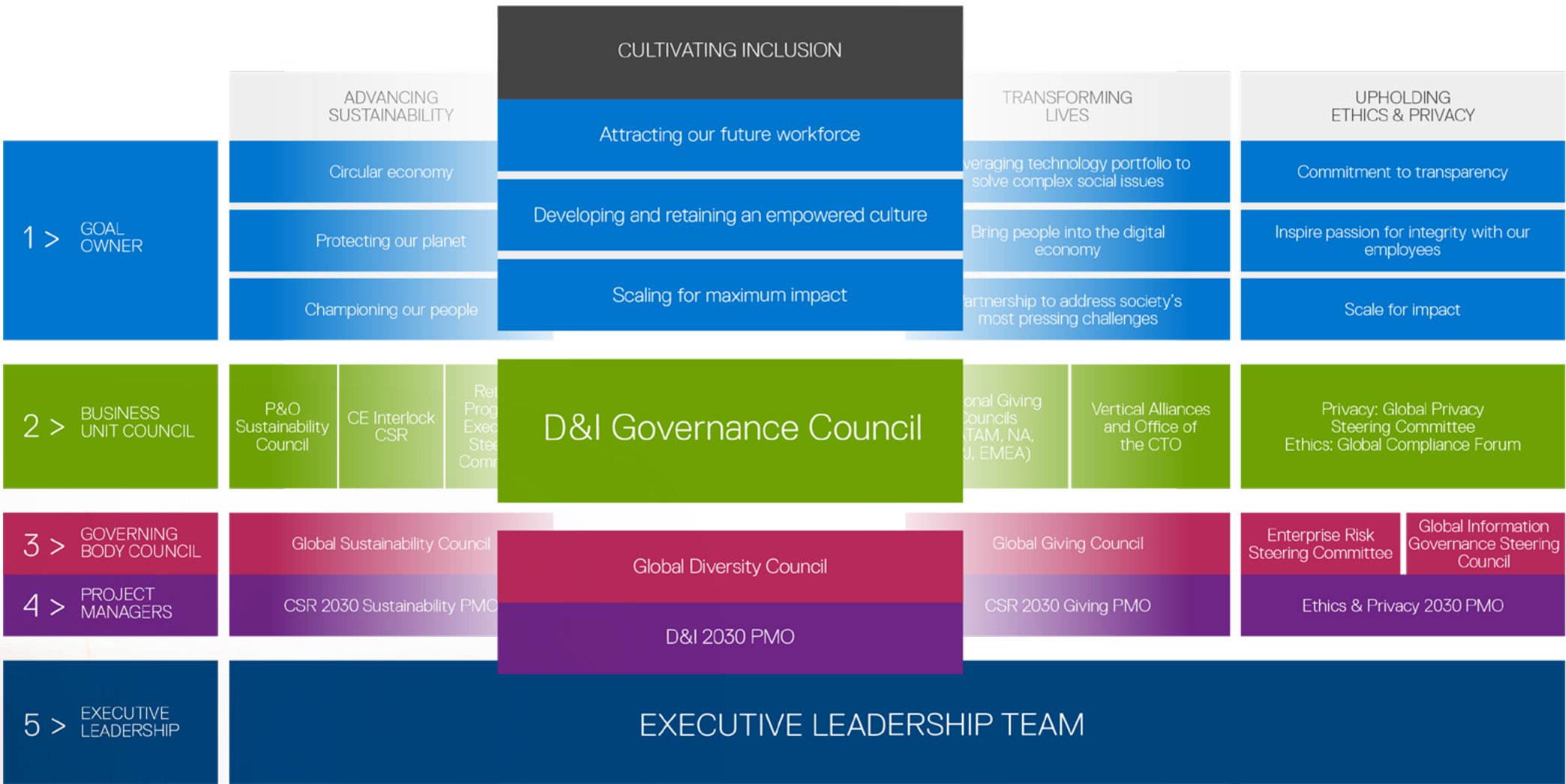
- **By 2030, 25% of our U.S. workforce and 15% of our U.S. people leaders will be those who identify as Black/African American and Hispanic/Latino minorities**
- Each year through 2030, 90% of our employees will rate their job as meaningful
- By 2030, 50% of our employees will participate in Employee Resource Groups to drive social impact
- Each year through 2030, 75% of our employees will believe their leader is inspiring
- By 2030, 95% of our employees will participate in annual foundational learning on key topics such as unconscious bias, harassment, microaggression and privilege
- Each year through 2030, 50% of the people empowered by our social and education initiatives will be those who identify as girls, women or underrepresented groups

We’re committed to checking our progress against these goals annually.

For long-term success, cultivating inclusion is just as important as Dell’s innovative technology. Now, more than ever, our customers expect to do business with companies embracing these values.

Cultivating Inclusion Governance

Driving a culture of equity, inclusion and belonging in our organization requires intentional effort. We know it requires diligence and partnership across Dell Technologies. To that end, as we work to make progress on our 2030 Progress Made Real goals, we've created a Cultivating Inclusion governance model that will help ensure we meet our goals to attract our future workforce, develop and retain an empowered workforce, and scale for maximum impact. The layers of governance include a broad representation of executives and team members from across Dell Technologies. Along with the Executive Leadership Team, the D&I Governance Council, the Global Diversity Council, and the D&I 2030 Project Management Office assist us in driving actions and results in alignment with these business-critical D&I goals.



Our focus areas for Diversity & Inclusion

In order to meet our 2030 goals for Diversity & Inclusion, we have identified three areas of focus in which to organize our initiatives and measure our progress:



Build & Attract

- Diversify to fulfill jobs in tech and increase innovation
- Look beyond the “traditional” talent pool
- Partner to ensure workforce preparedness



Develop & Retain

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



Scale

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



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.

Expanding the STEM pipeline for underrepresented talent

Diverse talent is out there — and it needs nurturing. Employers in the tech industry are already experiencing the negative effects of skills shortages. This is a big part of why we must proactively expand the talent pipeline for underrepresented groups to meet our future talent needs. With a strong foundation of diverse talent, we're also in a position to increase and drive innovation across our business.

Dell Technologies is expanding the pipeline for underrepresented talent by developing new STEM (science, technology, engineering and mathematics) programs geared to [creating and attracting a talent pool](#) of underrepresented individuals. Our talent acquisition and leadership teams are actively working to build and attract a diverse talent pool to drive our business forward by using diversity and inclusion as a catalyst.

Expanding the STEM pipeline isn't just about us. We're dedicated to partnering with other companies, academic institutions and nonprofits to find creative new ways to remove barriers from the traditional hiring practices to leverage every individual's unique ability to contribute — with the ultimate goal of building a workplace that is enriching for all.





Cultural Ambassadors

Offering prospective talent honest insights about our workplace

Dell Technologies is constantly looking for innovative ways to engage with talent. It's key to our success that we fill our pipeline with diverse talent who can help us achieve our long-term goals. Outside of our formal recruiting efforts and events, we know there's an opportunity to engage with talent on a deeper level. What if prospective talent could ask the questions they might not feel comfortable asking in a formal interview? Would it help to hear, from a current team member, what it's really like to work at Dell Technologies?

In 2020, we set out to answer these questions by piloting Career and Culture Conversations — a program that offers potential talent the chance to meet with a Dell Cultural Ambassador for a stress-free, low-pressure conversation. The conversations allow current team members to share who we are as a company, explain what we're doing for D&I and offer a glimpse into how a role at Dell Technologies might look.

