

2023 Diversity, Equity and Inclusion Report



DEI and Building on Our Momentum

VMware celebrated the 25th anniversary of its founding in February this year. Marking the occasion at an All Employee town hall, our CEO, Raghu Raghuram, remarked, “Our 25-year history proves that we can execute anything we set our minds to.” This truth is borne out every day at VMware as we build on our DEI momentum and work towards ensuring inclusion and equity for more than 35,000 employees around the world. We’re proud of our advances in 2022, and our progress is illustrated here in VMware’s 2023 Diversity, Equity and Inclusion Report.

Our progress over this past year could not have happened without an inherent passion for people-first strategies and our commitment to innovation – qualities that have enabled us to consistently rank at the top of the [JUST 100](#) list for fair and equitable business behavior.

I encourage you to read the report and learn about the growth we achieved in our DEI initiatives. Dive into the details to discover inventive new programs that were designed to achieve the bold outcomes outlined in our 2030 Agenda. Looking back, we see that these three mindsets guided our strategic approach and the initiatives you’ll read more about in the report.

All In

At VMware, we encourage everyone to drive DEI. Neither Human Resources nor the DEI team is solely responsible for achieving these results. It’s a companywide effort and responsibility because it directly contributes to the impact in our day-to-day work and to the community at large. This *all-in* approach is an integral part of our culture.

One way to ensure this approach is by requiring our people managers to take our Inclusive Leadership in Action (ILIA) course. Offered as an immersive course at VMware, ILIA increases awareness of DEI topics and builds an understanding of how behaviors impact our culture. It is an opportunity for learning, reflection, and discussion, to help all of us check our behavior and experiences, while keeping our values of respect and inclusion at the forefront. The course is required for people managers, yet all VMware employees are encouraged to participate and become allies and champions.

Business Embedded

Studies consistently show that a diverse and inclusive company benefits from more perspectives and increased employee engagement. These benefits lead to greater business innovation and profitability. As VMware’s DEI report outlines, we have evolved a robust DEI business-led process. We connect our strategy directly to results that support the business needs. For example, in 2022, all our general managers in the Product organization created DEI organizational plans and personal DEI plans aligned with our company’s DEI Goals.

We also provide coaching, enablement, and support for business leaders to develop strong business-led DEI initiatives that they are empowered to implement, champion, and promote, including:

- Leader dashboards to drive business decisions through the DEI lens
- Quarterly forums for our senior leaders to review our DEI progress and spotlight leaders who are leading the way
- Forum and support for business-led DEI resources (“DEI Change Agents”)
- Data insights and coaching on Leader DEI Action Plans

Keeping the Momentum and Thinking Big

From the advancements we’ve made to measure progress on a broader group of underrepresented communities to our investments in external partnerships and conferences with a goal to expand and support underrepresented talent across the tech industry, we are keeping the momentum going. We also see this momentum in VMware’s joining the *Valuable 500*, a global business collection for CEOs and their companies innovating together for disability inclusion. This is despite the headwinds of economic challenges, volatility, uncertainty and complexity across the business and the industry as a whole.

But perhaps most importantly, as we keep the momentum going, we keep our aspirational goals in focus. For example, we remain strongly committed to increasing the representation of women globally across all roles, URM’s in the U.S., director and above roles for women globally, and director and above positions for URM’s in the U.S.

At VMware, we think big. Never satisfied with the status quo, our culture of possibility inspires innovation and moves us forward in our pursuit to accelerate the value we’re driving on key priorities even as we unlock the full potential of our VMware community.

I am proud of where we are today in our DEI journey. And while our work is not yet done, the momentum we’ve created leaves me feeling inspired and energized about where we will go from here.



Amber Boyle
Vice President DEI, VMware

“I am keenly aware that culture matters, now more than ever. As we move forward as a community, we are empowering our leaders to cultivate an inclusive culture and support our talent, especially those who are underrepresented.”



Continuing Our DEI Path Forward

Through most of last year, the world learned to live with COVID-19 and held the hope that 2023 will be a better year. But as we emerge from the pandemic, challenges remain. The world is amid an energy crisis—exacerbated by the war in Ukraine. We are reeling from seismic shifts in the global economy resulting in high inflation and increased layoffs. These complex times are headwinds slowing the path to progress in our communities.



