



Diversity & Inclusion: Transforming Best-Practice into Next Practice

An elite group of Dell Technologies customers and industry peers gathered in March 2019 to attend the Dell Technologies' Diversity and Inclusion (D&I) – Transforming Best-Practice into Next Practice roundtable in Sydney to exchange, promote and collaborate on developing more diverse and inclusive ecosystems that will drive human progress across business.

The Dell Technologies ANZ D&I Roundtable widens the lens on the strategic steps that D&I professionals and supporters can take to implement and manage transformative initiatives in the workplace. Themes covered include inclusion, gender, LGBTI (lesbian, gay, bisexual, transgender and intersex), disability and cultural

diversity. Members across the ANZ region meet monthly in a virtual forum and twice a year in person. Ongoing conversations throughout the year are facilitated by a mobile optimised platform. Membership is exclusive to Dell Technologies customers and by invitation only.

Left to Right: Ryan Burke, Executive Manager, Group Diversity & Inclusion, CBA; Kate Sowden, National Diversity & Inclusion Manager, Grant Thornton; James Delve, Senior Account Manager, Dell EMC; Sonja Ruddock, Chief of Staff, Technology, Bupa; Sophie Guerin, Head of Diversity & Inclusion, APJC, Dell Technologies; Jackie Montado CIO, APAC, PepsiCo; Laura Sprules, I&D Lead, ANZ, Accenture; Jessica McDonald, Asia Pacific Japan HR Business Partner, Dell Technologies; Toni MacDermott, Director, Professional Services Operations, APJ, VMware; Sarah Ryan, Head of D&I, PepsiCo; Ben Weinberg, Account Executive, Dell EMC.

Special guest speakers at the exclusive gathering included senior D&I professionals from Accenture, Baker McKenzie, Bupa, CBA, Grant Thornton, Metro, Nab, Qantas, QBE, PepsiCo and VMware. Together, they led a robust discussion that examined the techniques on implementing D&I strategies to help businesses successfully adapt and respond to the cultural shifts taking place in an increasingly interconnected global marketplace.

D&I is increasingly being perceived as a business imperative – and with good cause. Research shows that companies that have implemented D&I initiatives are 21% more profitable than those that haven't.* Despite this encouraging statistic, many organisations are yet to transform their support for best-practice D&I principles into best practice programs.

Head of Diversity and Inclusion for Asia Pacific at Dell Technologies, Sophie Guerin, described the core of this problem. “The rubber hits the road in taking strategy for D&I and translating that into businesses execution. This is where D&I professionals struggle: to gain commitment to a strategy that drives cultural change within the business, where executives and middle managers are responsible for accountability and progress.”

According to Guerin, Dell’s D&I strategy is founded upon four pillars: Firstly, commitment from senior leadership to implement hiring practices that drive innovation and diversity.

Secondly, building internal communities and partnerships to enhance the business imperative with team members, as well as positioning Dell as an employer and partner of choice with diverse candidates, customers and communities that are committed to action and change.

Thirdly, fostering employee engagement and organisational effectiveness that drives ethnic and cultural empowerment and ensures differences are



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celebrated. Finally, the strategy is brought to life through initiatives aimed at nurturing an inclusive culture.

Guerin shared the programs that Dell is running to promote gender inclusion within the workforce. “Our Employee Resource Groups (ERGs) are at the heart of our strategy and how we execute on inclusion. Some organisations are more informally or loosely affiliated, whereas Dell drives these programs from the top down.”

“As a technology and a data company, we like metrics. One of the things that we track is employee net promoter score (eNPS). Our overall eNPS as an organisation is 55, which is very high for our industry. We have found that as employees become more engaged in employee resource groups, this score increases to 71, which is plus 18 eNPS overall versus non-engaged employees. We also see a fall in attrition rates.”

Furthermore, Guerin explained that this increase in eNPS, when looking at the sales team members’ data, can be correlated to an increase in cNPS (customer net promoter score). “That’s a huge ROI, which strengthens the business case. Often leaders want data, which they think will solve their problems, but

that’s just the starting conversation. Once you demonstrate ‘why should we do this’ we can talk about how we are going to do it,” said Guerin.

Dell uses this as a leadership development platform for its employees in the Asia Pacific region. “We don’t always have immediate opportunities for people wanting to move from individual contributors into management positions, hence they need a transition plan,” said Guerin.

“Employee resource groups offer the opportunity to build skills and demonstrate leadership. For example, they can propose a new ERG local chapter by presenting a business plan together with an executive. This needs to be approved by global and by regional to ensure sustainability. Through this process they have the opportunity to hone their leadership skills.”

