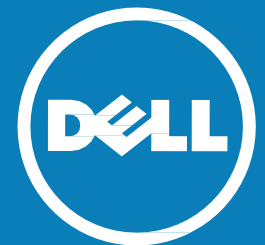




Dell Inc. UK Gender Pay Gap 2021 Report



Opening opportunity for all and cultivating a culture of inclusion is a business imperative at Dell Inc.

We know that creating a diverse and inclusive environment ensures that Dell is a place where people want to work, team members feel they belong, and our values reflect those of our customers.

It is also key to how we will unlock our innovative spirit, so we continue to grow our business and ensure success, both today and in the future. We are focused on creating positive change by empowering team members to be their true self, creating a culture where all team members belong and by encouraging innovation.

We recognise that change does not happen overnight, and our Progress Made Real commitments include the moonshoot goal that by 2030, 50% of our global workforce and 40% of our global people leaders will be women. While we are proud of this commitment, our gender pay gap calculations are a call to action and reinforce that we must continue to look for new opportunities to make meaningful change.

We confirm our gender pay gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap information) Regulations 2017.

Dayne Turbitt,
SVP & GM,
Dell Technologies in the UK

* Dell Inc., our combined company in the UK, which formed in September 2016 when Dell merged with EMC globally



What is the UK Gender Pay Gap?

The Gender Pay Gap is not equal pay.

Equal pay is about women and men receiving the same pay for the same or similar job. We believe that equal pay is a business imperative and we are committed to it.

The gender pay gap, on the other hand, looks at pay across all roles, regardless of whether the roles are similar or not. As a result, even where women and men are paid the same amount for the same work, there may still be a gender pay gap. It usually indicates that there are more men in senior positions, which have higher salaries. Changing this requires a deliberate effort to accelerate opportunities for women to progress into senior roles.

We are fully committed to both equal pay for men and women and closing the gender pay gap.

The **gender pay gap** measures the difference between men and women's hourly earnings, regardless of the work they do. This includes base pay, allowances and any other bonus and incentive pay paid in April 2021.

The **gender bonus gap** is the difference in all incentive pay received by men and women in the 12 months up to April 2021. This includes all bonuses, long-term incentives and sales commission payments.

Dell in the UK

Our 2020/21 results cover Dell Inc., our combined company in the UK, which formed in September 2016 when Dell merged with EMC globally. It includes the following entities:

- Dell Corporation Limited
- EMC Europe Limited

These entities meet the Government criteria of 250+ employees and their gender pay gap metrics are detailed in this report.



Dell Inc. (which includes Dell and Dell EMC) employs **over 3,000** team members in the UK,

26% (+1 YoY)
of whom are female, and

28% (+1 YoY)
of our Executives are female.*

*These statistics are from the total Dell employee population in the UK, including those entities with less than 250 employees.

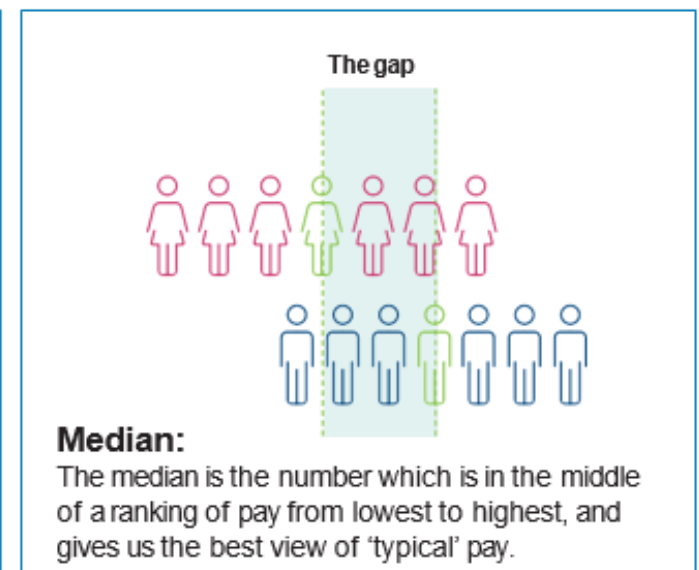
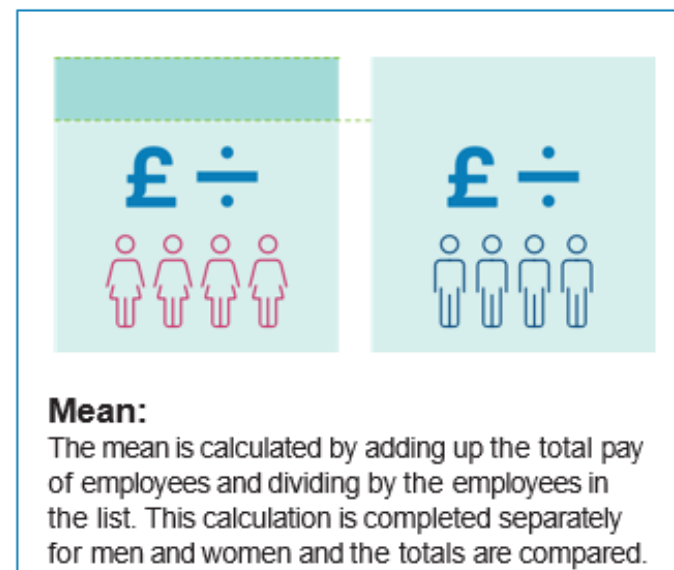
Our 2020/21 results

The table below shows our UK gender pay and bonus gap data.