Currently, this program is focused on attracting diverse talent and candidates for hard-to-fill positions. Prospects may not actively be looking for a new role and may not have applied for a position with Dell Technologies. We're building an engaged, diverse pipeline we can contact when the right position is available.

Our Employee Resource Groups (ERGs) provided the perfect place to find Cultural Ambassadors. Members of ERGs understand what it's like to work at Dell, our culture and the difference an ERG can make outside of your day job. The Women in Action, Black Networking Alliance and Latino Connection ERGs all nominated members to participate in the pilot.

Recruiters identify the talent prospects for conversations, engage with them and offer the opportunity to have a conversation. Based on interest, recruiters match and schedule a conversation with an ambassador who shares their areas of interest. Prior to their first call, all ambassadors receive training about the program, the process and their role.

Career and Culture Conversations kicked off in 2020 with a small pilot in North America that included 21 Cultural Ambassadors from different business units and levels within the organization. As of FY21, we've held about 125 Career and Culture Conversations, with 80 ambassadors supporting the program. Prospects

say they appreciate the stress-free, low-pressure conversations. They report that other companies don't offer this type of experience. Some even say talking with a Cultural Ambassador has made them "fall in love with Dell."

Not only do these conversations help prospects, but they also provide a chance for team members to help drive our workforce goals. Ambassadors say they enjoy having these conversations, and thanks to volunteering, they've learned more about our Progress Made Real goals and our Culture Code.

In FY22, we're launching a platform to assist with matching, scheduling, collecting feedback and tracking hiring metrics. We want Career and Culture Conversations to be a differentiator for us in the talent market. From what prospects tell us, this is something new. It's like having an open discussion with a friend that provides clear insight on what it's like to be a part of Dell Technologies.





Addressing the gap in intern diversity

Paid internships are a proven way that college students explore careers and even land job offers post-graduation. Unfortunately, according to research conducted by the [National Association of Colleges and Employers \(NACE\)](#), underrepresented minority students are less likely to get paid internships than their white counterparts.

Underrepresented minority students face numerous barriers when it comes to finding and applying for internships — including limited access to technology and the necessity of working multiple jobs to pay for tuition. Most importantly, they may not have the connections to facilitate networking or guide them on their career journey.

Fund II Foundation understood the important role of internships for underrepresented talent to gain experience, explore a variety of career paths and continue paying for their education. To address the internship gap, they created the [internX platform](#). Rising sophomores through post-graduate students with at least a 2.8 GPA in historically underrepresented communities are eligible to apply for internX and gain access to internships with leading STEM employers.

Using advanced analytics, the platform strategically matches students with employers. The internX platform also provides the students with support in the form of skills assessments, mock interviews and soft skills training, so that students are prepared when an organization reaches out and expresses interest.

Among other barriers that underrepresented groups often face on these kinds of platforms are subscription or membership fees. That's not an issue with internX — the platform is free for all stakeholders, including students, employers and collaborators.

In 2020, Dell Technologies became one of 200 internX collaborators that are dedicated to enhancing the representation of historically under-resourced students in corporate America. Offering internships through internX is one more way we can connect with the talent pool that will help us drive innovation for the future.

In FY22, we plan to hire our first internX students.

In 2020, Dell Technologies became one of 200 internX collaborators that are dedicated to enhancing the representation of historically under-resourced students in corporate America.





BUILDING AND ATTRACTING THE FUTURE WORKFORCE

Project Immersion

Collaborating to provide access to IT careers

In March 2020, students in our Project Immersion program were scheduled to visit Secureworks as part of a semester-long cybersecurity workshop. The tour was to include a briefing with executives and an insider’s view of what’s involved in security-managed services. Then COVID-19 arrived, and the tour was canceled.

Through [Project Immersion](#), Dell Technologies partners with select historically Black colleges and universities (HBCUs), minority-serving institutions (MSIs), and Hispanic-serving institutions (HSIs) to provide coursework, workshops and certifications. The courses, taught by volunteers from across the business, create awareness of early-in-career opportunities in order to equip college students with the personal and professional skills they need to succeed in the digital future.

We engage with partner schools in a variety of ways. Through learning about data science, presales engineering, block chain and cybersecurity using Dell’s technology, we educate and equip students before they even come to Dell, and nurture their skills development via training and internships to ready them for potential full-time employment.

As the COVID-19 pandemic continued to wreak havoc around the globe, the question arose: Would Project Immersion make it to the end of the semester? Within a week after college campuses closed, we were back to class — using an online model.

At the start of the semester, 43 students were enrolled

in the cybersecurity course. Unfortunately, due to uncertainties related to the pandemic, some students had to drop the class, but the majority were able to continue. During each online session, we spent 10 minutes checking in as a learning community to talk about the “new normal.”

Brainstorming calls with faculty helped us get a sense of students’ needs and hear that several required financial support. We created a few scholarships for Project Immersion students who were excelling. In May, we held our final cybersecurity class, which brought program participation to a total of 330 students.

In the fall of 2020, Project Immersion returned with an online presales course created by Angela Harper, director, Presales Talent Innovation team, and Dr. Kinnis Gosha, Ph.D., division chair and Hortenius I. Chenault Endowed Associate Professor, Experiential Learning and Interdisciplinary Studies, Morehouse College. This 16-week curriculum offers Project Immersion students valuable learning about how presales engineers facilitate the discovery and solution recommendation phases of a customer engagement.

In September 2020, Project Immersion hosted the Your Future in Data Science webinar. More than 170 participants attended the 1.5-hour online event. The program helped attendees kick off their data science learning journeys with panels about information technology (IT) jobs of the future, practical guidance about artificial intelligence and a discussion about how diversity and inclusion impact the IT landscape.

Students enroll in Project Immersion courses because they are passionate about technology and they’re not afraid to learn it. Once these students interact with Dell Technologies, they’re not forgotten. There’s an ongoing dialogue and a talent review to ensure we’re

bringing in the best talent possible and pulling from historically underserved talent pools.

There’s no doubt that 2020 was a difficult year, but through Project Immersion, we experienced deeper opportunities to connect and collaborate. The sense of community among students, educators and Dell volunteers is what continues to make Project Immersion the powerful experience it is.



Lead

Ensuring more members of the workforce can participate

In Brazil, about 9 million people with disabilities are of working age; however, [only 1 million people with disabilities](#) are currently part of the workforce. As an organization, we sought a way to use technology to make opportunities more accessible for this underrepresented group. In 2011, we partnered with educational institutions in the state of Ceará, Brazil, to found Lead, a Dell research, development and innovation center.

The Lead team includes professionals who work across various research and development fields, such as natural language processing, wearable devices, artificial intelligence and web and mobile tools. The goal of Lead is to find ways to use current technologies and accessibility resources to empower underrepresented talent groups.

The first Lead solution was Dell Accessible Learning (DAL), a distance learning platform. DAL offers accessibility features for people with disabilities and includes more than 30 courses in the field of technology and management. As of June 2020, more than 27,000 public high school students, college students and socially vulnerable people across Brazil have subscribed to DAL's free training courses. The training helps these students compete more fairly for job vacancies in a competitive labor market. On average, students rate their satisfaction with DAL at 93%.