These programs go hand-in-hand with pilot programs developed in conjunction with talent acquisition teams across the region. “It has to be driven by team members, rather than D&I imposing a set of rules, which can lead to initial engagement with minimal follow through due to lack of sufficient buy-in,” said Guerin.

Leveraging Diversity & Inclusion Across Dell Technologies

Key Themes

As participants of the roundtable canvassed a range of programs and strategic steps that D&I professionals can implement within the workplace, the following four key themes emerged from the discussion:

- Gender Targets
- Data & Systems
- Leadership
- Training

On September 7, 2016, Dell and EMC joined forces in the largest technology merger in history to become Dell Technologies. Dell Technologies unites seven technology leaders – Dell, Dell EMC, Pivotal, RSA, Secureworks, Virtustream and VMware – in one company with the power to drive digital transformation and generate real results every day for customers and partners.

As a result, Dell Technologies offers customers greater value-added services from a technology and shared culture point. A good example of this is the Dell Technologies' ANZ Customer D&I Roundtable, which includes representatives from the Dell Technologies family of businesses.

After sharing from Dell and Dell EMC, the roundtable heard about VMware APJ initiatives that focus on driving female representation through the hiring and retention processes.

VMware highlighted the different market needs across Asia Pacific.

For example, China has a higher representation of women in technology roles, but gender stereotypes persist. India has a high percentage of women in technology companies, but often they are concentrated in lower level positions.

VMware introduced Project Taara which yielded the insight that greater than 50 per cent of women in engineering and software engineering roles were leaving the workforce for family and childcare reasons. The objective of Project Taara was to bring women with an IT background back into the workforce after a long break. VMware committed to training 15,000 women in two years using online learning platforms.

The program had more than 600 expressions of interest, 100 articles written and assisted more than 150 women since its launch in December 2018.

As an example of the added value of the Dell Technologies family of brands in regard to D&I, Dell and VMware are working together to identify employment opportunities within Dell Technologies for these graduates.

In Australia and New Zealand (ANZ) there is a higher representation of women but limited participation at senior levels. VMware's focus in ANZ was getting employees and executive teams on board by taking action.

Some programs include mandatory unconscious bias training for VMware's talent acquisition managers, which is already mandatory for hiring managers.

Furthermore, all VPs have a quota for gender representation, which is being broadened to include minority groups.

There is also a push for talent acquisition teams to provide a diverse candidate mix for hiring managers. In the Representation pillar, VMware runs a number of events to raise the profile of women in IT, providing opportunities for women to network in the industry.

In the Thought Leadership pillar, the company included a hackathon in partnership with AWS at its flagship event – vForum – to design a concept for an app that supported mental health.

The goal was to gather a diverse group of participants, including university students, psychologists, sales representatives, technologists and both young and mature participants.

Theme One: Gender Targets

One of the participants at the roundtable, representing a global services organisation, agreed that gender inclusion was a major focus at their firm, with a target of 50/50 by 2025 across the whole organisation. This ratio is heavily skewed by certain geographies like China and India, where there are large centres of operations with a higher percentage of females, whereas this participation ratio is lower in Australia at around 70/30.

The challenge for this organisation in reaching the target is making significant changes to recruitment practices while also managing attrition. This is a big issue around the senior manager level, in particular, when female employees opt-out of the workforce to start a family and then face the difficulty of coming back to a stressful role while juggling work-life balance. The organisation is about to kick off a pilot program to understand the attrition piece and apply consulting methodologies to address its recruitment practices.

The gathering heard that some organisations are choosing not to go down the targets or quotas route. There was some curiosity for those that are, particularly with regard to the consequences for individual leaders not hitting their targets by 2025. While individual leaders are not held accountable for meeting targets, one idea the group explored included looking at financial metrics that drive bonus and promotion decisions to make managers more accountable.

Another idea discussed was the use of digital LinkedIn capability to raise the organisation's profile proactively to female talent. It also discussed

reintroducing internship and graduate programs within the IT function that are female focused to ensure gender balance across the intake.

The organisation mentioned also had some initiatives already in progress that support women, such as running high-profile events with external female technology leaders speaking to employees as role models, while also raising the profile of this issue.

The same organisation also looked at programs that addressed pay equity analysis which yielded positive results in that there wasn't any form of thematic issue across pay gaps – but pockets of inequity that were able to be addressed through normal REM process.

Other programs invited IT and internal recruiters to be part of the technology agenda crew. This has been instrumental in increasing outreach to females outside the organisation.

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Theme Two: Data & Systems

Another attendee made the point that data is needed to drive targets, with most organisations lacking systems to collect the necessary information. Most agreed that there should be a focus on finding ways to collect data needed across disparate systems to drive decision making and prioritisation. Much of the focus over the next few years will be setting the foundation on benchmark or baseline data to assess results against individual leaders.

