

2022 Diversity, Equity and Inclusion Report

vmware®



Creating Meaningful Change, Together

An era of global upheaval and challenges highlights the need to work together for success

If 2021 showed us anything, it is how inextricably linked we are to one another and connected as a global community. Our communal efforts to manage the continuing pandemic and take on the effects of climate change are reminders of what we can achieve as well as how vital it is that we work together to make meaningful change.

The world is also being forced to reckon with its historic injustices, and we are reminded that systemic barriers still hold many of us back. At VMware, we recognize our responsibility to diversity, equity and inclusion (DEI), and believe we can make a real impact through sustained commitments and action within our company, our communities, and the world.

Our values as a company underpin our actions and are what guide us. We aspire to be a workplace that promotes a sense of belonging and helps our employees thrive — building the best version of their career while collectively achieving VMware’s business objectives. Getting this right requires that we engage a workforce that is more representative of our customers, partners, and the communities where we live and work. That foundation bridges gaps, empowers our people, and enables us all to do our best, while at the same strengthening our competitive edge, driving innovation, and improving society as a whole.

This 2022 Diversity, Equity and Inclusion (DEI) report, and our [2030 Agenda](#), are a reflection of where we are today and the concrete actions we’re taking to embed DEI into everything we do. In delivering this report, we aim to be more transparent, continuing to hold ourselves accountable, and stepping up further to drive more progress, faster, and more consistently. And while we celebrate our accomplishments of the past year, we know there’s critical work still to do now and in the future.

Though we present a lot of information here, behind each data point is a unique human experience, and that is what inspires us and is the basis of our work ahead. Each person these data represents is on a journey, and their journeys are our story, too.

“The sum of our individual differences, experiences, knowledge, self-expression, unique capabilities, and talents makes VMware a special place to work and grow.”



RAGHU RAGHURAM
CEO VMware

4	MEETING THE MOMENT AND BEYOND
6	CULTIVATING AN INCLUSIVE CULTURE
8	AN INNOVATIVE APPROACH TO HIRING TOP TALENT
10	INCLUSIVE LEADERSHIP IN ACTION
12	FOSTERING COMMUNITY
14	WOMEN
16	BLACK COMMUNITY
18	LATINO COMMUNITY
19	ASIAN COMMUNITY
20	LGBTQ+ COMMUNITY
21	VETERANS
22	PEOPLE WITH DISABILITIES
23	POD LEADERSHIP SUMMIT / PAY EQUITY
24	WELLBEING AT THE FOREFRONT
25	CREATING A CULTURE OF LEARNING
26	OUR DATA

Meeting The Moment - And Beyond

Making our 2030 Agenda a reality by operationalizing our Diversity, Equity and Inclusion efforts

VMware is building a more sustainable, equitable and secure future for all by embedding Environmental, Social and Governance (ESG) into everything we do—throughout our technology strategy, business model, and culture. We call this our [2030 Agenda](#).

Our 30 cross-functional goals by 2030 are owned by our business units, which have the expertise to enact real and lasting value. As part of this agenda, we are redefining the workplace of the future through initiatives that include our DEI efforts, and as part of our DEI representation goals by 2030 we have committed to:

50/50

Hire 50 / 50 women and gender non-binary/
men by 2030

50% of our managers identify as a woman,
gender non-binary and/or from an under-
represented community

Supplier Diversity

As a company that has significant purchasing power globally, we launched the **Responsible Sourcing** program in 2021 to tackle complex supply chain challenges with our trading partners. This program centralizes all suppliers facing ESG efforts and supports our 2030 Agenda. Specifically, we have committed to spending \$1.5B with diverse suppliers by 2030, and plan to set specific spend targets for certified minority-owned businesses including those who identify as Black, Hispanic/ Latino, Veteran, people with disabilities, women, and LGBTQ+ owned businesses.

To increase transparency and assess our suppliers on ESG actions and plans we work with EcoVadis, a global supplier ratings platform. In 2021, our spend on diverse suppliers was \$127M and in 2022 we are expanding our supplier diversity program internationally to include India, Canada, Ireland, and the United Kingdom.



* FY22 is February 1, 2021 - January 28, 2022

Underrepresented Minorities (URMs): URM refers to race / ethnicity in the U.S. and those who are underrepresented at VMware:

- U.S. African American/ Black
- U.S. American Indian/ Alaska Native
- U.S. Hispanic/ Latino
- U.S. Native Hawaiian/Pacific Islander

Underrepresented Groups (URGs):

- LGBTQ+
- Gender Non-Binary
- People with Disabilities
- Veteran/ Military Status

Cultivating an Inclusive Culture

We've continued our multi-year commitment towards inclusion and leadership accountability.

Building a diverse, equitable and inclusive workforce that drives innovation, trust and quality is critical to our multi-cloud journey. To do this well, we have embedded our DEI goals across the business with transparency and accountability at the leadership level. Over the past four years, we have tied DEI goals to our leadership bonus decisions. We have also strengthened our recruiting processes, channels and partnerships as we strive for a representative workforce, ensuring we are connecting with talent from a variety of backgrounds and experiences and enhancing access to opportunities along the way.

In Fiscal Year 2022 (FY22), our DEI goals were held with our Senior Directors and above community and focused on the drivers of representation, specifically:

In some instances, we have fallen short. Our inclusive culture scores were strong, and yet we continue to hear of opportunities from our employees to close the gap between our aspirational values-driven culture and how women and underrepresented groups experience the workplace culture at VMware today. We refined and automated our candidate interview slate process mid-year so that we will have better data taking us into 2022. We continue to learn from these opportunities to do better and are doubling down on inclusive hiring and inclusive leadership as part of VMware's 2030 goals. We are also working to expand our measurements of underrepresented groups globally:

By 2030, we will include other underrepresented communities inclusive of people with disabilities, gender-non-binary, veterans, and the LGBTQ+ community in our manager representation goals.

We expanded Self-ID in our Human Capital Management System (HCM) in the U.S in late 2020 by adding Gender Identity and LGBTQ+ identity during employee onboarding.

We are now actively pursuing Self-ID expansion efforts globally and plan to add Gender Identity, LGBTQ+ Identity, Military Status and Disability Status in select countries across the Asia Pacific and Japan (APJ) and Europe, Middle East and Africa (EMEA) regions in 2022.

Aligned with our goal to continuously expand our global employee demographic data to be more inclusive we are also focused on including race/ethnicity data outside the U.S. in countries where we can legally measure and track in our HCM System.

HIRING GOALS (WOMEN GLOBALLY AND UNDERREPRESENTED MINORITIES [URMS] IN THE U.S.)

Achieved
Women Globally: **34.2%**
(Hiring Goal - At least 1 in 3 hires globally identify as a woman)

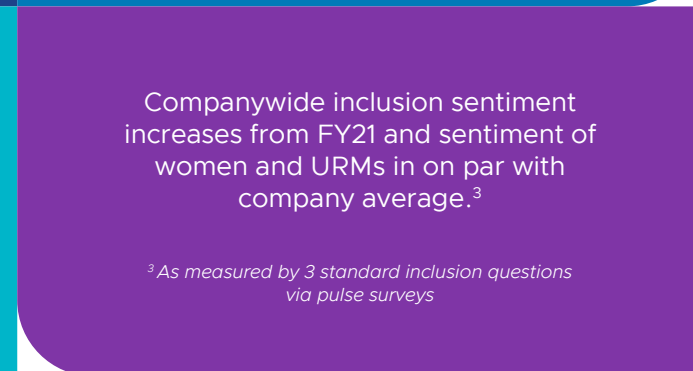
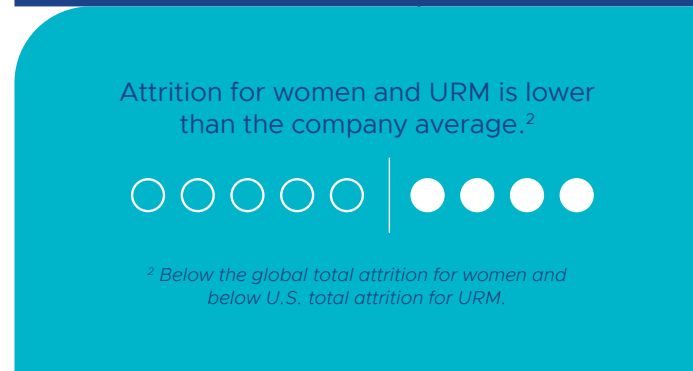
Achieved
URM in the U.S.: **15.7%**
(Hiring Goal - At least 1 in 7 hires in the U.S. will identify as an underrepresented minority)