Company	Year	Gender pay gap		Gender bonus gap	
		Mean	Median	Mean	Median
Dell Corporation Limited (85% of UK team)	2020 / 21	20.1%	19.1%	27.8%	42.6%
	2019 / 20	23.1%	27.4%	26.4%	36.8%
	2018 / 19	7.7%	16.3%	17.8%	24.8%
	2017 / 18	11.2%	19.2%	31.2%	37.6%
EMC Europe Limited (15% of UK team)	2020 / 21	29.4%	24.6%	58.5%	66.0%
	2019 / 20	19.7%	27.0%	48.3%	44.7%
	2018 / 19	27.8%	38.0%	58.6%	59.5%
	2017 / 18	29.5%	36.4%	39.7%	56.6%

Understanding our Results

Our analysis shows improved results for 2021. Consolidating our legal entity structure in 2019 skewed our results for 2020, however operating under fewer Company names has allowed us to create a more unified approach to how we attract, develop and retain women into more senior roles. Our 2021 results show a reduction of the median gender pay gap of 8.3% for our largest legal entity Dell Corporation Ltd and 2.4% for EMC Europe Ltd. In order to close the median gender bonus gap, we will focus on hiring more senior women into sales leadership and account executive roles. We remain committed to continuing to make meaningful change each year.



While our results have been reported for separate entities, we operate as one company in the UK, and around the world.

On 2nd November 2019 we consolidated our legal entities in the UK to reduce complexity and make it easier for customers and vendors to do business with Dell. This resulted in 'EMC Computer Systems UK Limited' being consolidated into 'Dell Corporation Limited'.

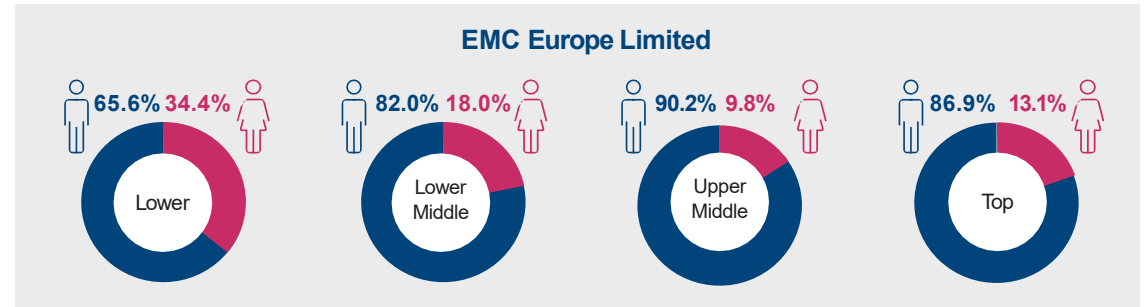
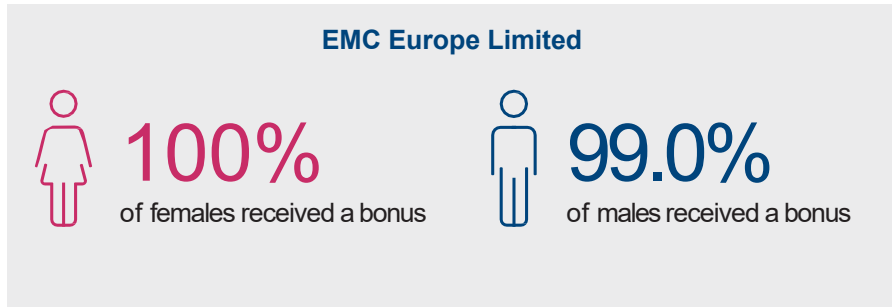
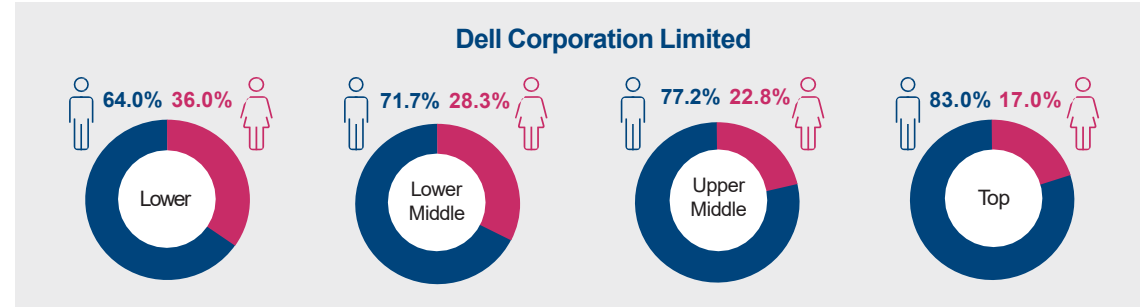
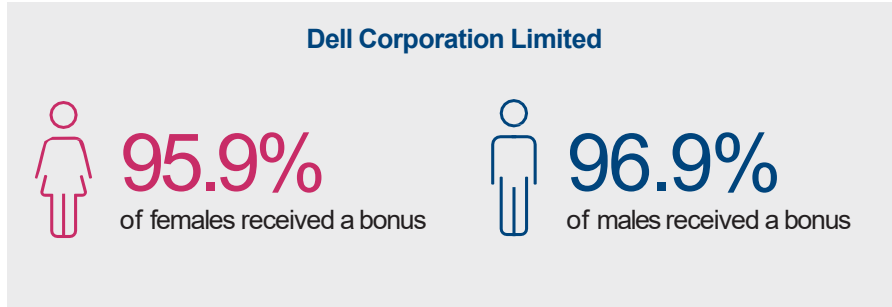
Key Milestones