Some of the other solutions developed by Lead include:

- **Augmented Reality Training Arcade (ARTRADE)** uses augmented reality glasses to train manufacturing team members who are hearing impaired on how to build devices. Machine learning and artificial intelligence also enable ARTRADE to evaluate performance, support training and conduct skill assessments.
- **Mobile Aware Intermodal Assistant (MAIA)** is an application that makes speaker testing accessible on Dell laptops, using an algorithm that converts sounds into images displayed on a screen. MAIA also empowers team members with hearing loss to communicate with factory leaders via radio.
- **Website Accessibility Layer (WAL)** provides a functionality that makes webpages accessible for people with Daltonism, dyslexia or visual impairments. Outside of Brazil, Dell offices in Argentina, Chile, Colombia, Costa Rica, Mexico, Peru, Panama and Germany also use WAL.
- **STEVE** is an exoskeleton that makes standing work posts accessible for Dell's manufacturing team members in Brazil.



People with disabilities bring valued skills, such as collaboration, communication, innovation and creative thinking, to the workforce. Through Lead, we seek to develop ways in which all members of the workforce can participate with the same level of engagement and performance.



HIGHLIGHTS OF OUR KEY INITIATIVES

Developing and retaining an empowered workforce

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

Embracing differences to empower employees and create a safe, inclusive culture

Dell Technologies is creating an internal community that is more engaged, productive and innovative. We embrace differences to bring diverse employees together to innovate, create a safe and inclusive culture, promote personal and professional growth, and drive business impact.

We are working toward organization-wide foundational learning that will drive awareness and the ability to recognize and combat unconscious bias that can unintentionally harm work culture and business performance. Furthermore, we have created leadership and development programs for women; Employee Resource Groups (ERGs) that drive business impact; and strategic partnerships and programs that help to empower underrepresented groups.

The result of these efforts is an internal community that is more engaged, more innovative and more productive.



“ The way we are talking about D&I is across four areas: representation, inclusion, sponsorship and equity. D&I is infused in who we are. It’s infused in our commitment to our people. That’s what we believe is going to really go accelerate change.”

KRISTI HUMMEL, SENIOR VICE PRESIDENT, HUMAN RESOURCES, DELL TECHNOLOGIES

Culture Code

Defining and setting D&I expectations in our culture and values

Dell Technologies has done important groundwork around diversity, but in March 2020, we stepped back to examine how we can become an even more diverse and inclusive organization. To think about how to do that, we returned to the guiding principles that bind us together: [our Culture Code](#).

We realized that as part of the Culture Code we needed to define the expected behaviors that demonstrate diversity and inclusion. In FY21, we updated the Culture Code to:



Clarify who we are as a company

We are a diverse team with unique perspectives united in our purpose, our strategy and our culture, driven by our ambition and the power of technology to drive human progress and not wavering in our commitment to equality, trust and advocacy for one another.



Describe our Winning Together core value

We always are eager to collaborate and have the courage to openly challenge and debate the things that matter.

We always respect and value our differences and see a diverse and inclusive workforce as a strength.



Highlight behaviors that reflect our Integrity core value

We never tolerate disrespect, inequality, fear or coercion.

Our leadership principles also now explicitly state that we expect every leader at Dell to advocate for inclusion and sponsorship of underrepresented team members. All our people leaders should embrace different and unique perspectives as accelerators of innovation and results, and create a safe and inclusive environment where team members can feel they can be their authentic selves.

Historically, our People Philosophy addressed three key areas: achievement, balance and connection. In FY21, we added diversity and inclusion as a fourth key area; while diversity and inclusion were always implied, this update is intended to reflect our strong commitment.

Inclusive Language

Using language that empowers and unites us

At Dell Technologies, we know that the words we use have the power to inspire and unite. They can help foster a culture where we can all be our true selves. Using inclusive language with our customers, partners and team members is an important step in cultivating an inclusive culture, and the way we express ourselves impacts others.

In 2020, we held listening sessions with team members across the company, and inclusive language came up as something for us to further address. We’ve since established an inclusive language philosophy that leans into our culture. We will continue to embrace diversity and inclusion in the language we use. We will be humble, but vocal, leaders in this industry-wide effort. Finally, we will use our leadership position to influence change and build consensus.

Inclusive language starts within our own organization. A working team from across Dell Technologies met and identified racist terms and gendered language to remove from our vocabulary. Examples of inclusive language changes we’re making include replacing “master-slave” with “primary-secondary” and using “workforce” to replace “manpower.” We also looked at our 2030 Progress Made Real goals and updated language there as well. A cross-functional team will continue to remediate, create awareness and prevent use of non-inclusive language at Dell Technologies.



“ Words matter in our lives, and our code speaks for our technology — all of our language reflects our culture and values of our company. We are working within Dell Technologies and with our peers and communities to establish new industry-standard inclusive language that reflects the inclusive world we strive to see.”

JOHN ROESE, GLOBAL CHIEF TECHNOLOGY OFFICER,
DELL TECHNOLOGIES



Employee Resource Groups

Amplifying team member voices for greater impact

Employee Resource Groups (ERGs) are communities within Dell Technologies in which team members with common interests or backgrounds connect, learn, develop new skills and impact the business. They promote a diverse and inclusive workplace that is aligned with our values, goals and business objectives.

At Dell Technologies, the passion within [our ERGs](#) helps us create a sense of inclusion for all and allows our team members to show up as their authentic

selves. These groups also provide opportunities for leadership, increased employee engagement and valuable customer insights. Each ERG builds its strategy around four pillars: Community Impact, Business Innovation, Professional Development, and Team Member Experience.

Currently, more than 54,000 unique team members participate in one or more of our 13 ERGs. There are more than 105,000 total ERG memberships across 463 chapters in more than 74 countries around the world. Team members who participate in ERGs are encouraged to think outside the box, using their unique expertise and perspectives to enhance the work environment and bring about business impact.

EMPLOYEE RESOURCE GROUPS WORLDWIDE



Data for ERGs as of January 2021

OUR EMPLOYEE RESOURCE GROUPS



Asians in Action



Black Networking Alliance



Conexus



Family Balance



GenNext



Interfaith



Latino Connection



Mosaic



Planet



Pride



True Ability



Veterans & Supporters



Women in Action

Mosaic

Driving business impact through cultural appreciation and awareness

The Mosaic ERG is focused on cross-cultural communication, awareness and respect. In FY21, Mosaic had 4,081 members across 30 chapters and experienced 266% growth.

The group is dedicated to finding ways to influence and drive business impact through their events and activities. In December 2020, Mosaic launched a Cultural Intelligence & Inclusion Workshop across their global chapters. The workshop's objective is to help participants recognize culture-based unconscious bias so they can focus on fostering inclusion and innovation. As of FY21, there are 21 Mosaic members who are certified as trainers for the workshop.

This ERG also kicked off a Global Mentoring Program for Mosaic members to support self-awareness and cross-cultural networking. In the first phase of the program, they have 40 mentors and 130 mentees.

True Ability

Championing mental health and assistive technologies

Our True Ability ERG provides support and advocacy for those with disabilities, ensuring all team members can innovate in their own unique ways. They have 5,458 members across 41 global chapters and experienced 44% growth in 2020.

True Ability focused their efforts on several mental health initiatives in FY21. Before the pandemic, they made rooms available at all Dell Technologies sites across the globe to have a safe place for team

members who needed a quiet sanctuary. They also held a collaborative event with other ERGs — You've Got This! The purpose of the virtual event was to help people find a place to not feel so isolated.

Finally, the team worked with Dell's internal IT team to enable closed captioning for web conferencing platforms as well as unlocking accessible features within word processing and other frequently used workplace applications.