Most participants at the roundtable agreed that executive teams are passionate about diversity and simply need direction or assistance to take specific actions. There was consensus on the need for

providing this information and assistance, including addressing HR management systems and benchmark data resources. One roundtable participant pointed to their organisation's plan to address this by splitting the goal into three focus areas:

1. Secure leadership commitment from the CEO down to consistently and effectively communicate objectives and the overall determination to achieve them.
2. Use employee reference groups to leverage value from days of observance, for example a cultural diversity week. This reiterates key diversity messages and affirms the determination to move towards objectives.
3. Implement leadership accountability. The diversity target – particularly the gender target – is broken down at the divisional level. If a part of the business is big enough, it gets broken down again. In this way, every leader has their own target. Each month, they are assigned red, amber or green lights against their monthly number.

It's important to include success measures and metrics, particularly in making the big strategy piece work. This ensures that the organisation continues to progress at the execution level of initiatives and events while also looking at the bigger picture.

The roundtable discussion moved to the value of inclusion surveys, HRM systems, flexi-work and targets. The Inclusion Foundation, a not-for-profit organisation founded by Elizabeth Shoemith, has created a survey and provided various analyses to help D&I leaders understand where the organisation sits in terms of inclusion.

It is designed to help focus on leadership and a number of other measures. However, some people in the group agreed that inclusion surveys are only useful if they address we don't have a set of standardised metrics.

Theme Three: Leadership

Participants at the roundtable agreed that a large part of the role for D&I leaders is having conversations with the leadership team about why D&I is important. One guest noted that many leadership teams are comprised mainly of men, saying it can be frustrating to provide an update on gender inclusion when some men in the room at the leadership team level say “Just tell me again why are we doing this?” or “What are we doing for the men, though?”

To counter this perception, one roundtable participant said their team has started collecting anecdotes across the region. “We anonymised them to provide the counterpoint to leaders who look at the data and respond, ‘Well, you know, to your point, it is getting better.’ It’s not until the leadership team heard these stories that they realised the implications for individuals. This can be highly motivating for some leaders, but it also depends on the leader. Some are motivated by data, however, it’s important to offer both qualitative and quantitative substantiation,” according to the roundtable participant.

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Theme Four: Training

It was noted that some organisations include unconscious bias training as part of mandatory training for managers and team members. One participant stated it's proven to be high-level and insightful for employees who undertake such training. However, the missing piece is that there still remains uncertainty as to how to translate the insights into action. For middle management, especially, this has proven to be an ongoing challenge.

It was suggested that next steps will be to collate the excellent resources that are now available in the market to put together a single, easy-to-use toolkit for managers to make it a practical resource. This would be an opportunity for people to target the elements they want to utilise to drive the specific dimensions of diversity within their teams.

Whatever the programs, initiatives or resources that organisations use to address gender inclusion and

diversity, it's about making it as practical as possible for leaders to implement and execute to achieve their goals. As a diversified global company, Dell Technologies is committed to making an impact on multiple sectors of the tech industry. D&I is a key business imperative, driven from the top-down by Michael Dell to ensure that perspective is embedded in applying technology and innovation expertise to eliminate bias wherever it exists through strategic initiatives.

In this way, Dell Technologies embraces the differences that drive innovative solutions for our customers. An important step towards making D&I part of the fabric within business and technology leadership is through collective action to drive change, such as the Dell Technologies ANZ D&I roundtable.

**McKinsey report: Delivering through Diversity – New in 2018*



About Dell Technologies

Dell Technologies is a unique family of businesses that helps organisations and individuals build their digital future and transform how they work and live. The Dell Technologies ANZ Roundtable Series widen the lens on D&I by shining a spotlight on the strategic steps that D&I professionals and supporters can take to implement and manage transformative initiatives in the workplace. Themes covered include gender equality, LGBTI, disability and cultural diversity. Members across the ANZ region meet monthly in a virtual forum; and twice a year in person. Ongoing conversations throughout the year are facilitated by mobile-optimised platforms. Membership is exclusive to Dell Technologies customers and by invitation only.



About 6 Degrees Media

6 Degrees Media was established by Angela Horvat, former Editor and Publisher of award-winning publications including *Computerworld*, *Information Age*, *My Business*, *The Who's Who of Financial Services* and Founder of FST Media; and Emma Charter, one of Australia's most connected and respected media and events strategists with more than 15 years' experience in delivering C-Level engagement strategies for clients in Australia and the UK. Together, they lead a team of Australia's most talented and driven conference producers, technology and business journalists and event managers to create content-driven experiences across C-level roundtables, custom events and large-scale conferences.