Retention:
Achieved our goal for the total loss rate for women and URMs are both lower than the VMware global and U.S. loss rates, respectively

HIRING



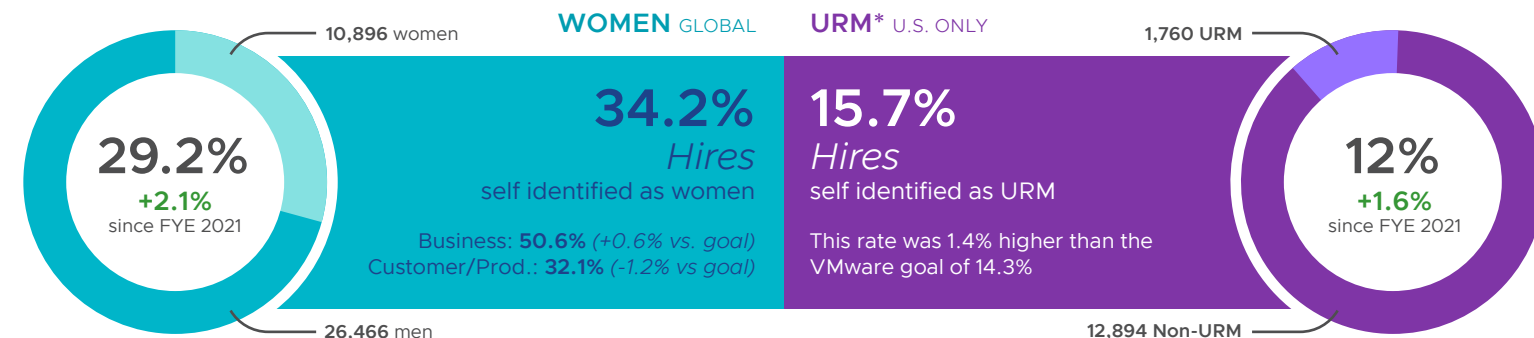
CANDIDATE INTERVIEW SLATE



RETENTION

We are pleased that we met our hiring and retention goals for women globally and U.S. URMs. While we did not outline explicit goals around representation, our efforts over the past year contributed to increasing women's representation globally and URMs representation in the U.S. by 2.1% points and 1.6% points, respectively.

INCLUSIVE CULTURE



Our Commitment to a Global, Distributed and Diverse Workforce

- Our population of remote employees has **doubled** since early 2020 (6,019 to 12,384 in 2 years), and now makes up **one-third** of our workforce.
- In Fiscal Year 2022 (FY22)*, **38%** of our regular, new employees were hired into fully remote roles. This is up from roughly **25%** in the prior two years.
- **33%** of all remote hires in FY22 were women. (1458 remote women hires / 4369 total remote hires)
- **16%** of all remote U.S. hires in FY22 were from Underrepresented Minorities (URM)* (531 remote U.S. URM hires / 3296 total remote U.S. hires)
- Looking at all U.S. URM hires in FY22, **72%** were remote, which is **double** the rate we see at the overall company level. In other words, when we hire a URM employee in the U.S. they are twice as likely as other employees to be fully remote.
- In FY22, we hired employees in **58** countries, which is up from 51 in FY21.
- Over **2,700** employees have relocated to a new city, state, or country since our Employee Requested Move policy was enacted in September 2020.

“The entire interview process highlights the ‘people-first’ & ‘customer-first’ approach and gives you a glimpse of the culture & future at VMware.”

SANTHOSH VASANTHAKUMAR
CDTO Product Management
Site Lead for India

An Innovative Approach to Hiring Top Talent

Guided by Outcomes (GO) Hiring is VMware's innovative approach to hiring top talent – people who bring a wider mix of creativity, originality, and problem solving. GO Hiring attracts and assesses candidates using performance outcomes rather than a list of ideal characteristics or qualifications of a candidate.

How we write our job descriptions has a big impact on the type of talent who applies. The GO Style Job Description magnetizes the opportunity by selling the challenge of the position as opposed to an uninspiring, narrow list of characteristics of a perfect candidate. Candidates are then assessed against the performance outcomes defined in the job description when they interview. The interview model is consistent, holistic and equitable, and uses a 3-pronged approach to evaluate past performance (Discovery Interview), motivations (EPIC2 Strengths Interview), and their skills and expertise (Work Sample Simulation).

Ascent Non-Traditional Hiring Programs

- Apprenticeship
- Return to Work – U.S.
- Return to Work – India (Nakshatra)
- Technical Bootcamp

Investing in Emerging Talent from underrepresented communities.

CodeHouse

This multi-day experience invites a select group of women technologists from universities across the U.S. to work on a real-world project that will positively impact STEM education for underrepresented communities. The teams present their solution to a panel of VMware judges along with the opportunity to network with tech industry thought leaders. This immersive experience provides students with opportunities to learn new skills, grow their network, and develop their teamwork through collaboration.

[CodeHouse Atlanta](#) | [CodeHouse Palo Alto](#) | [CodeHouse India*](#)
**all virtual in FY22*

Achieve Scholarship | Rise Scholarship

We offer scholarships to future innovators who demonstrate a passion for technology, leadership, and community involvement

As part of the total talent pool in VMware, the contingent workforce program focuses on hiring diverse talent from our women and URM communities. Our program is partnering with organizations such as “Women back to Work” to enable women who have dropped out of the workforce for an extended period to reenter and succeed in their careers.

“I know this for a fact - the quality of candidates we received has become higher since GO Hiring was used.”

Radha Raman
Senior Director,
Commercial Business,
Asia Pacific & Japan

THE GO HIRING IMPACT

2x

increase women & URM applicants

Jobs posted using the GO Hiring Job Description model resulted on average more women and U.S. URM candidates per job posting compared to ‘traditional’ job descriptions.

80%

more applicants

On average, an Outcome-Based (GO Hire) job description attracted nearly twice as many interested candidates compared to when a traditional job description was used.

10-15%

increase of women & US URM interviewed

The number of women and U.S. URM candidates interviewed increased 10-15% when teams used the GO Hiring model vs a traditional hiring model.



Non-traditional hiring to attract talent from all backgrounds

VMware is empowering people with differing experiences and perspectives to start or restart their career at VMware through curated development and hiring programs. Our goal is to set all people up for personal and professional success. Whether they have taken an unconventional path to obtain their university degree, or you don't have a degree, taken a break in their career and are now looking to return to work or are looking to switch professions.

VMware Connect

Connect is an opportunity for people to virtually connect with our global executives, hiring managers, VMware Talent Acquisition team members and individuals from our PODs. We host virtual VMware Connect events throughout the year focused on different topics of interest to talent around the world. These events allow attendees the opportunity to understand the kind of careers that are available at VMware as well as career progression opportunities. Most importantly, they learn about how they can be a part of our community and in an environment where everyone belongs and is empowered to contribute fully to drive innovation and impact.

Inclusive Leadership in Action

is an experiential course designed to increase awareness of diversity, equity and inclusion key topics, and build an understanding of how behaviors impact our culture and inspire change across VMware. Through the combination of live exercises and group discussions, we present current research on topics such as unconscious bias, microaggressions, covering intersectionality and privilege. Managers, executives, and individual contributors alike have stepped out of this course with a refreshed viewpoint on their role in creating a workplace (and a world) where everyone can thrive.

44% of managers at VMware have completed or registered for the training. It is our goal to have 100% of people managers complete the training by the end of 2022.

Change Agents

In 2021, we launched the DEI Change Agent Network, enabling leaders to drive our DEI goals and business-led efforts that require specific expertise. Through this formal network, DEI efforts are aligned, roles and responsibilities in driving DEI outcomes are clarified, and they help to strengthen the community of DEI advocates across our company. In 2022, we will look for more connection points with the Change Agent Network and our Power of Difference (POD) communities, including expanding our annual DEI Summit for both groups.

Measuring Inclusion

We know some people experience the workplace differently than others and our company's culture and inclusive leadership are defining factors.

