Shaping the Future of Work for Women in the Digital Transformation

MARC (Men Advocating Real Change) Business Case

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## Building a Legacy of Good

We are committed to driving human progress by putting our technology and expertise to work where it can do the most good.

<table>
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<tr>
<th>Supply Chain</th>
<th>Environment</th>
<th>People</th>
<th>Communities</th>
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<tbody>
<tr>
<td>Driving transparency, accountability and continuous improvement across a responsible supply chain.</td>
<td>From innovative design to end-of-life recycling and everything in between, we keep the environment in mind.</td>
<td>Attracting the best talent, building diverse and inclusive teams, and winning together. That’s the Dell way.</td>
<td>We apply our funding, technology, and volunteered expertise to help communities grow and thrive.</td>
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- Customer tours
- Supplier audits + training
- Reducing our impact
- Energy efficiency
- Recycling
- Employee resource groups
- Flex work programs
- Youth learning programs
- Pediatric cancer care

Learn more at legacyofgood.dell.com
Why is it important for us?

- It is good and normal
- We make our workplace collaborative and inclusive
- It drives better business performance
- We connect better with our customers

Embrace all differences

- Gender
- Sexual orientation
- Disability
- Way of thinking
- Age
- Home location
- Marital status
- Religion

OUR COMPANY SUPPORTS:

Acting for Diversity and Inclusion

- Making it REAL
MARC

Many Advocating Real Change

A catalyst for both emotional and intellectual learning

MARC Sessions

Join in the conversation today.

MARC sessions offer a judgment-free space for leaders to grapple with challenging subjects directly and honestly.

Topics discussed include:
• Unconscious bias
• Privilege
• Insider/outsider dynamics
• Gender role conditioning

MARC is a key component of our diversity and inclusion strategy and helps us make Dell a great place to work which drives great business outcomes.

MARC Survey Results

MARC has changed the way they think and behave 82%

Have seen a change in their leaders’ behaviors and progress 68%

Call to Action

✓ 100% execs to attend a MARC session in FY19
✓ Cascade leader-led MARC Awareness sessions for people managers globally
✓ All are encouraged to take the unconscious bias e-learning

Significant increase in male membership in the Women’s Employee Resource Group since we deployed MARC:
• 13% of total members now men, up from 7%
Internal figures

Total Participants: 2,423
+700 since July!

Across 21 countries *
Covering 35+ sites

Site Contacts: 41 people

116 active Ambassadors

65% of global exec population engaged

Upcoming Sessions
20 sessions scheduled in Montpellier, Cork, Limerick, Amsterdam & many more in planning (Czech, Egypt ++ )

* Germany, CEE, Spain, Denmark, France, UK, Ireland, Italy, Morocco, Netherlands, Poland, Romania, Russia, Saudi Arabia, Sweden, Switzerland, UAE, Slovakia, South Africa, Qatar, Finland, Norway.
Inclusion increases **Customer Satisfaction**; drives **Employee Engagement**; and inspires **Innovation**

- **25%**
  - The Diversity Inc. Top 50 companies outperform stock exchange performance by an average of 25%.
  - Diversity Inc.

- **39%**
  - Higher customer satisfaction in inclusive workplaces.
  - Gallup Workplace Studies

- **85%**
  - Enterprises agree that diversity results in the most innovative ideas.
  - Forbes Survey

**The #1 managerial characteristic that impacts employee engagement is a strong commitment to inclusion.**

- **87%**
  - Organizations cite culture and engagement as their top challenges, but less than half believe they have good programs in place to engage and retain employees.
  - Deloitte, Global Human Capital Trends 2015
Our purpose

We create technologies that drive human progress

Questions?