Raghu Raghuram
Chief Executive Officer, VMware

In the backdrop of a challenging year, VMware stayed the course to build inclusion and belonging in our community because we can only go further as a diverse, inclusive and equitable business.

“Our 25-year history proves that we can execute anything we set our minds to, including promoting a sense of belonging amongst our employees as they thrive and build the best version of their career while collectively achieving our business objectives. And getting this right requires us to engage a workforce more representative of our customers, partners, and the communities where we live and work.”

25 Years of Collective Innovation

In February this year, VMware celebrated the 25th anniversary of its founding, when five forward-thinking technologists from Stanford University and the University of California at Berkeley, led by founding CEO Diane Greene, set up shop above a deli in Palo Alto, California.

Since then, VMware has grown to well over 35,000 employees around the world and generated more than 5,000 patents. We serve over 99% of the companies listed in the Fortune 1000, and our software runs the world’s largest banks, telcos, hospitals, airlines, and non-profit institutions.

In the process of redefining entire categories of enterprise software, VMware has consistently cultivated a culture where curiosity and passion meet execution. Over the last 25 years, VMware has held a track record of driving meaningful advances in business, technology, and corporate culture with a distinct history of disruptive innovation.

Our values expressed through the acronym EPIC2: Execution, Passion, Integrity, Customers, and Community embody a culture that is unique in the industry. These values are a living, dynamic part of who we are and how we operate — a major reason the company earns “top employer” recognitions every year.

“A company’s true worth is essentially the sum total of the contributions of those of us who come to work every day—who discover, who innovate, who lead, who keep everything not only running smoothly, but improving year after year. Our remarkable team is the reason VMware can celebrate 25 years of success and look forward to a promising future.”

RAGHU RAGHURAM
CHIEF EXECUTIVE OFFICER, VMWARE



“Our remarkable team is the reason VMware can celebrate 25 years of success...”



Betsy Sutter
Executive Vice President and
Chief People Officer, VMware


DEI is key to achieving the bold outcomes outlined in VMware's 2030 Agenda

VMware's [2030 Agenda](#) is a decade-long commitment to building a more sustainable, equitable and secure world, and includes 30 ambitious Environmental, Social and Governance (ESG) goals across the company that are aligned with our core business strategy.

Since launching our 2030 Agenda in 2020, we have made steady progress on our DEI goals to hire by 2030 at least one person who self-identifies as a woman or gender non-binary for every person who identifies as a man. In addition, we aim for half of VMware's managers to self-identify as any of the following: woman, gender non-binary, person with disabilities, veteran, or member of the LGBTQ+ community.

In 2022, we stayed the course on these goals:

CORE DEI GOALS

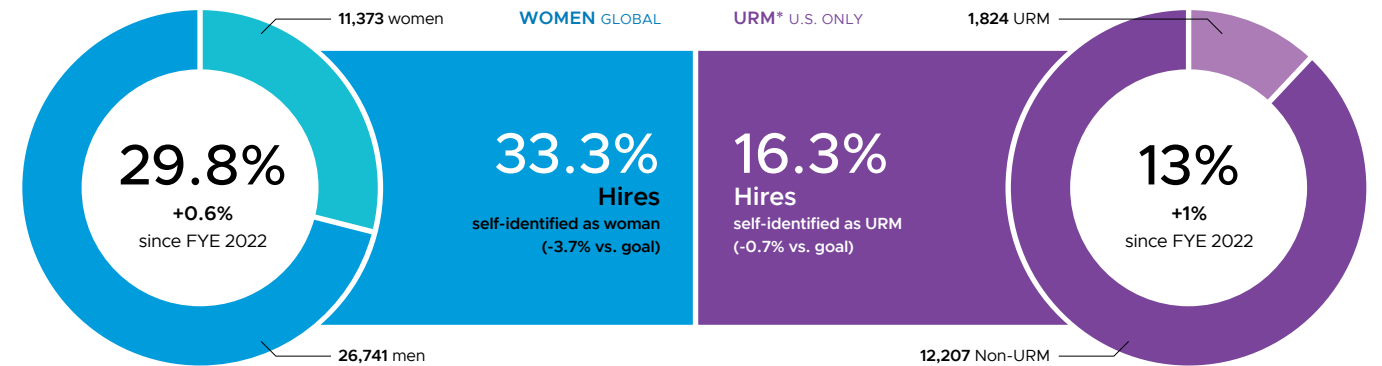
<p>INCLUSIVE CULTURE To maintain or increase companywide inclusion sentiment from Fiscal Year 2022 and inclusion sentiment of women and Underrepresented Minorities (URMs)¹ on par with the company average.²</p>	<p>RETENTION Ensuring that the attrition for women and URMs is lower than the company average.³</p> 
<p>CANDIDATE INTERVIEW SLATE Global requisitions (reqs) have at least one candidate who identifies as a woman on the candidate slate. In addition, our U.S. reqs have at least one candidate who identifies as a woman and one candidate who identifies as an Underrepresented Minority (URM) on the candidate slate.⁴</p>	<p>HIRING</p> <p>●○○○ 37% Over 1 in 3 hires globally identify as a woman</p> <p>●○○○○○ 17% At least 1 in 6 hires in the U.S. identify as a URM</p>

ASPIRATIONAL DEI GOALS

<p>INCREASE REPRESENTATION</p> <ul style="list-style-type: none"> • Women's representation globally • U.S. URM representation 	<ul style="list-style-type: none"> • Director+ for women globally • Director+ representation for U.S. URMs
<p>DATA COLLECTION</p> <p>Expand, collect and analyze DEI data for employees that self-identify as part of a Underrepresented Group (URG): LGBTQ+, gender non-binary, people with disabilities, and veteran/military veteran status.</p> 	

1. Underrepresented minorities (URMs) include U.S. African Americans/ Blacks, U.S. American Indians/ Alaska Natives, U.S. Hispanics/ Latinos, and U.S. Native Hawaiians/ Pacific Islanders.
2. Our 2023 DEI Report is reflective of FY23 data from January 29, 2022, to February 3, 2023. We also use 2022 interchangeably.
3. Below the global total attrition for women and below U.S. total attrition for URM.
4. Currently in the U.S and 6 non-U.S. countries where we can legally measure. More details included in our data section of the report.

Making Progress Against Our Goals



Diversity, Equity and Inclusion (DEI) require a long-term collective effort. VMware is determined to do *all* it takes to improve these numbers because behind the numbers are real people.

In a year with major headwinds, we saw solid progress. We had an increase of overall representation of women globally and U.S. URMs:

- **Retention:** Women's attrition for FY23 was comparable to companywide attrition. U.S. URM attrition was better than US attrition.
- **Inclusive Culture Scores:** Companywide inclusion sentiment increased from FY22 to FY23. Women and URM sentiment was on par with company averages.
- **Candidate Interview Slate:** Our candidate slates were close to meeting the goal and we will continue to focus on improving in the U.S.
- **Hiring:** Hiring over 1/3 women and record hiring of U.S. URMs.

So, while we didn't achieve all our goals, the progress we've made will propel our community further along this journey.



Laurie Clough
Vice President, VMware Cloud Sales,
VMware

Tracking Our Progress Over Time: Data and Accountability

By measuring results throughout the organization, we consistently track progress and identify opportunities for improvement. In addition, we provide company-wide visibility to our DEI data and updates from our employee self-identification (Self-ID) data effort. Our DEI data is a catalyst for improvement, which in turn increases our capacity for innovation.

VMware's success in DEI — like anywhere else — depends on leadership and accountability. To help our leaders achieve our DEI goals, we provide training, tools and resources, which include a powerful dashboard to view key metrics, track progress and see the real-time DEI composition of people in their Business Groups/ Business Units.

Last year we announced that Fiscal Year 2023 corporate bonus funding would be aligned with our company performance for the year, measured by the achievement of our ARR target and progress toward DEI goals — a holistic assessment across our inclusive culture, retention, and hiring efforts. This was an important step forward in driving accountability across the organization where in previous years only individuals in Senior Director and above roles had bonus implications.