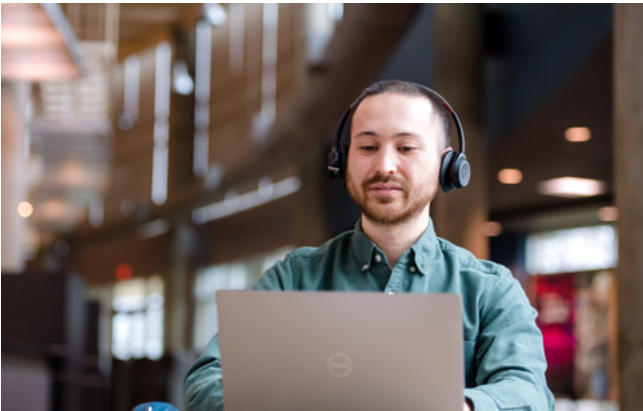
Conexus

Leveraging remote expertise to offer guidance and connection during difficult times

Conexus is Dell's ERG that champions a flexible work community by creating a collaborative work environment that enables team members to grow and thrive. With 11,945 members in 40 chapters across the world, this ERG served as an invaluable resource to Dell Technologies in FY21 and experienced 69% membership growth.

Members of this ERG hosted more than 50 webinars focused on leveraging technology, best practices and innovative ways to help integrate people, regardless of where, when and how they work. Conexus members also dedicated themselves to supporting the team member experience and partnering with other ERGs. They hosted a dance party with PRIDE and a virtual coffee tasting with team members from Brazil.

As part of their FY21 virtual community service activities, they raised \$10,000 for Bihar and Assam Flood Relief to set up internet hubs in 11 locations across rural India.



Diversity & Inclusion Ambassador Program

Sharing the D&I message through change makers

In 2019, we launched our [Diversity & Inclusion \(D&I\) Ambassador program](#). The three-level program offers team members a way to build their skills and business acumen around topics related to diversity and inclusion. At the end of FY20, 76 team members were certified ambassadors.

By the end of FY21, we had more than 400 certified D&I Ambassadors, representing every region. Nearly 600 additional team members are in the process of completing their certification.

In December 2020, we surveyed D&I Ambassadors to gather insights about their experiences in this role. Most ambassadors (81%) said they chose to participate to help raise awareness for important initiatives. Having completed the learning journey, they also feel they can speak confidently about D&I initiatives — 88% said they have access to the information they need, and 85% said they have access to training and content to evolve the program.

In FY21, we had the opportunity to really involve ambassadors in the D&I work we do. The group helped us facilitate Many Advocating Real Change unconscious bias foundational learning sessions in December and January. During Many Advocating Real Change facilitator office hours, we made a point of recognizing our D&I Ambassadors each month. It was important to express our appreciation — we couldn't

have exceeded our Many Advocating Real Change goal of 15% individual contributor participation without their support.

Last year, we began offering ongoing development for ambassadors. Every other month, we host an ambassador forum and send a bimonthly newsletter that highlights the top five things to know in the D&I space. The ambassadors also leverage online collaboration platforms to keep the sense of connection going. We surveyed ambassadors and will be enhancing the FY22 program based on their feedback.

We've been talking about diversity and inclusion as a business imperative for some time, but everything that happened in 2020 elevated and accelerated the need to communicate and share the message with as many people as possible.

In response to the December 2020 survey, ambassadors said they felt their volunteer role gave them a "renewed sense of purpose and provided a deeper sense of trust in Dell Technologies." Connecting with others and serving as change agents were other benefits they noted. Ambassadors also welcomed the opportunity not only to raise their own awareness, but also to help guide others on their D&I journeys.

“ I’m trusted to help others learn, grow and become more comfortable with the uncomfortable. What’s even better is as I’m guiding them, I’m also developing myself.”

D&I AMBASSADOR AND SURVEY PARTICIPANT



Diversity Leadership Accelerator Program

Expanding leadership potential through sponsorship and coaching

The [Diversity Leadership Accelerator Program](#) (DLAP) is our comprehensive nine-month coaching and sponsorship experience for midlevel professionals who identify as women. High-performing women are nominated by managers and human resource business partners to participate in a DLAP cohort group of up to 30 program members. Currently, DLAP is offered in North America, with plans to expand globally.

The program provides tools and resources to help women meet the challenges of being a diverse leader and to leverage goal-setting and self-advocacy for success. In addition to these resources, participants receive external coaching and are paired with internal executive sponsors who provide visibility and opportunity aligned to the protege's goals. DLAP program members graduate with a strong sense of community — participants of the 2020 DLAP pilot refer to themselves as “a sisterhood.”

As we headed into 2020, we were prepared to launch the second DLAP cohort in August. As the COVID-19 pandemic continued, we realized we had to quickly pivot. Thankfully, our FY21 cohort was the perfect group for a remote model. Each of the 29 cohort members were already working remotely prior to the pandemic — some of them for years.

To build the connections among remote participants, we added alumni panels, coffee chats and a small-group coaching circle. Participants from the 2019 cohort also volunteered to serve as DLAP buddies, and

we've been able to engage with many leaders whose travel schedules would not have previously allowed them to participate.

Learning content includes interactive and engaging remote learning events, including role-plays with professional actors in which participants first observed the actors and then had an opportunity to test out leadership challenges in the role-play. We also updated the content to include relevant intersectional topics such as emotional tax and code switching.

The goal of DLAP is twofold: We want to address the gender gap in our leadership pipeline, and we want to help create a culture of sponsorship at Dell Technologies. We paid additional attention to intersectionality in our second cohort, which will graduate in FY22; they are represented by 62% ethnic diversity and 31% underrepresented minorities.

The program also provides the opportunity for sponsors to get to know talent who may not have previously been in their circle of influence. When sponsors work with proteges who have different backgrounds, we see their comfort levels increase, and they gain a personal appreciation for all that diverse talent offers. DLAP continues to serve as a powerful way for sponsors, participants and alumni to extend themselves beyond their comfort zones.

Our long-term goal is to move beyond cohorts of 30 women. While none of us could have predicted the arrival of a pandemic, adapting the DLAP experience during the COVID-19 pandemic allowed us to build a template that we can replicate to scale the program globally.

“ I couldn't have asked for a better experience with the DLAP program. Not only did it provide me with the resources and skills to be successful, but most importantly, connected me with Dan. Dan was a clear choice as a sponsor, as I was looking for someone to challenge me to think and approach scenarios differently than I normally would. Dan seamlessly portrayed the ability to provide support and encouragement but also get me out of my comfort zone. Dan's feedback, coupled with lessons learned along the DLAP journey, has helped me scale into my new role as an area leader.”

JENNA REKOWSKI, DIRECTOR OF SALES, CENTRAL REGION U.S., DELL TECHNOLOGIES

“ I am so proud of Jenna. She really jumped in and trusted this program. She always came prepared and was so coachable. I learned more from Jenna than she learned from me! She has now been promoted to second-level leader, and her career is really just getting started. This program is about sponsorship, not mentorship.”

DAN DONOVAN, VICE PRESIDENT, GENERAL MANAGER, ONENA VMWARE SALES-FED/SLED/ENT/COM, DELL TECHNOLOGIES

Listening Sessions

Reflecting on and responding to racial injustice

In June 2020, Deonte Thompson, chief of staff, Client Solutions Group at Dell Technologies, found himself preoccupied by the current social climate and published [Every Little Thing is Everything](#), an article on LinkedIn.

Along with Michael Dell’s [Standing Strong Together letter to team members](#), Deonte’s article served as inspiration for the Executive Leadership Team (ELT) to host listening sessions with Black/African American team members.