To help us measure our efforts and hold ourselves accountable to fostering an inclusive workplace culture, we implement a Quarterly Inclusion Pulse Survey focusing on employee inclusion sentiment.

Our company-wide inclusion sentiment increased. Globally, we saw improvement in the scores from women on our inclusive culture, however, they increased at a lower rate compared to men. For U.S. URMs, there were improvements on fair treatment and measurements remain stable around commitment and inclusive culture.

Reverse Mentorship

We are also capturing employee sentiment by enabling opportunities for two-way dialogues and implementing listening sessions and reverse mentorship programs. This 6-month program engages senior leaders with one or more employees from an underrepresented group to build increased capability and accountability across leadership. Reverse mentorship improves the understanding of differences, helps develop more inclusive leaders and ways to engage, retain and grow diverse talent.



Fostering Community

Our work with underrepresented groups provides pathways for people to meaningfully connect, share their unique experiences, and find belonging and community at work.

We aspire to be a workplace that promotes a sense of belonging and helping our employees thrive by building the best version of their career while collectively achieving VMware's business objectives. From the moment our people walk in the door, we are creating opportunities for them to deepen their knowledge and understanding of our inclusive culture and their role in advancing it. We strive for an experience that is meaningful to people of all backgrounds—one that enables them to show up authentically and grow to their full potential.

Our global Employee Resource Groups are called Power of Difference ("PODs") communities. Our PODs play a crucial role in building a culture of inclusion and belonging and provide the business with strategic guidance and unique insights on DEI topics. We believe when people feel a sense of belonging, they can bring their unique perspectives, creativity, and innovation to their work. That's why POD participation is open to everyone and is designed to help participants grow as leaders, engage with different communities, and drive business impact.

Our PODs are grassroots communities of VMware employees worldwide based on demographics and location. A quarter of VMware employees from around the world have joined our PODs, and VPs across the business are executive sponsors to these POD communities, helping to elevate their visibility,

impact and strengthening connections into the business.

We have seven global demographic PODs: [Asian@VMware](#), [Black@VMware](#), [Disability@VMware](#), [Latinos@VMware](#), [PRIDE@VMware](#), [Women@VMware](#), and [Veterans@VMware](#) and seventeen geographic PODs globally that are focused on strategic DEI outcomes that are relevant to their specific geographic communities.

Our 14 global demographic POD leaders – selected by a company-wide nomination process – dedicate 20 percent of their time to the role. Their work with the POD is considered a critical aspect of their leadership development. We recognize the incredible value and commitment of this work which is reflected in a stock grant of \$50,000 for each leader.

We aspire to be a workplace that promotes a sense of belonging and helping our employees thrive by building the best version of their career while collectively achieving VMware's business objectives. From the moment our people walk in the door, we are creating opportunities for them to deepen their knowledge and understanding of our inclusive culture and their role in advancing it. We strive for an experience that is meaningful to people of all backgrounds—one that enables them to show up authentically and grow to their full potential.

Here is how we invest in, elevate and empower diverse communities →

OUR METHODOLOGY

In the following community pages, you will see three-year demographic data summaries. Here is the methodology we apply across all our DEI data.

Our data is reflective of each Fiscal Year.

2022 data is current as of January 28, 2022.

2021 data is current as of January 31, 2021.

2020 data is as of January 31, 2020.

- Our representation data excludes blanks and declines. Data from past years is restated to reflect organizational changes and may reflect slight variances from last year's publication.

- Leadership is defined as director level and above.

- Self-identification is voluntary disclosure data. Veteran data is collected for protected-status veterans only, which does not include all veterans. 2020 and 2021 LGBTQ+ data was collected in countries where identification is legal as part of an employee survey which had limited employee participation and has been discontinued. 2022 LGBTQ+ data is U.S. only and collected in our HCM system.



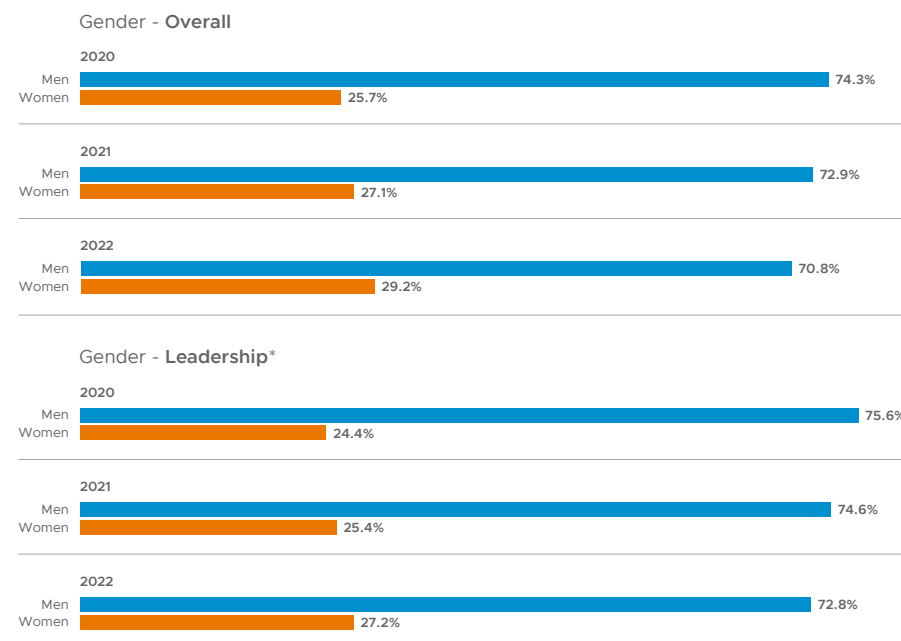
As a woman in high tech, typically, you are going to be in the minority versus the majority. So having a space where we can come together, share experiences, and help to make change in the organization and in our community is important.



KARINA DAHLKE
Senior Director, Product Marketing Strategy and Competitive Intelligence, and member of the Women@VMware POD

Fostering an inclusive workplace for Women

Through the strategic focus, investments, and demonstrated commitment from VMware's leadership team, together with the essential support and influence of the Women@VMware POD, we are working to advance and empower women to have equal representation and opportunity at VMware, in the technology industry and in our communities.



*Leadership is defined as Director and above.



At the end of 2020, we started collecting non-binary data in our Human Capital Management System (HCM) by adding Gender Identity to our Self-ID fields in the U.S. We are planning to implement this in six additional countries in 2022.

See our overall DEI data report and methodology starting on page 26.

SUPPORTING WOMEN IN TECH

VMware is empowering people with differing experiences and perspectives to start or restart their career at VMware through curated development and hiring programs. Our goal is to set all people up for personal and professional success. Whether they have taken an unconventional path to obtain their university degree, or you don't have a degree, taken a break in their career and are now looking to return to work or are looking to switch professions.

Stanford VMware 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. The Innovation Lab conducts research to advance women's leadership by diagnosing barriers and bias, developing and evaluating interventions, and disseminating research-based solutions. Our support for their research and continued thought partnership informs our practice and helps to drive meaningful change at VMware and in our communities.

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.

Women Transforming Technology Conference (wt2)

Women Transforming Technology Conference is a consortium of companies and organizations committed to building a community of support to tackle issues that women face in the industry. This event is designed to continue the important conversation on championing and advancing women across the technology industry.

Our 6th annual conference in May 2021 evolved around the theme of "Resilience" and featured inspiring speakers who overcame adversity in male-dominated industries, including technology. Our 5,000 virtual attendees from 59 countries span executives from the technology industry, academia, and nonprofit organizations to high-school and college students. The goal is to continue to cultivate a supportive community for women, people from underrepresented communities, and allies in the technology industry.

Taara

VMInclusion Taara is one of India's largest upskilling programs for women on a career break.



In 2019 VMware joined hands with industry partners to help 15,000 Women in India to return to work and launched VMInclusion Taara.

This unique program is designed to help Indian women return to a career in technology by uplifting their careers for growth and impact through providing free technical education and certification courses on digital transformation technologies. At the end of 2021, we hit a tremendous milestone with 18,000 registrants. Over 3,500 Taara candidates were hired by 1200+ unique organizations.

Nirmaan

In Hindi, Nirmaan means "to build." VMware Nirmaan was established in 2019 to build an ecosystem for senior women technologists to inspire, empower and change the status quo for women in technology. Today, Nirmaan is a strategic program that helps to advance VMware's 2030 Agenda, especially as it relates to our goal of doubling down on diverse hiring and leadership.

