Mathematical Inclusion: Diversity + Inclusion = Positive Business Impact

At VMware, we believe in the power of human difference. In order to harness that power, we make Diversity and Inclusion (D&I) a business priority. We see D&I as an equation. Diversity plus Inclusion equals positive business impact—we must focus on both to create an environment where everyone feels they belong and can contribute fully to drive innovation.

96% Of the Inclusive Survey Pilot Participants Support D&I as a Company Priority

“Our community drives business impact by affecting change for the LGBTQ community in the workplace and beyond. Whether it’s providing additional benefits, or gender neutral restrooms, whatever it may be, we are a voice and an advocate for this entire diverse community within VMWare.”

— Chuck Thompson

25,000+ Change Agents and Growing

Everyone at VMware plays a role in our D&I journey. We launched VMinclusion in 2016, our business-led D&I initiative that requires all of us to work together to create an environment where everyone feels heard, respected and valued.

Commitment Starts at the Top—Executive-Level Sponsorship

VMinclusion is based on metrics, action plans and results. All Vice Presidents and above have D&I goals to improve representation of women and underrepresented groups and set the tone through inclusive behaviors. To measure inclusion, we piloted an Inclusion Survey in 2018 and will leverage our learnings to roll out a company-wide Inclusion Survey in 2019.

Embedding in our company DNA

Through our Leadership Code, our internal leadership “operating system,” D&I is a key mindset. Our employees agree—96 percent of the Inclusive Survey Pilot participants support D&I as a company priority. Building on this commitment, equipping our managers around Inclusive leadership actions is a focus for 2019. To be successful, a diverse and inclusive mindset must become part of how we do business, not an add on.
Power of Difference Communities

Our Power of Difference Communities (PODs) celebrate what makes us unique while finding commonality across our differences. PODs are employee-driven groups that enhance VMware’s inclusive culture. We have 26 PODs across the globe that represent networks such as women and underrepresented groups, as well as location-based inclusion PODs. Participation is open to anyone in the company and is designed to help participants grow as leaders, engage with different communities, and drive business impact.

PODs engaged thousands of our employees, partners and customers through 150 events globally in 2018 and continue to provide invaluable input into our benefits and policies, including our Parental Leave Policy, US Military Leave Policy, Gender Transition Guidelines, and global benefits for same-sex couples.
Listening & Learning
We are committed to ongoing education, listening tours, and finding new opportunities to empower VMware people to lead with inclusive behavior and block unconscious bias.

Unconscious Bias Education
Our Unconscious Bias program is research-based education on how to block bias in the workplace. VMware’s learning design focuses on behavior changes that move people past blame dynamics and into making real change. 65 percent of managers have completed the training and 92 percent of participants have committed to block bias in the workplace.

Voice and Influence
Partnering with Stanford, VMware has created a program to empower women, men, and gender non-conforming individuals to be change agents through gender-focused leadership development. More than 700 employees have participated with 97 percent seeing themselves as leaders upon completion of the program.

Stories of Belonging
We encourage everyone at VMware to bring their authentic selves to work. Leaders across the company have shared their personal stories as part of our “Dare to Be Yourself” campaign, including 15 global panels of leaders and employees sharing what belonging means to them and how they bring their authentic selves to work. We are continuing efforts around uncovering and storytelling through executive listening sessions and POD events.
Representation Counts

We understand that measurement is important and that we can’t have inclusion without diverse representation. Some insights from our FY19 results include:

• Women: nearly 1 percent increase in representation globally. Women in Tech specifically increased more than 1 percent, but we can do better and we’re holding ourselves accountable to increase these numbers in FY20.

• Underrepresented Minorities1: under 1 percent increase with gains in both Technical and Non-Technical positions. This is another major area of focus for us in FY20.

• Other communities: We recognize and celebrate other diverse communities, including those who identify as LGBTQ2, People with Disabilities and Veterans. We tested global self ID categories to expand our measurement of diversity, identified targeted opportunities and will hold ourselves accountable for progress in the Inclusion Survey Pilot and are working towards company-wide efforts around Self ID.

• Hiring: Though our new hires are more diverse than our current workforce, we see opportunities to improve our processes. We have committed to ensuring at least one woman or one underrepresented minority are interviewed as part of all final candidate slates.

“I am very proud of how VMware has created its many Employee Resource Groups that we call our Power of Difference communities. We are able to further drill down on the diversity within the organization, allowing us to communicate and be part of something that goes beyond just our work, and helping us feel comfortable with becoming our authentic selves.”

— Sandy Visoso

1 FY19 includes February 2018 – February 2019
2 Underrepresented minorities include Black/African American, Latina/Hispanic, Native Hawaiian or Pacific Islander, and Native American or Alaska Native
3 Option to identify as LGBTQ in our global employee survey in countries where we were legally able to ask this question

Striving for Pay Equity

We are committed to ongoing pay equity review and are proud that we continue to see women earn 99% of their male counterparts’ salary globally and racial and ethnic minority employees earn 100% of their white counterparts in the U.S.
Building communities across the technology industry

We believe that we can’t solve this challenge alone and are working with strategic partners to create systemic change.

**Women Transforming Technology Conference**

VMware founded the Women Transforming Technology (WT2) conference where a consortium of companies and organizations committed to building a community of support to tackle issues that women face in the industry. In 2018, the 3rd Women Transforming Technology conference brought together 4,200 in-person and virtual participants from 160 organizations.

**Women’s Leadership Innovation Lab**

Through a $15 million endowment to the Women’s Leadership Innovation Lab, VMware is investing in women’s leadership research at Stanford for generations to come. We are committed to bridging the gap between industry and academia, and through this collaboration, we intend to accelerate combining research with practitioner insights to generate new evidence-based solutions.

**Seeds of Change**

To increase females in the STEM pipeline, we funded Seeds of Change at Stanford University, a program that provides mentoring, training, and skills development to support girls and young women in STEM as they transition through high school and college to successful technology careers. During the first two years of the program, 40 undergraduate leaders have supported 140 high school students with interest in STEM.

**Women Who Code – VMinclusion Taara**

In partnership with Women Who Code India, we launched VMinclusion Taara, making a commitment to train 15,000 women over the next two years so they can return to the workplace more easily after taking time off to raise their family. After launching our beta in December 2018, 1,600 participants are engaged with the program and 600 women are already enrolled in courses.

**CodeHouse**

For the third consecutive year, VMware CodeHouse held its place as the definitive space for future female leaders to create innovative, meaningful work. VMware hosted 20 of the brightest technical female students from leading universities across the United States. Attendees built technical solutions that advance STEM education or increase diversity in the technology field, networked with VMware leaders, heard from VMware CEO Pat Gelsinger, and experienced life at VMware first-hand. In 2019, we will host CodeHouse Atlanta built to empower Black and Latina female STEM students.
Other partnerships include: Presenting Sponsor at Out and Equal, Human Rights Campaign Corporate Equality Index (100%), Employers for Equal Pay Consortium, and Founding Partner of Women Who Code.

THE JOURNEY AHEAD
As we honor the power of human difference, we also acknowledge we have a journey ahead of us to improve our representation of women and diverse groups across the company. For VMware to be a place where our people thrive and innovation flourishes, we recognize it must first be a place where diversity + inclusion are a top priority. We look forward to working on this equation together and are inspired by the passion of our 25,000+ VMware change agents.

“VMware enables a culture of possibility by letting us come to work as who we are. VMinclusion and the Power of Difference communities are a huge piece of that puzzle. It makes it clear to me that VMware wants us to grow as individuals not just in the workplace but as leaders and as humans.”

— Megan Payne