Deonte formed a working group to create listening sessions during which senior leaders could hear directly from Black/African American team members about their experiences and barriers that prevent them from succeeding as their authentic selves. Members were also encouraged to share their thoughts on the role the company could play in addressing systemic racism and social injustice — both inside and outside of Dell Technologies.

Over the course of several months, the ELT held 26 listening sessions, with 320 Black/African American team members. Highlights from the sessions reveal that Black/African American team members want:

- Representation of more people who look like them at Dell Technologies
- Equal opportunities to succeed

- Sponsors who champion their advancement
- Action and measurable progress toward our 2030 Progress Made Real gender and ethnicity goals

During the sessions, Black/African American team members said they did not see themselves represented within their peer groups. Thankfully, many people were able to connect and bond as participants during listening sessions and continued building their peer connections even after the sessions were over.

After the listening sessions, we held eight Design Thinking brainstorming sessions with 250 diverse team members from across all ERGs. These sessions generated 700 ideas to address the issues that team members brought up during listening sessions.

“We can approach our internal customers the same way we develop products. We start with the needs and desires. Then ask, what are the problems that we need to solve? We build those requirements into our products,” says Deonte. “That approach aligns with our people — we need to understand their needs, create a safe environment to communicate, and after listening, we need to take action.”

We will continue to have dialogue with all team members, including those from other groups, such as Hispanic/Latino and Asian American and Pacific Islander communities, who are experiencing forms of discrimination or racial justice.



Women in IT Executive Mentoring

Mentoring women to accelerate IT leadership skill development

The [Women in IT Executive Mentoring](#) (DellWITEM™) program was founded by Dell Australia in 2005 with the aim of accelerating leadership skill development for women within the IT industry. The program is also intended to generate greater awareness and understanding of the barriers facing women in the industry. Three pillars support the 12-month program: a monthly mentor/mentee partnership, quarterly networking events and peer mentoring sessions.

Since it began in 2005, more than 250 state and federal government agency employees have participated.

Mentees say they appreciate that DellWITEM helps them gain a broader perspective of leadership and management as well as increased networking opportunities. Other positive outcomes include strategies to achieve career aspirations and a stronger sense of their professional self.



“ It was while I was reading the words of Sheryl Sandberg, the author of *Lean In*, that I began reflecting on how I saw myself as a leader — whether I thought I deserved a seat at the table, and most of all, why I did not seem to be leaning in...WITEM presented an opportunity for me to further this reflection and work directly with a mentor on how best to continue my personal and professional development to achieve my goals.”

FELICITY HITCHCOCK, WITEM PARTICIPANT, DELL TECHNOLOGIES



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.

Building alliances to support inclusion in every community

Dell Technologies is dedicated to diversity and inclusion within our organization, but our goal is to change the broader narrative of diversity in tech, as well as in our communities. We partner with various nonprofit organizations, governments, academic institutions, customers and peer companies to do essential work around bias, inclusion and racial equity.

We are using our size and standing in the tech community to maximize the impact of our initiatives well beyond our own company. Strong alliances and relationships with an external community that recognizes, respects and embraces our shared values will help us scale the diversity and inclusion imperative for maximum impact.

We're collaborating with companies that share our key values. We're becoming advocates, helping to reshape public policy through partnerships with key foundations and associations. And, of course, we remain focused on internal partnerships that empower sales, engage customers and create growth opportunities.



“ I was very impressed and inspired by the passion and dedication during our Many Advocating Real Change learning session, and how Dell truly made this a priority. Diversity is a topic that has always been close to my heart; however, from now on, the letter D in the Dell sign on my laptop is going to be a mental anchor.”

ULLA RINKES, MANAGING DIRECTOR, DEUTSCHE BANK



Many Advocating Real Change

Empowering team members to influence change

Since 2015, Dell Technologies has been facilitating Many Advocating Real Change foundational learning sessions for our team members. The in-person sessions have always provided a space for honest conversations that address each individual's role and responsibility in helping to [break down bias](#).

Then in 2020, the world turned upside down. We were faced not only with the challenge of a pandemic, but also with the global reckoning around racial injustice, which erupted. Considering these circumstances, we knew Many Advocating Real Change could play a role

in how Dell Technologies helped team members take action for real change.

Our first step was to get input — from the executive leadership team, D&I thought leaders and, most importantly, team members — about the direction we should go with Many Advocating Real Change. During listening sessions with 320 Black/African American team members, we heard a consistent request: the foundational learning sessions should include the topic of racial inequity, and the learning must be required for all leaders.

We made a shift: Many Advocating Real Change would transition to a completely virtual offering, and we would add content to address the topic of racial equity. Fortunately, six months prior to the COVID-19 pandemic, we launched a virtual Many Advocating Real Change offering for remote leaders. This became

our model to make this foundational learning available virtually for all team members.

While we were well positioned for this transition, making it happen required a cross-functional and collaborative effort across the Dell community. To scope out the additional content, we held working sessions with our internal D&I experts, regional leads, learning professionals and legal advisors. Our goals were to determine what the conversation around equity should include and how participants could put their learning into practice afterwards.

Due to increased demand for Many Advocating Real Change sessions, training additional facilitators was key. The virtual model includes two facilitators per session, as well as a producer who manages the session logistics. Our D&I Ambassadors stepped up to facilitate more than 40 general sessions that were available to all global team members. Knowing that these topics can be challenging, weekly “office hours” provided time for facilitators to ask questions, get advice and share their experiences with others.

The updated Many Advocating Real Change sessions launched in August 2020. Our team members continue to seize the opportunity to attend. At 33% overall team member participation as of January 2021, we're well on our way to reaching our 2030 goal that 95% of our employees participate in annual foundational learning on key topics such as unconscious bias, harassment, microaggression and privilege.

Even when faced with unprecedented challenges, we strive to help our team members learn how to identify their biases and other behaviors that hinder an inclusive environment. We're disrupting this status quo at scale because we believe an inclusive environment is critical for our business and for the global community of which we are a member.

Dell Technologies Many Advocating Real Change Participation Results



Data for Many Advocating Real Change as of January 2021.

STEMAspire

Demystifying STEM and STEM careers

In order to continue growing and expanding talent, we need to scale. Students who identify as women represent an untapped source of potential talent.

“Only 35% of science, technology, engineering and mathematics (STEM) students in higher education globally are women, and differences are observed within STEM disciplines,” according to [Cracking the code: girls’ and women’s education in STEM](#) published by the United Nations Educational, Scientific and Cultural Organization.

As part of the IT industry, we see this disparity in the talent pool. At scale, we need to increase, encourage and empower students who identify as women to study STEM subjects, graduate with tech-related degrees and pursue exciting careers in science and technology.

The aim of STEMAspire is to encourage university STEM students who identify as women to finish their studies and continue building their careers in STEM and tech-related fields. The [mentoring program](#) offers role models who will support and guide the students through their journey. It also includes events such as speed mentoring, book clubs, site tours and inspirational talks from leaders within Dell Technologies.

Since starting in Ireland, the program has expanded to other Dell sites in Europe and the U.S. Dell now partners with more than 20 universities across Ireland, France and the United Kingdom. There are future plans to scale the program in Russia, Egypt and Brazil.

Moving to a virtual format in 2020 was challenging but also allowed the program to become more agile and reach a wider audience across all locations.