PARTNERSHIPS



RECOGNITION

Forbes 2021 Best Employers for Women

VMware is proud to employ 34 women who have been named to the 2021 Women of the Channel list

JobsForHer: Top 20 WOMEN RETURNEE PROGRAMS

The Women@VMware Women's Empowerment Fund supports a curated set of organizations working towards gender equality and advancement of women worldwide. Donations to this fund will help support all women in getting access to quality education, health care and sustainable livelihood opportunities and training.



We were able to accomplish so much, from launching our #WeHearYou campaign to having a Global Culture Club with engagement and support across our leadership and employee base, to creating a Social Justice Fund with over a thousand contributors donating over \$500,000 that supports organizations such as Equal Justice Initiative.

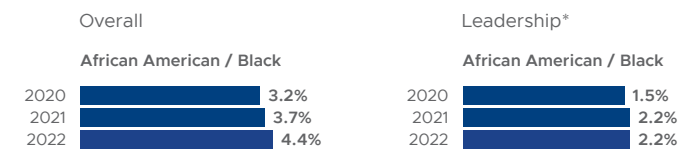


DANIELLE COLEMAN
Director and Assistant General Counsel and former POD Co-Lead for Black@VMware

Fostering an inclusive workplace for the

Black Community

Cultivating leaders and providing an inclusive platform where Black employees can bring their authentic self to work, while broadening the aperture of the technology industry to reflect its diversity.



*Leadership is defined as Director and above.
See our overall DEI data report and methodology starting on page 26.

Culture Club

What started as a powerful way to foster community in 2020, our “Culture Club” continued to inspire more conversation in 2021. Employees submitted their stories about being Black in the United States, and then volunteers read the stories onscreen. It really opened people’s eyes to the experience of being Black in the U.S.

Urban Synergy

Members of our Black@VMware U.K. chapter volunteer in this mentoring program that supports 16 -18-year-olds to transition into further education or employment by helping prepare college applications and CVs, run through interview techniques and presentation skills, and provide guidance in goal and career mapping. The goal of this program is also for the mentees to improve emotional well-being and social mobility, as well as to build confidence and self-esteem.

Rewriting the Code

Rewriting the Code is a growing virtual community of 14,000+ Black as well as Hispanic/Latino college and early career women with a passion for technology. These women come from 800+ colleges and universities and show their

talent through engaging in projects, internships, hackathons, and volunteering for good. Our Black, Women and Latinos PODs partnered with this community through workshops, career fairs and other engagement opportunities,

Factuality

A facilitated dialogue, crash course, and interactive experience, that simulates structural inequalities. We piloted this course in 2021 and continue to offer it on an ongoing basis in 2022.

VMware is proud to partner with 9 Historically Black Colleges and Universities (HBCUs).

We believe in building trusted relationships beyond the recruiting pipeline. In 2021, we continued a special partnership with Howard University School of Business. Coming out of our Secure Access Secure Edge (SASE) Business Unit, we funded a \$300K grant to build a program to expose Howard students to VMware and our Telco technology. This includes a mentorship program that pairs students and VMware employees, focused job opportunities, and a speaker series by VMware employees. We are building out a comprehensive Telco, Blockchain, and virtualization curriculum, and our first cohort of students will start in the Fall of 2022.

PARTNERSHIPS

AFROTECH™



The Black@VMware Social Justice Fund was created and curated to raise awareness of institutionalized and systemic racism and support for representation and equitable opportunities for Black communities across the U.S.





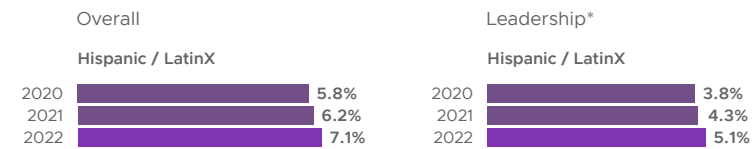
I grew up Latino, but did not speak the language. I've discovered that others in the POD grew up the same way and feel an instant connection to them. Being a member of the Latinos@VMware POD has given me confidence, allowed me to meet new people and expand my network, and overall, it's helped me develop on a personal and professional level.



MICHAEL ZAMORA
Senior Cloud Sales Leader, AMER Inside Sales, and former POD Co-Lead for Latinos@VMware

Fostering an inclusive workplace for the Latino Community

Strengthening VMware's inclusive culture and enhancing its business impact by elevating the Latino community's representation and leadership inside the company and across the technology industry.



*Leadership is defined as Director and above. See our overall DEI data report and methodology starting on page 26.

The **Accelerating Impact** program offers intentional small group coaching for cohorts of historically excluded and marginalized identities. VMware partnered with the Dignitas Agency to provide this innovative 6-month leadership development program for our Latino employees. The first objective of the program is to raise awareness around mindsets and competencies critical to increasing influence, enhancing performance effectiveness, and ultimately developing sponsorship within the organization. The second objective of the program is to raise awareness around how Stereotype Threat may create challenges for historically excluded and marginalized identities, and how to mitigate this effect. This cohort consisted of 40 leaders across VMware, several of whom earned promotions during the program and have linked their participation in this program to their achievements.

“This was an outstanding program. It was one of the best career development opportunities of my time at VMware!”
— MATT HERRERAS / Director AWS Global Partner Marketing

VMware is proud to continue to partner with 5 Hispanic Serving Institutions (HSI) totaling the outreach to 150,000 students

Our Latinos@VMware POD in collaboration with our Emerging Talent team kicked off a University Ambassador Program targeting Universities with significant Hispanic/ Latino representation in their student bodies. Employees volunteer as Ambassadors to Universities local to them and build relationships through resume and interview workshops at schools and building. The goal is to broaden the reach of VMware's UT team and bring awareness to students that might not otherwise consider VMware as a career option. In the 2021-22 school year this program reached over 200 students at 8 different universities.

PARTNERSHIPS



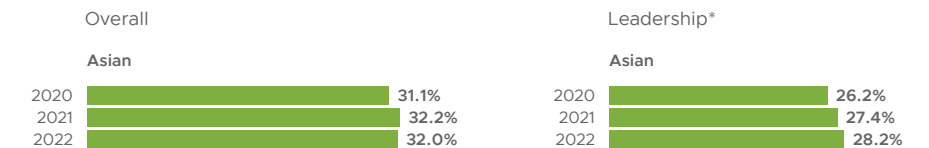
Allies in their day to day lives can practice empathy when they are working with others or interacting in the social environment, it's being understanding that we are all different and we all bring something to the table.



BRENDA DANG
Corporate Counsel, Global Legal Services and POD Co-Lead, Asians@VMware POD

Fostering an inclusive workplace for the Asian Community

VMware strives to create space for more employees to act as members and allies of the multitude of identities that constitute the Asian community. With the strategic counsel and support of the Asian@VMware POD members and allies, our focus is on fostering an environment of excellence, inclusion, and equity for Asian employees.



*Leadership is defined as Director and above. See our overall DEI data report and methodology starting on page 26.

There is so much in a name. It's one of the first things that people learn about you. Through listening sessions, our Asian@VMware POD initiated the creation of a new Name Pronunciation Tool that allows every employee to display and record how to correctly pronounce their name on their profile. Being able to pronounce someone's name correctly not only builds a better workplace for everyone, but it's also an important aspect of making others feel valued, respected and fully seen.

“As someone whose name is mispronounced daily I really appreciate the addition of the name pronunciation feature! Thanks to the Asian@VMwarePOD for raising the idea and to the HR and IT tech teams for making it happen.”



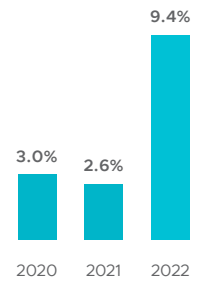
JESSAMINE CHIN
Sr. Director, Social Innovation

PARTNERSHIPS



Asian@VMware Social Justice Fund

The Asian@VMware POD created a social justice fund to support non-profits focused on advancing civil and human rights for Asian Americans as well as address anti-Asian sentiment.