- February 2018 - Dell named among 2018 World's Most Ethical Companies Honourees
- March 2018 – Dell Technologies named as one of LinkedIn Top Companies 2018: Where the UK wants to work now
- June 2019 – Dell Technologies awarded #6 on Best Technology Companies 2019 list for female professionals
- October 2019 – Dell Technologies wins Diversity Employer of the Year at the CRN Women in Channel Awards
- January 2020 – Dell Technologies named one of Forbes 2020 Best Employers for Diversity
- April 2021 – Dell Technologies appoints Vanice Hayes as Chief Diversity and Inclusion Officer, to build on and drive our commitment to a culture of inclusion

Our 2020/21 results

What proportion of UK employees received bonus pay in 2021?

What proportion of UK employees do we have in each of our pay quartiles?



This chart contains bonus data for those eligible to a bonus and or sales commission. Eligibility and payout amount depend on facts such as timing of hire, eligible earnings, performance and sales attainment (for sales commissions).

We are pleased to see to see no gap in the proportion of females receiving a bonus aligned to EMC Europe Ltd and just 1% for Dell Corporation Ltd.

We are investing in women for the future



STEMAspire

We have spent \$70m globally advancing STEM initiatives. In the UK we have grown our STEM Aspire program from 30 students to 125 students with plans to expand further in the years ahead.

- The program pairs female students from different universities with a personal mentor advising them on how to bridge the gap between higher education and a professional career in tech.

Digital Futures is an initiative supported by our Women in Action Employee Resource Group. The program speaks to young people about what it is like working in IT to give them exposure to our industry and also shed light on the diverse skillset needed in tech beyond just traditional STEM roles.

It encourages students (14-16 years) to choose technology subjects when deciding what to study at school. The program is designed to:

- Position IT as an attractive career element
- Remove the geek image
- Demonstrate the application of technology in IT and non-IT industries
- Demonstrate that technology is for everyone

TECHTALENT CHARTER:

We remain committed to the UK Tech Talent Charter (TTC), which is a commitment to deliver greater gender diversity in the tech workforce.



We are advocates for the success of women in business globally:

- The Dell Women's Entrepreneur Network (DWEN) supports a community of female entrepreneurs, providing access to technology, networks and capital. Our annual Summit joins top global female leaders to connect on today's pressing gender and entrepreneurship issues.
- For the past 9 years, We have spent more than \$3 billion US dollars with certified women-owned, minority-owned suppliers and small businesses. Dell is currently one of only 28 companies in the Fortune 500 to be part of the Billion Dollar Roundtable, which recognises and celebrates corporations that achieved spending of at least \$1B with minority and woman-owned suppliers.



Release Female Potential 2030

- RFP 2030 is a 9 month immersive cohort-based coaching and action-oriented talent development program designed to equip women within Dell with the coaching, skills and support necessary to develop both personally and professionally, enabling greater retention, engagement and advancement.

Cultivating Inclusion

Dell Technologies believes we are leaving too much potential talent on the table while in the midst of a talent shortage.

Closing the diversity gap is critical to meeting future talent needs and incorporating new perspectives reflective of Dell's global customer base.

We view diversity and inclusion as a business imperative that will enable us to build and empower our future workforce while also doing our part to address societal challenges.

Additional Goals

- Each year through 2030, 90% of our employees will rate their job as meaningful
- By 2030, 50% of our employees will participate in employee resources groups to drive social impact
- Each year through 2030, 75% of our employees will believe their leader is inspiring
- By 2030, 95% of our employees will participate in annual foundational learning on key topics such as unconscious bias, harassment, microaggression and privilege
- Each year through 2030, 50% of the people empowered by our social and education initiatives will be girls, women or underrepresented group

Our efforts going forward

MOONSHOT GOAL

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

HOW WE GET THERE



Build & Attract

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



Develop & Retain

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



Scale

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