Ultimately, this program is about impacting our wider ecosystem and contributing to Dell Technologies’ diversity goals. We want to open doors for more people and find great talent. In FY20, we made seven hires through STEMAspire, and we plan to continue adding to our talent pipeline through this program.

“ Having a pipeline of female STEM talent is essential to our success — not only to address the skills gap, but also to leverage the insights, abilities and innovation that women contribute to the tech industry. STEMAspire is a strategic initiative that allows us to build long-term connections with today’s STEM students and tomorrow’s tech talent.”

AONGUS HEGARTY, PRESIDENT, INTERNATIONAL MARKETS, DELL TECHNOLOGIES





SCALING FOR MAXIMUM IMPACT

Clark Atlanta University

Partnering to support our communities and deliver business results

The digital divide is not a new problem; however, the issue has been made worse by the COVID-19 pandemic. As most school districts, colleges and universities transitioned to an online education model, the inequity around access to technology became very apparent.

In March 2020, many colleges and universities around the U.S., including Clark Atlanta University (CAU)

“ We are excited to continue working with Clark Atlanta University, not only to ensure all of its students have access to technology inside and out of the classroom, but also on our ongoing efforts to help prepare students with the knowledge and skills they need to succeed in the technology industry.”

DANNY BEST, DIRECTOR, GLOBAL DIVERSITY & INCLUSION, DELL TECHNOLOGIES

in Atlanta, Georgia, transitioned to remote learning. Educators at CAU knew they needed a way to enable in-class and online learning, as well as increase student opportunities for virtual interaction with instructors, peers and parents. The prevailing challenge was many students did not have access to the technology.

“Many of our students are Pell-eligible scholars and, in many cases, do not have the financial support needed to purchase laptops,” [said Dr. George T. French Jr.](#), president of Clark Atlanta University.

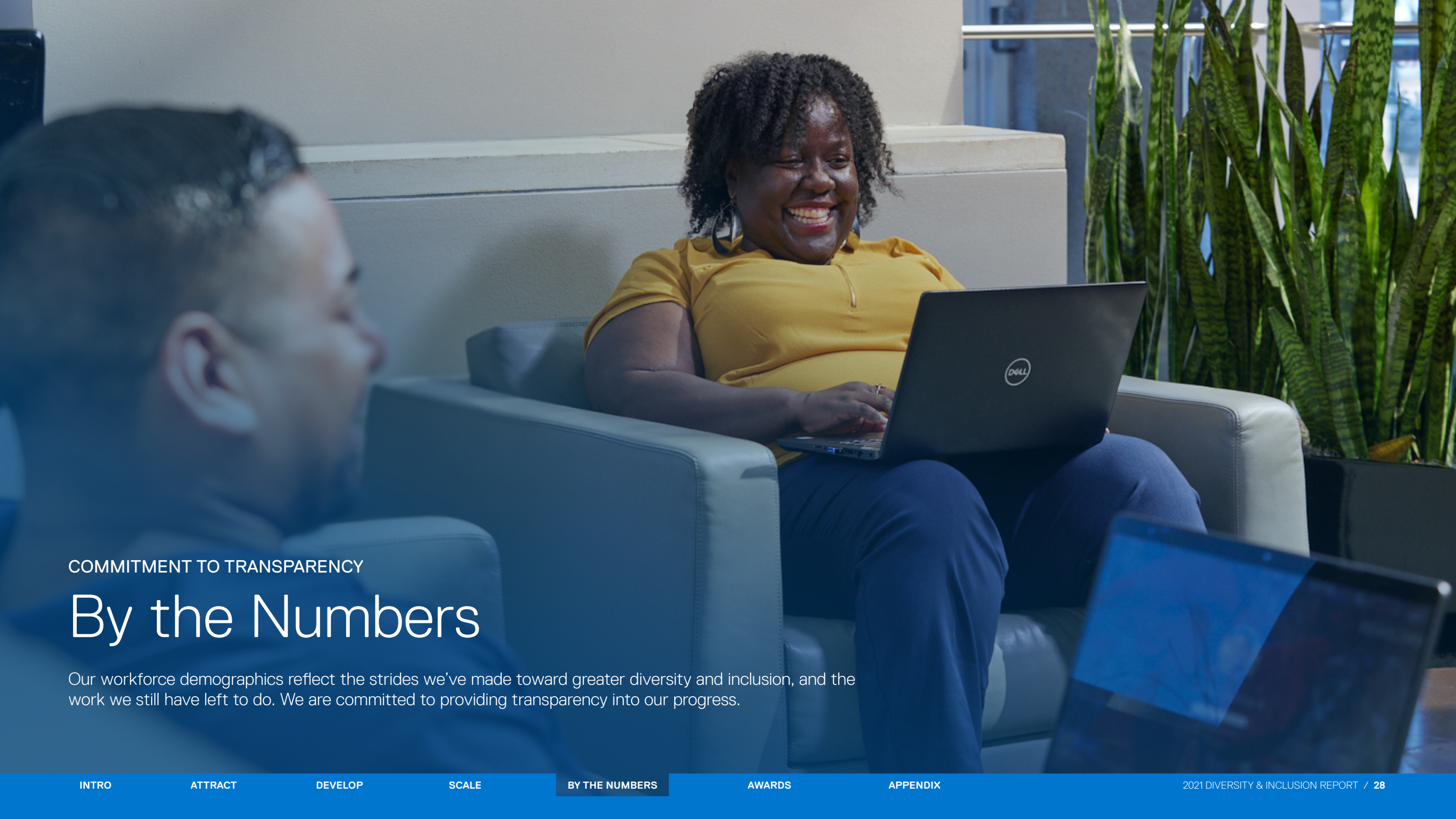
CAU began looking for an all-inclusive solution to address the challenge so they could retain students and ensure their access to learning continued. Dell Technologies has a history of partnering with CAU on a variety of diversity and inclusion programs, including Project Immersion, a program that engages volunteers from Dell Technologies with students about emerging technologies.

When the Dell sales team heard about CAU’s need, they worked with representatives from the university, including the technical team, to understand what challenges the university was facing. They then proposed a zero-touch solution that automated the laptop distribution process for IT. This saved time to image and prepare the systems for the students and reduced the cost for consultants to assist with the initiative.

CAU found their solution.

The solution was the purchase of Dell laptops. “These Dell Latitude 3400 laptops will help ensure our scholars are able to facilitate coursework both in class and online as well as increase virtual interaction with their instructors, peers and parents,” President French said.

Now, thanks to the partnership, collaboration and community, 4,000 undergraduate and graduate students at CAU have the laptops they need to complete their coursework.



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

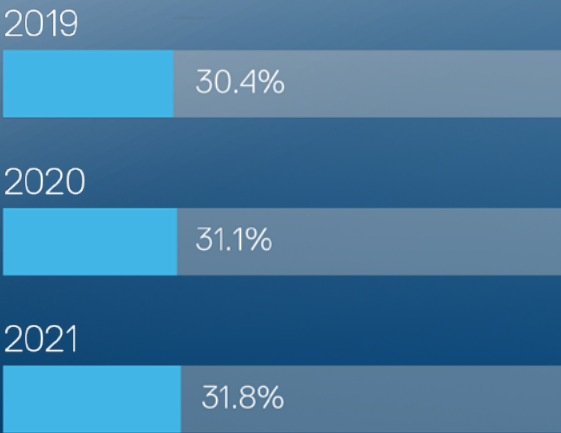
Our FY21 global workforce demographics illustrate positive strides in gender diversity. All groupings showed positive growth in representation for our team members who identify as women. Overall representation of people who identify as women increased by 0.7% to 31.8%. People who identify as women in people leader roles increased by 1.4% to 25.8%, and 20.9% of technical roles are now held by people who identify as women.