2020 and 2021 data is global data collected through an annual Employee Engagement Survey that was discontinued after 2021. 2022 data is U.S. only and collected in our HRIS in the U.S. since late FY21. **2022% is reflective of the employees who have Self-identified

Fostering an inclusive workplace for the LGBTQ+ Community

VMware signs the Business Coalition for the Equality Act

VMware is proud to support the passage of the Equality Act, federal legislation that would provide the same civil rights protection for LGBTQ+ people as are provide to other protected groups under federal law. We continue to take public stand against Anti-LGBTQ+ policies and laws

LGBTQ metrics through Self-identification in our HRIS

Having business metrics of our LGBTQ+ employees to quantitatively evaluate our programs and policies is critical to a viable, fully inclusive diversity program. It helps us take targeted action if we better understand the proportion of LGBTQ+ employees at VMware and the roles in which they are most represented. Identifying specific problems and barriers can further inform our actions to maximize the potential of our LGBTQ+ employees. We are planning to add the LGBTQ+ Self-ID option in several countries in APAC and EMEA in 2022.

Our Global Pride POD is fundamental in providing a safe and inclusive environment for LGBTQ+ employees and allies to advocate for equal rights and respect for everyone. Through community building, education and activism the POD helps attract, retain and grow bright and diverse talent at VMware.

Transgender Inclusion We are providing gender transition guidelines to establish best practices in transgender inclusion for managers and teams. These guidelines are intended to help transgender employees make a successful gender transition at work and to ensure that they feel comfortable bringing their authentic selves to the workplace without fear of discrimination or harassment. They advise the transitioning employee's manager, co-workers and HR partners of their roles, responsibilities and expectations in the process and are designed to foster a dialogue and an understanding of what it means to be transgender in the workplace.

VMware received its 5th consecutive score on the Human Rights Campaign Corporate Equality Index.

PARTNERSHIPS

Presenting sponsor of
OUT & EQUAL
WORKPLACE ADVOCATES

lesbians WHOTech
QUEER | INCLUSIVE | BADASS

GENDER COOL
PROJECT

RECOGNITION

BEST PLACES TO WORK
2022 for LGBTQ+ Equality
100% CORPORATE EQUALITY INDEX

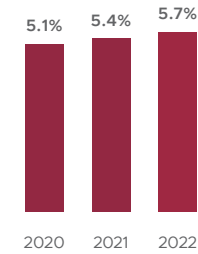
WPH 2021 GOLD
employer for LGBT+ inclusion

VMware India has been awarded the Gold badge and named an IWEI 2021 Top Employer for LGBTQ+ inclusion.

work with Pride
WPH Gold 2021

VMware Japan received the highest honor—a Gold Award—in the "PRIDE Index 2021," an evaluation of LGBTQ initiatives in the workplace led by 'Work with Pride.'

Through the **Pride@VMware LGBTQ+ Community Fund** a collection of non-profit organizations receive donations that aim to support the LGBTQ+ community.



* % is reflective of the employees who have self-identified



It's like a foreign language when a veteran is coming into tech or any other industry that is different than the military. Just because you don't know the language does not mean you can't be competent in it. Having someone - an ally, a mentor, a coach or a guide, someone in your network who gives you a hand and reaches out to say, 'Hey, you do have these skills, and you do possess these things that are very valuable in the industry' can help you immensely with that transition.



TINA VALLE
Staff II Program Manager, and member of the Veterans@VMware POD

Fostering an inclusive workplace for Veterans

At VMware, we believe in helping veterans identify how their unique skills and dedication can advance technology forward. We are dedicated to helping those who served find a balanced lifestyle and career growth after military service. Through recruiting, retaining and mentorship programs our global Veterans@VMware POD is a crucial partner in helping us create a supportive workplace for our veterans and active service members.

Driven by our U.K. based Veterans@VMware chapter VMware signed the **U.K. Armed Forces Covenant (AFC)**, achieved recognition through the **Defense Employer Recognition Scheme (ERS)** and improved recruiting efforts for Armed Forces leavers through the Career Transition Partnership (CTP) in the U.K.

Through our **Hiring Our Heroes Corporate Fellowship Program** with the **Department of Defense** we aid in the transition from the military to civilian workforce, assisting in translating military education and experience into tangible skills employers are seeking

For U.S. veterans our [careers site](#) offers a job search engine featuring military occupation code filter, highlights employees and benefits and provides links for learning. Our India based Veterans@VMware chapter in partnership with **Veterans in our Chief Digital Transformation Office** launched a **Veterans Learning Portal** offering free technical training and certification for Indian as well as U.S. citizens.

PARTNERSHIPS

DoD SKILLBRIDGE
Training Partnership

DoD SKILLBRIDGE
Fellowship Program

Reboot with VMware
VMware IT Academy
(partnership with Stanly Community College)

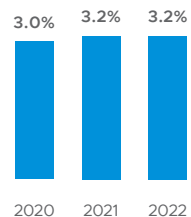
Veterans@VMware Afghanistan EPIC2 Fund

Veterans@VMware and Allies are working together to continue to serve by supporting organizations focused on impacting the lives of those affected by the Afghanistan crisis.

I appreciate the inclusive culture at VMware and choose to be visible as a South Asian, later-in-life lesbian because representation matters. I also do the work that I do with the PRIDE POD for my trans child, hoping that she lives in a world that is more accepting of all of our beautiful differences.



DEEPA "DJ" JOSHI
Senior Program Manager,
Office of the CTO, and
PRIDE@VMware West Co-Lead



* % is reflective of the employees who have self-identified

PARTNERSHIPS

We expanded our Partnership with Disability:IN and joined the Inclusion Works initiative by collaborating with Disability:IN and to build out best practices for creating inclusive workspaces, products, and programs



Fostering an inclusive workplace for

People with Disabilities

We strive to create a welcoming and inclusive workplace for employees of all abilities. Our goal is to foster a culture where everyone feels empowered by their unique talents and to work towards advancing VMware's dialogue and progress on disability inclusion, accommodation strategies as well as physical and technological accessibility.

VMWARE JOINS THE VALUABLE 500

VMware believes that technology will play a critical role in building an equitable, accessible, and inclusive digital future for all. Our CEO, Raghuram, has committed to building disability inclusion into VMware's leadership agenda as we join the Valuable 500. We are now part of a global business collective that is igniting systemic change and unlocking the business, social and economic value of more than 1 billion people with disabilities around the world

Accessibility Benefits Everyone

Through our Global System Accessibility Policy VMware ensures that internally used systems and tools are accessible to our employees with disabilities as well as job applicants. We recently completed the roll-out of three largely accessible tools, Fusion, Workstation, and Player, with more to come.

Global Accommodation Process

VMware is committed to providing everyone with an accessible and equitable employee experience. Through our global centralized Accommodation process we enable everyone to request the accommodation, adjustments, adaptations needed to assure all our employees are equipped to be successful.

Trainings

As individuals, we can all play our part by learning more about disability as an aspect of diversity and deepening our understanding of disability inclusion. Our Disability POD was fundamental in providing multiple disability awareness training modules ranging from understanding disabilities, creating accessible content to disability inclusion etiquette in the hiring process.

RECOGNITION



Disability@VMware Fund curated donations for groups that really make a difference globally to people with disabilities.



Innovation is not always about looking into the future and creating the next shiny object or must-have gadget. Sometimes, it means looking at the tools right in front of us and making them more inclusive.



SHERI BYRNE HABER
Senior Staff Architect, Accessibility,
and former POD Co-Lead for
Disability@VMware

POD Leadership Summit

In 2021, we hosted our 5th annual Global POD Leadership Summit entitled "Resilience". This summit was our first virtual event, featuring diverse perspectives from within and beyond VMware. The summit was a timely and crucial opportunity to engage with other ERG leaders and hear from internal and external leaders about our company's DEI journey.



133 attendees from over 10 global locations attended, **85%** indicated that attending the Summit helped their leadership development.



Pay Equity Equal Pay for Equal Work.

We continually analyze compensation globally, accounting for multiple factors that influence pay such as job, grade, tenure, time in job, geographic location and performance. Our most recent data analysis as of November 2021 shows that at VMware, women, in the aggregate, adjusting for the factors identified above, earn 99 percent of their male counterparts' target cash compensation globally and underrepresented groups earn 100 percent of their white counterparts in the U.S.

Pay equity analysis was conducted in November 2021.



Our wellbeing site

is a central hub for our employees to access our wide range of wellbeing programs and provides helpful information to support everyone to drive their own wellbeing.

Take A Break Days

We all need to take a break every now and then. VMware offers four days off each year that employees can use at any time to deal with whatever life throws at them, no questions asked.

EPIC2 Days

With the pressures of juggling work, family, the uncertainty of the ongoing pandemic and everything else going on around the world, we all deserve some much-needed “me” time. That's why we offer 1 day off each quarter for the entire company to unplug and unwind.

A Week Dedicated to Mental Health

In honor of World Mental Health Day in October, we took the week to raise awareness of the importance of mental health. Our Benefits Team offered a series of workshops and seminars covering topics from post-traumatic growth, languishing, and how to know when to get support.

Through our partnership with Lyra and ICAS, all employees and their dependents each have access to 12 free, confidential sessions with a licensed mental health therapist or coach.

Wellbeing at the Forefront

Putting wellbeing front and center across the company creates an environment in which all people feel supported and can thrive. Our people are the key to VMware's success, and we are always striving to make it easier for our employees to pursue wellbeing on their own terms, which will also help them perform well at work.

The challenges our world has undergone over the past couple of years have heightened a universal need for Wellbeing. From addressing and destigmatizing mental health, to prioritizing physical health, to the evolving needs of today's hybrid workforce, we continue to address the wellbeing needs of our people through a variety of resources and programs. Our holistic approach centers on evolving our wellbeing programs and integrating them into our work at the organizational, team, and individual levels.



Creating a Culture of Learning

Through our Learning and Education efforts we are developing a growth mindset around DEI

At VMware we know that ultimately, our DEI journey is the responsibility of everyone at our company, no matter where they are in the organization. To foster this mindset around DEI, we invest heavily in innovative programs that support the ongoing learning and development of our people across the company and around the world.

Unconscious Bias Education

In our 7th year of investment and evolution in partnership with the Stanford VMware Women's Leadership Innovation Lab, we continue to offer this foundational course around awareness building and actions to block bias in the workplace. The course is targeted to managers but open to everyone. Over 16,000 of our employees have completed this training.

Coaching for all POD Leaders

As part of our POD leadership strategy, we are committed to providing POD leaders with ongoing opportunities to grow and develop. We partnered with BetterUp to provide personalized, confidential, one-on-one leadership coaching.

Inclusive Language Training

This course focuses on the breadth and depth of inclusive language, including gendered language, global communication, and assumptive or reductive language choices. It also includes actions we can all take, including interruption prevention, mistake recovery, and bystander intervention. In our first year, the program had more than 250 participants from various geographies.

RECOGNITIONS



We have been named #2 on @Forbes' 2022 Best Employers for Diversity list.



Blind's Top 15 Companies with the Happiest Employees

OUR METHODOLOGY

Our data is reflective of each Fiscal Year.

2022 data is current as of January 28, 2022.

2021 data is current as of January 31, 2021.

2020 data is as of January 31, 2020.

- Our representation data excludes blanks and declines. Pay equity analysis was conducted in November 2021. Data from past years is restated to reflect organizational changes and may reflect slight variances from last year's publication.

- Leadership is defined as director level and above.

- "Other" includes American Indian, Alaska Native, Native Hawaiian, and Pacific Islander.

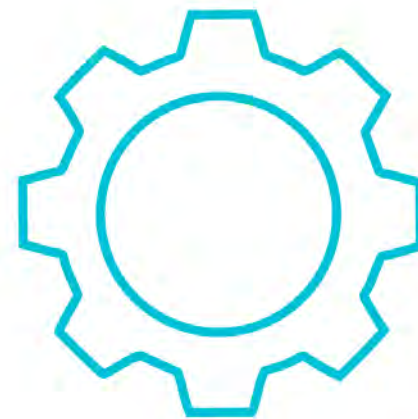
- Self-identification is voluntary disclosure data. Veteran data is collected for protected-status veterans only, which does not include all veterans. 2020 and 2021 LGBTQ+ data was collected in countries where identification is legal as part of an employee survey which had limited employee participation and has been discontinued. 2022 LGBTQ+ data is U.S. only and collected in our HCM.

- EEO-1 Report link out.

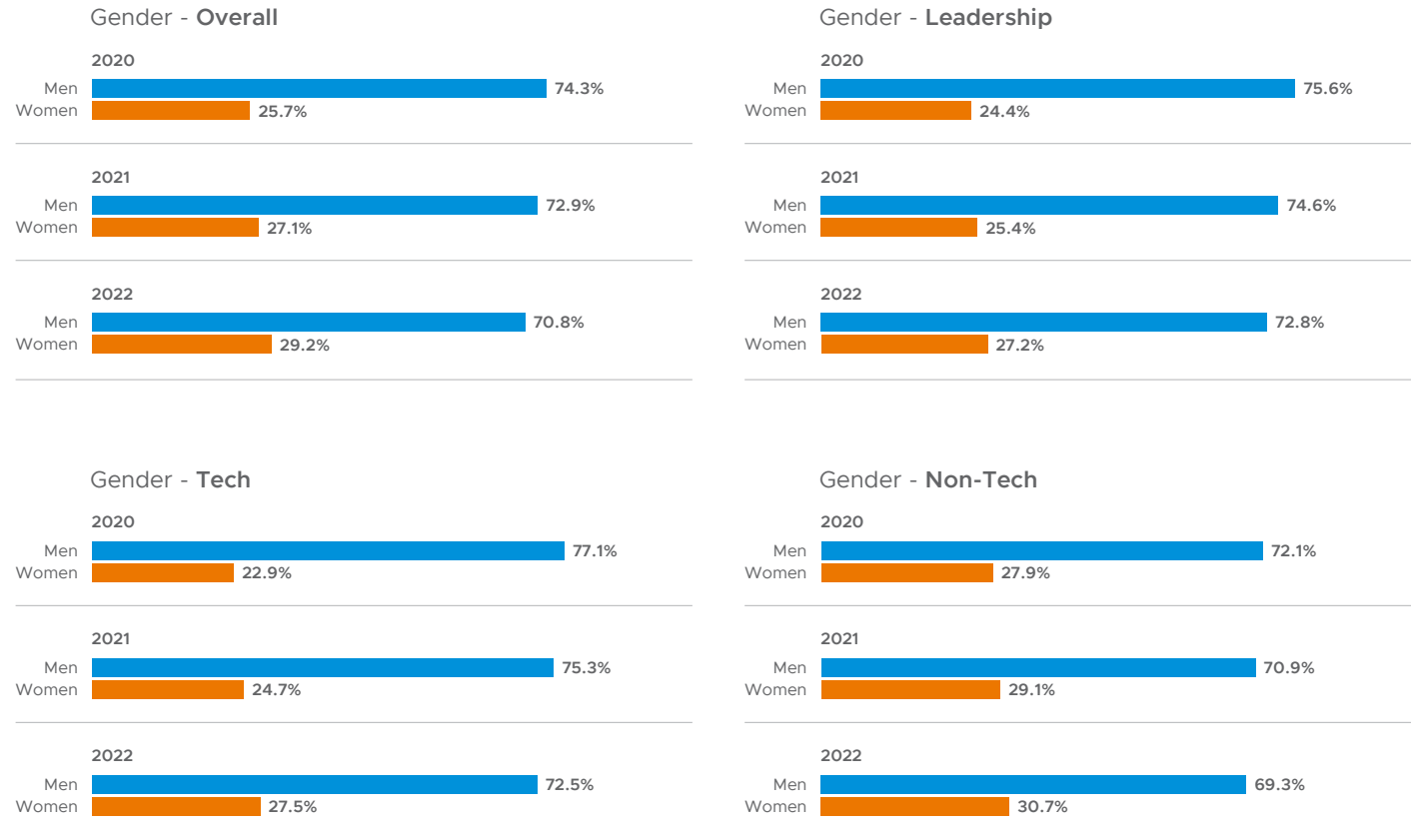
Our Data

We believe in leading with transparency. We have set bold goals to improve our representation of women and underrepresented minorities and made positive progress.