FY19 reporting is dated 2/1/19.
FY20 reporting is dated 2/1/20.
FY21 reporting is dated 1/29/21.

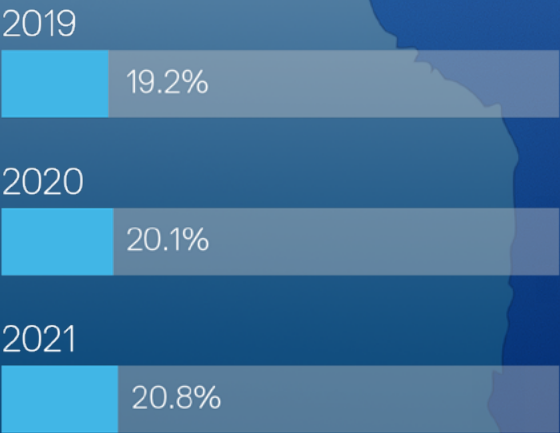
Changes listed are differences between FY21 and FY20



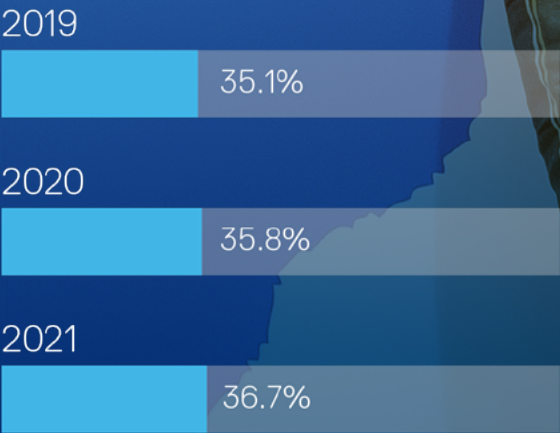
Overall ^ 0.7%



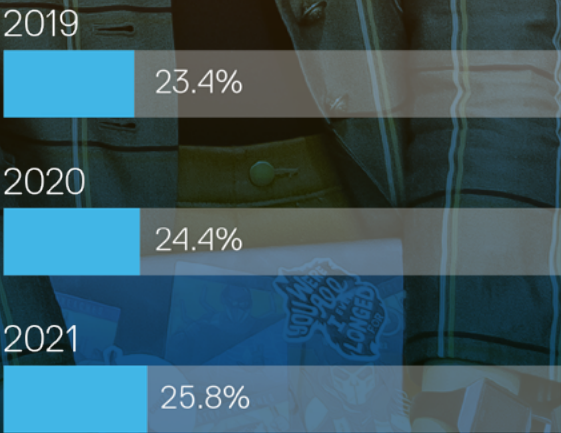
Technical ^ 0.7%



Nontechnical ^ 0.9%



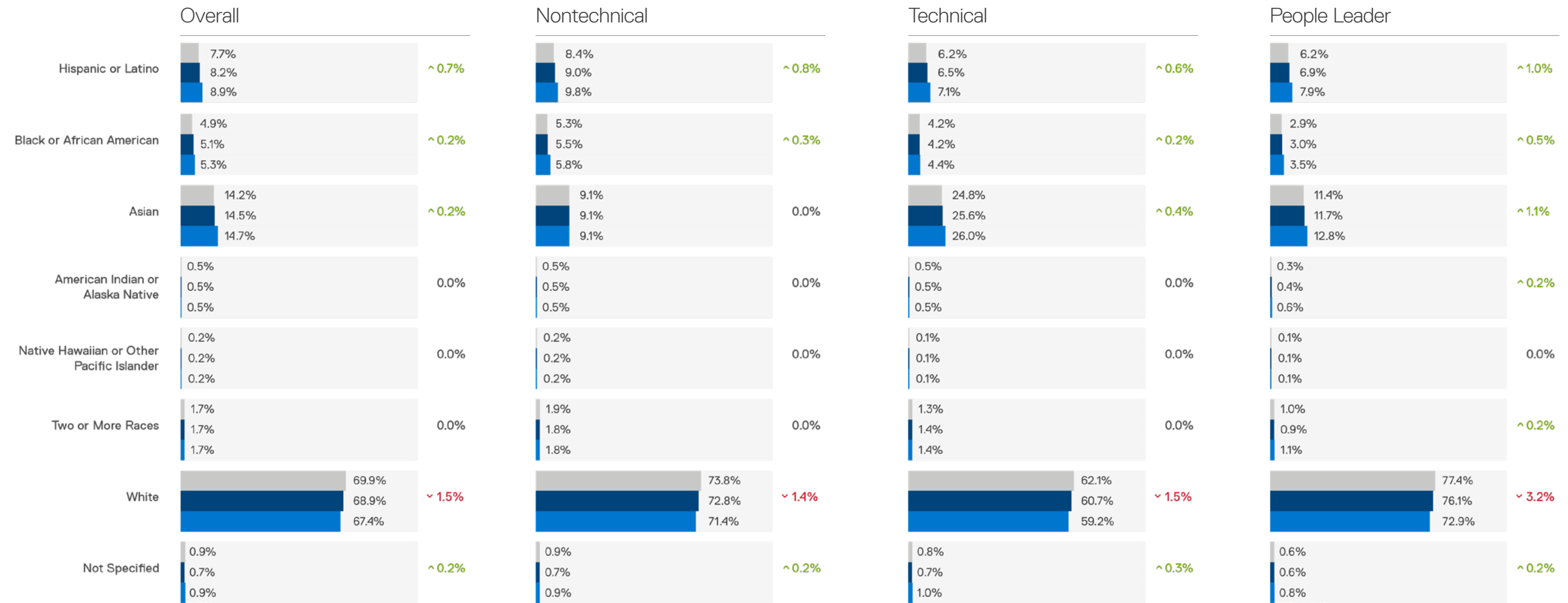
People Leader ^ 1.4%



U.S. Ethnicity

During FY21, Dell Technologies team members in the U.S. who identify as Hispanic or Latino and Black or African American increased in all groupings. Overall representation of these two groups now sits at 8.9% for Hispanic or Latino and 5.3% for Black or African American, increasing by 0.7% and 0.2%, respectively. Our People Leader representation in these two groups also has positive strides, with representation at 7.8% for Hispanic or Latino and 3.5% for Black or African American, increasing by 0.9% and 0.5%, respectively.

2019 FY19 reporting is dated 2/1/19.
2020 FY20 reporting is dated 2/1/20.
2021 FY21 reporting is dated 1/29/21.
Changes listed are differences between FY21 and FY20



Awards & Recognition

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



STEVIE® AWARDS FOR GREAT EMPLOYERS

Score: Gold

Recognized for achievement in creating and driving a great workplace for [Diversity & Inclusion](#).



STEVIE® AWARDS FOR GREAT EMPLOYERS

Score: Bronze

Recognized for achievement in creating and driving a great workplace for [Employee Engagement](#).



2020 BEST PLACES TO WORK

Score: 100%

The [DEI](#) serves as a benchmarking tool that helps companies build a road map of measurable, tangible actions that they can take to achieve disability inclusion and equality.



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.



BEST TECHNOLOGY COMPANIES 2020

Score: #15

This list reflects site users' rankings of the [best technology companies](#) for professionals who identify as women.



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.