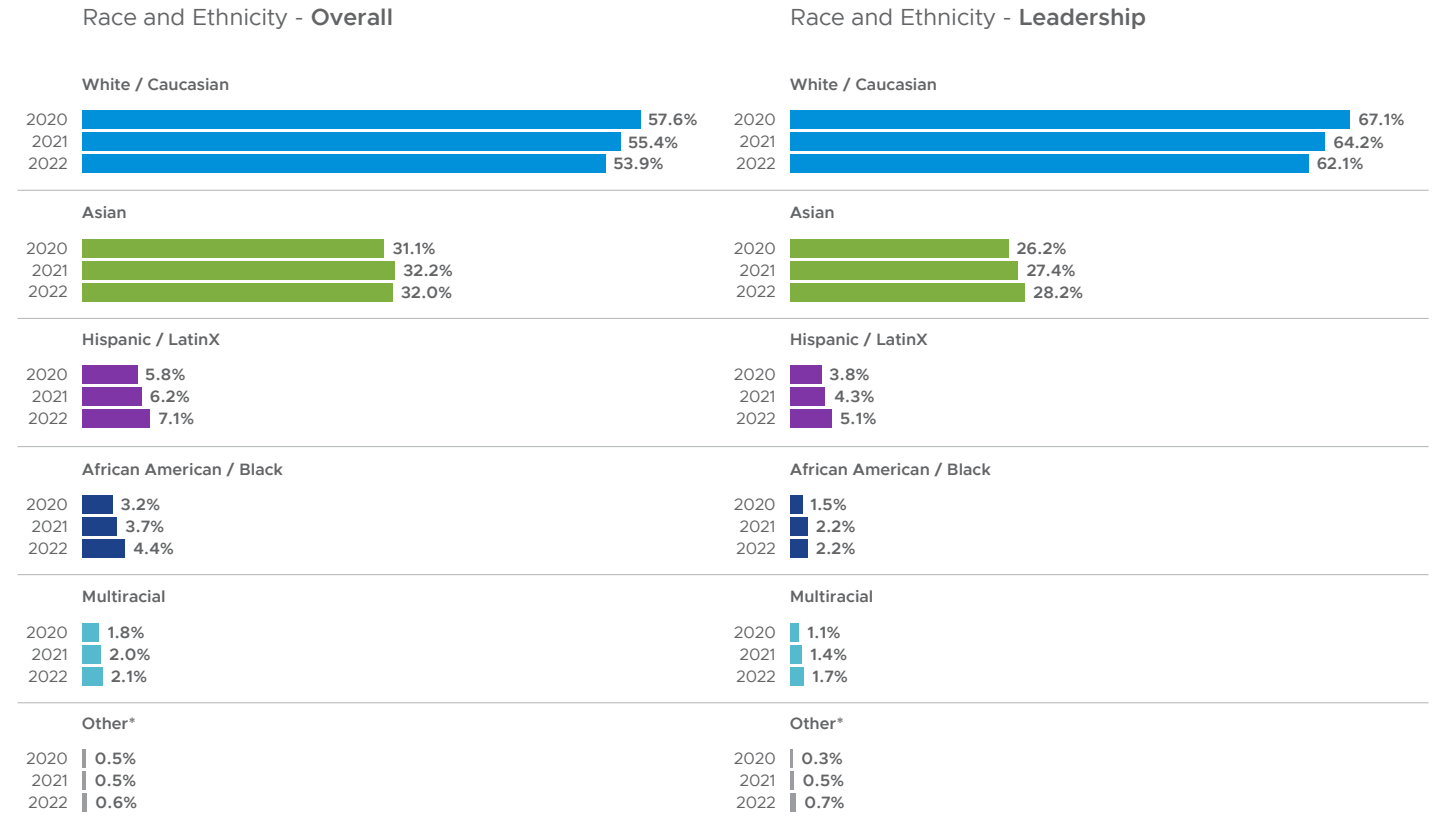
Here is where we are today:



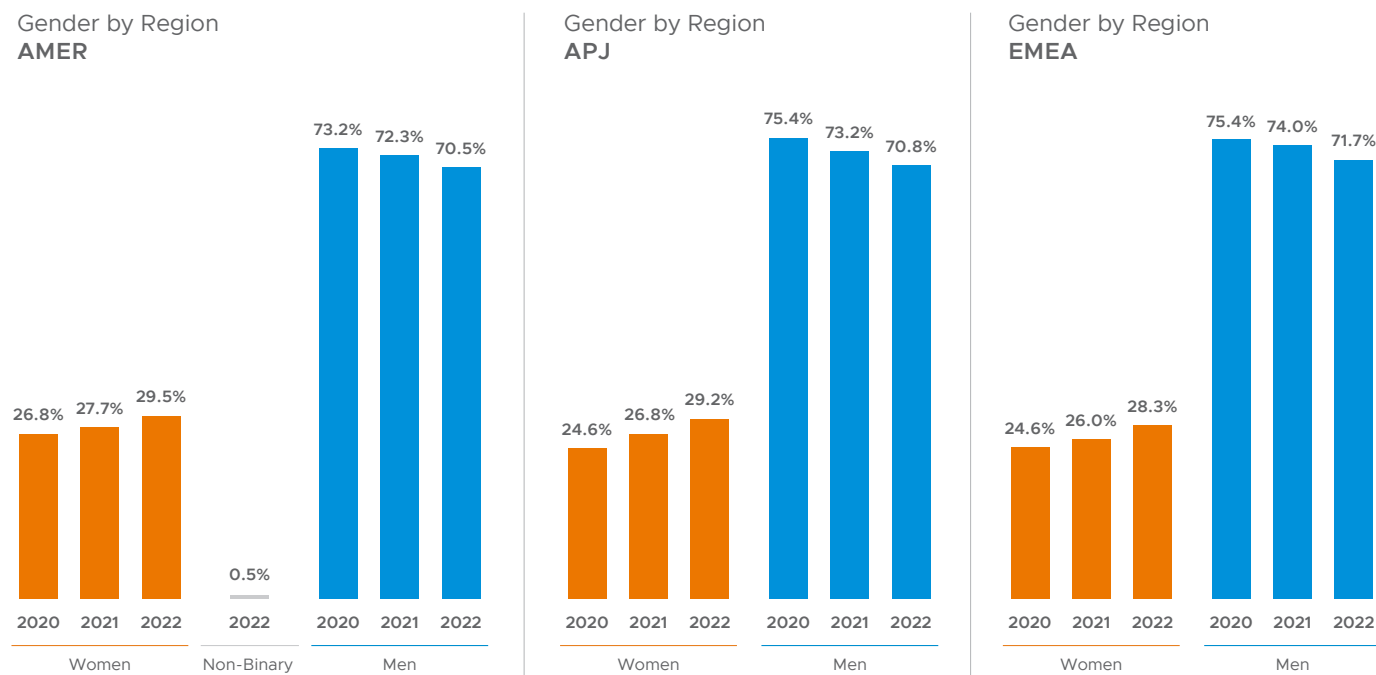
Gender Breakdown at VMware (Global)



Race and Ethnicity at VMware (U.S.)

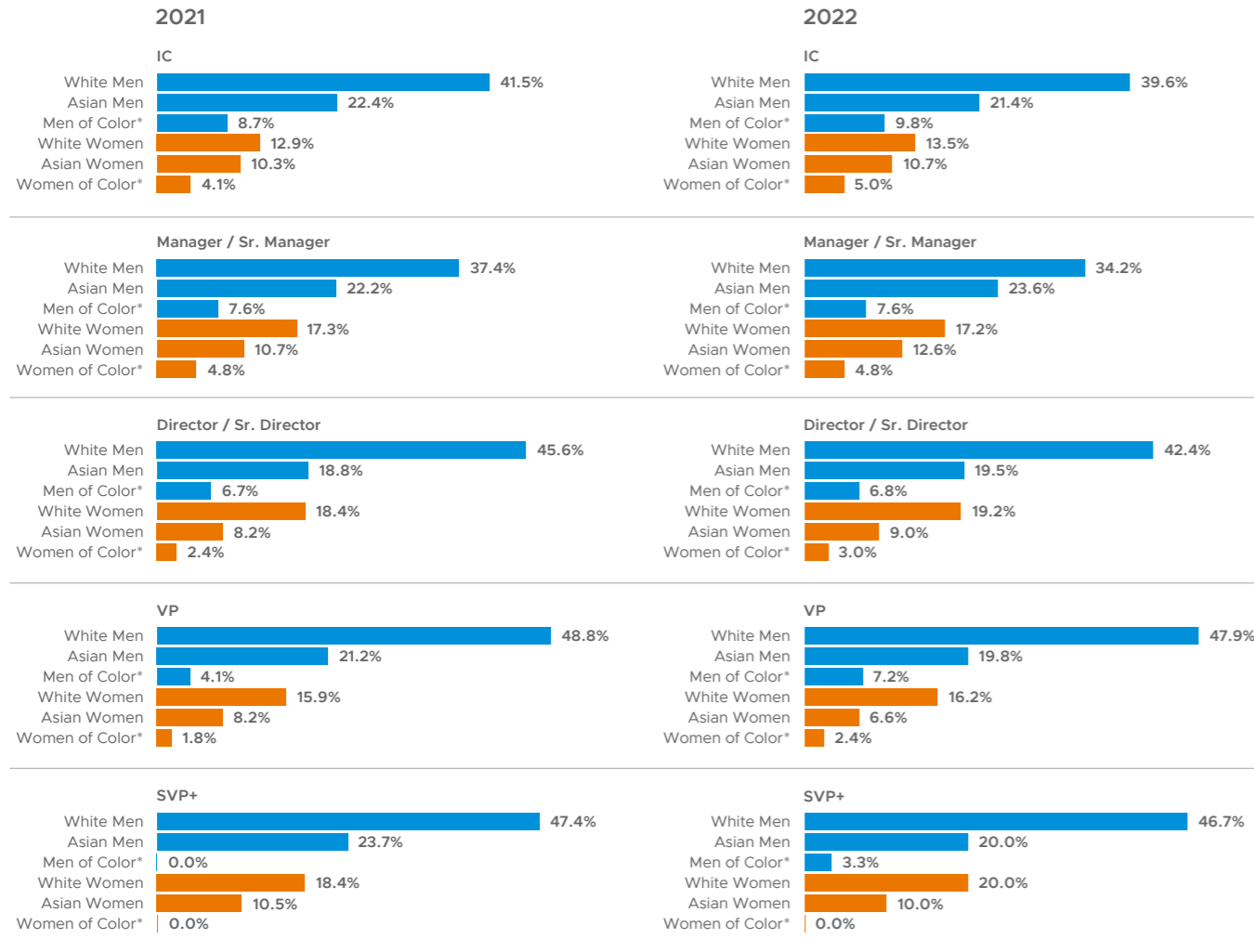


Gender Breakdown at VMware by Region



At the end of 2020, we started collecting non-binary data in our Human Capital Management System (HCM) by adding Gender Identity to our Self-ID fields in the U.S. We are planning to implement this in six additional countries in 2022.

Intersectionality by Gender, Ethnicity and Job Level (U.S.)

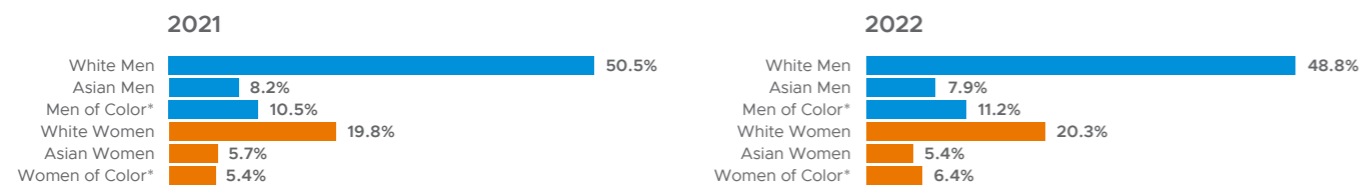


Intersectionality by Gender and Ethnicity for Tech and Non-Tech (U.S.)

Intersectionality - Tech

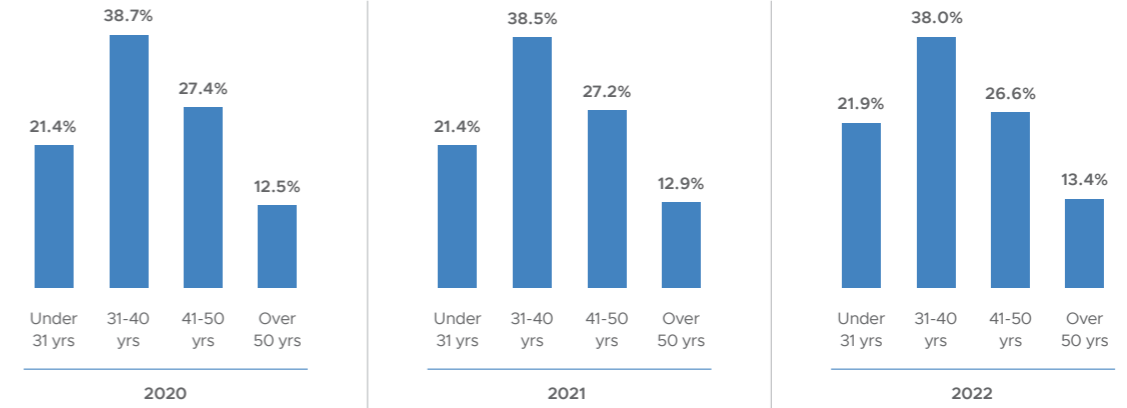


Intersectionality - Non-Tech

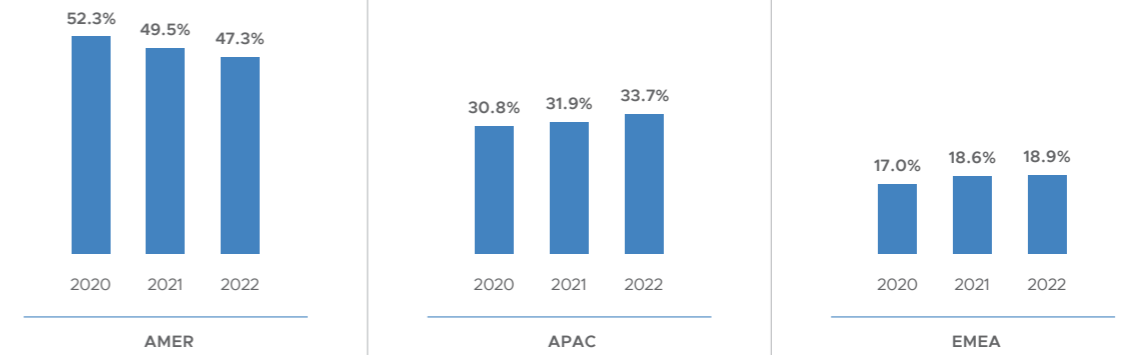


Other Communities at VMware

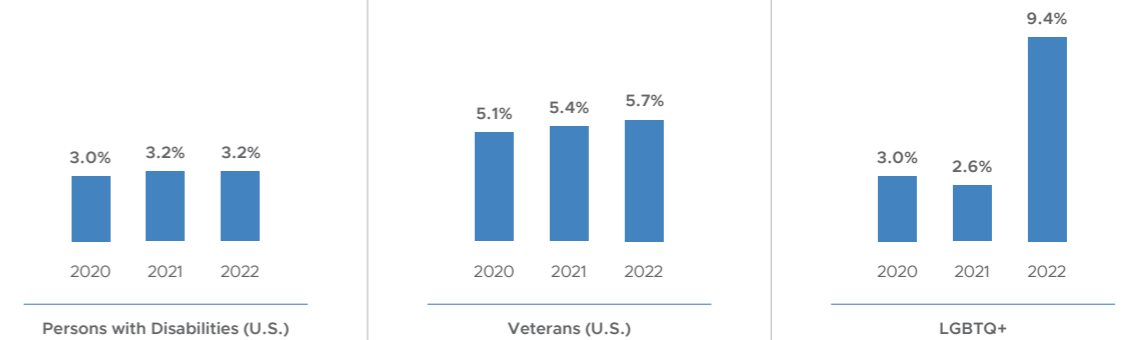
Other Communities at VMware Global Age



Other Communities at VMware Regional Workforce



Other Communities at VMware Self Identification



* 2020 and 2021 data is global data collected through an annual Employee Engagement Survey that was discontinued after 2021. 2022 data is U.S. only and collected in our HRIS in the U.S. since late FY21.

By working together and valuing our differences, we are making VMware a place where all people feel a sense of connection, belonging and purpose. Our DEI journey — and our commitment to creating meaningful change isn't defined by our intentions, but by the daily actions of each and every one of us.

vmware®