CORPORATE EQUALITY INDEX

Score: Perfect Score 100 Points

This was our 17th 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.



2021 WORLD'S MOST ETHICAL COMPANIES®

Score: 9-Time Honoree

Recognized in 2021 as one of the [World's Most Ethical Companies®](#) by the Ethisphere® Institute for the eighth year in a row (we have been recognized for nine years total), affirming Dell's robust programs and commitment to integrity.

Ethics & Privacy

Operating by Our Code of Conduct

At Dell Technologies, we value the highest level of ethical conduct. Integrity and honesty are core values for us. Creating a culture that is based on high ethical standards enhances our reputation and assists us in recruiting and retaining talented employees who share our values.

Our Culture Code sets the standards for our culture. And our [Code of Conduct](#), including the [Global Diversity and Equal Employment Opportunity Policy](#), provides a road map for how we live that culture. We extend these standards to our supply chain and partner community in standards outlined in the [Responsible Business Alliance Code of Conduct](#), [Dell Technologies Partner Program Code of Conduct for Partners](#), [Code of Conduct for Marketing Agencies](#) and our [Supplier Principles](#).

Ethics and Compliance Programs

We take pride in our ethics and compliance programs. Dell Technologies is a 2021 [World's Most Ethical Companies® honoree](#), recognized for the eighth consecutive year by Ethisphere® Institute (recognized nine years total). A balanced approach of training, awareness and reporting earns us accolades from our partners and peer companies.

But we are far from complacent when it comes to ethics and compliance. Just as our customers and businesses are experiencing a digital revolution, so are our ethics and compliance programs. We envision a world where technology and data enable an even better ability to provide real-time training and awareness, proactive controls and deep, rich data insights. We're dedicated to an approach in which ethics and compliance are not only deeply ingrained in our workforce, but also constantly and robustly reinforced by digital tools.

Training and Awareness

Upon hire and every year thereafter, our employees are trained on the Code of Conduct and supporting policies. This training includes lessons on anti-harassment and inclusion in the workplace. Thanks to engaging, interactive learning experiences, we are one of the few companies that achieve a 100% annual training compliance completion rate.

This year, we deployed a new Confronting Racial Inequity course as part of Dell's annual ethics training and in support of Dell's 2030 Cultivating Inclusion goals. This mandatory global program is a foundational course on the dimensions of diversity, with a focus on race, racial bias and antiracism. It aims to familiarize learners to what racial bias is, how it can appear in the workplace and the negative effects that workplace bias can have. It also provides resources to become a better ally as well as the steps Dell Technologies is taking to create a diverse and inclusive company. Feedback from team members for this course has been overwhelmingly positive.

Leading Culture

We use survey tools to measure our employees' view of our culture in order to identify any opportunities to positively influence behavior. Our annual Tell Dell and biennial ethics surveys consistently reflect a high level of trust and openness in our culture.

Digital Reporting Tools

As technology continues to play an increasingly important role in people's lives, business integrity and compliance with applicable laws must be translated into everyday business practices — and for a global technology company, that begins with our employees. This year, we launched the My Ethics app to provide an “always ready” option for team members to complete their required annual ethics training. The app also allows team members to easily view the Code of Conduct and discreetly report suspected misconduct through the “Speak Up” features. By making ethics training and content available to team members at their convenience and from any location, this app was especially valuable for work-from-home team members during the COVID-19 pandemic.

Protecting Privacy

We take data privacy seriously. Our global privacy program is focused on protecting our customers' and employees' privacy. With a dedicated global team of privacy professionals, we have embedded Privacy by Design in everything that involves the collection,

sharing and processing of personal data. And by using our global digital privacy Governance Risk Compliance technology, we have been able to enhance our operational privacy governance controls and processes.



Glossary

Words have the power to include or exclude. At Dell Technologies, we choose words carefully to help create an inclusive environment. Continuing to learn from one another and updating our shared vocabulary accordingly are important to us. How we describe ourselves and our experiences changes with time.

These are terms you'll find in this report, as well as the definitions we use within the context of the diversity and inclusion programs at Dell Technologies.

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

African diaspora (n): The African diaspora refers to the collection of communities descended from native Africans who were enslaved and shipped to the Americas via the slave trade between the 16th and 19th centuries. The term most often refers to West and Central Africans who came to the Americas via the slave trade, with largest populations in Brazil, the U.S. and Haiti.

Autism spectrum disorder (ASD) (n.): A developmental disorder that impacts how a person perceives and socializes with others, causing difficulties with social interaction and communication. The disorder also includes limited and repetitive patterns of behavior. The term “spectrum” in autism spectrum disorder refers to the wide range of symptoms and levels of severity that 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.

Gender-expansive (adj.): An umbrella term sometimes used to describe people who expand notions of gender expression and identity beyond what is perceived as the expected gender norms for their society or context.

Historically Black colleges and universities (HBCUs) (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 (abbv): An acronym for lesbian, gay, bisexual, transgender and queer. This is the terminology used by the Human Rights Campaign (HRC).

LGBTQIA+ (abbv.): An acronym for lesbian, gay, bisexual, transgender, queer and/or questioning, intersex, and asexual and/or ally. Based on the recommendation of Dell's Pride ERG, we use this acronym to represent our inclusion of all sexual orientations and gender identities.

Minority-serving institutions (MSIs) (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 people who are not white.

Socially vulnerable (adj.): Inability of people, organizations and societies to withstand adverse impacts from multiple stressors to which they are exposed. These impacts are due in part to characteristics inherent in social interactions, institutions and systems of cultural values.

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

Tell Dell (n.): Annual employee opinion survey that gathers feedback across several topics, including My Leader, Our Culture, My Overall Dell Experience and Inclusion.

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, that 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 constituted a disproportionately smaller percentage of the technology industry than they do of the global population.

How We Report

This Diversity & Inclusion Report, combined with our FY21 Progress Made Real Report, Supply Chain Sustainability Progress Report, Global Reporting Initiative (GRI) Standards-based online index, and the other reports listed below, provides customers and other stakeholders with a picture of how Dell is delivering on our commitments. View the current and archived copies of [all or our reports](#).



FY21 Progress Made Real Report

Learn how we are creating a positive and lasting social impact on humankind and the planet — using our reach, technology and people.



2020 Supply Chain Sustainability Progress Report

We manage one of the largest social and environmental responsibility assurance programs in the technology sector. This report details the key actions and progress from our focus on sustainability.

Reporting to ESG Standards and Frameworks

View our framework reporting per GRI standards, standards by SASB, and WEF’s core Stakeholder Capitalism Metrics. Our GRI Index provides mapping of GRI disclosures to the TCFD’s recommendations.

Responsible Minerals Sourcing Report

We support, respect and uphold the internationally recognized human rights of all people, and responsible sourcing of minerals is part of our global approach.

CDP Water Security Report

Dell Technologies regularly submits a CDP water security report that covers corporate efforts to help ensure a water-secure future.

CDP Climate Change Report

Dell Technologies regularly submits a CDP climate change report that covers corporate efforts to reduce climate risks.



DELL TECHNOLOGIES 2021 DIVERSITY & INCLUSION REPORT

Diversity, equity and inclusion continue to grow, expand and evolve at Dell Technologies.

In everything we do, we look to RISE – through Representation, Inclusion, Sponsorship and Equity. Our focused commitments and investments to inspire all team members drive our People Philosophy and allow us to achieve great progress, together.

Explore our latest work at DellTechnologies.com/ProgressMadeReal.