“Our results to date reflect a philosophy that DEI is not a destination; it is a journey that requires curiosity, empathy, and humility. Creating and embracing a culture where all our people feel safe to bring their authentic selves to work is key to unlocking the full inventive talent of the team. It is a privilege, an honor, and an obligation to lead teams on this journey. At VMware, I am empowered and equipped to lead with authenticity and to truly, openly listen to as many diverse voices as possible to arrive at the right decisions for my team.”

Closing the Gap Between Our Aspirational Goals and Our Progress to Date

While the results showcase progress, we strive to maintain alignment between VMware's aspirational values-driven culture and how our employees actually experience our culture.

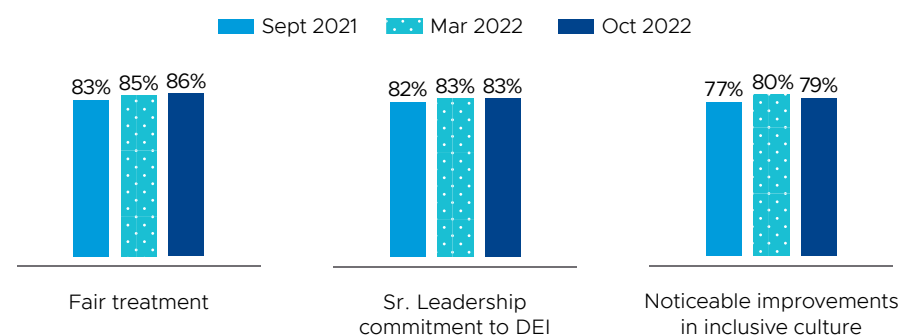
VMware is especially focused on understanding inclusion sentiment among women and underrepresented groups to address any structural issues or behavioral biases that may perpetuate barriers and prevent underrepresented groups from achieving their full potential. To this end, we continue to actively solicit, listen to and incorporate the viewpoints of women and employees from Underrepresented Groups (URGs)⁶.

In addition, we remain committed to upholding a consistent standard of expected conduct that applies across our organization, regardless of position or perceived value to the organization. Our quarterly company-wide Employee Experience Survey provides valuable insights into how inclusive and equitable VMware and its workplace culture is perceived by our employees and where there may be areas for improvement.

Inclusion sentiment is based on three questions in the Employee Experience Survey:

1. All employees are treated fairly in my business group, regardless of their individual differences.
2. Senior leaders of my business group demonstrate a commitment to DEI through their actions.
3. My business group is making noticeable improvements in its inclusive culture.

DEI Perception Trend – VMware Overall



Additionally, VMware enhanced our complaint reporting and investigation processes, building a follow-up protocol so that all employees, especially women and those from underrepresented groups feel comfortable and safe reporting harassment, discrimination or disrespectful conduct.



Margarita Ramos
Global Head of Employee Relations,
VMware

“VMware’s Global Employee Relations team is driven by a passion to do the right thing. Our mission is grounded in building trust and acting with integrity. Our goal is to ensure that every employee feels comfortable showing up to work as their authentic selves, and we are committed to upholding VMware’s policies and the law.”

Internal Commitments

Self-Identification (Self-ID): Critical First Step to Improving Representation

Self-ID is a tool on the Human Capital Management System (HCMS) that allows employees to provide identity data voluntarily and confidentially. Deeper insights into our employees allow VMware to better assess our policies and practices and reflect the intersectional identities of our employees, and as a result, drive more equitable outcomes.

Self-ID is a critical first step to improving diverse representation. Two years ago, we expanded Self-ID in our HCMS for employees based in the U.S. to include gender identity and LGBTQ+ data fields in addition to the previously available fields of gender, race, disability and military status. With these actions, we are going beyond what is required to comply and fostering greater inclusion for our underrepresented communities. We aren't, for example, required to report on non-binary populations within VMware, but we know that non-binary employees feel that this is a key part of their identity.

In October 2022, VMware expanded Self-ID beyond the U.S. to employees and new hires across six countries, including Australia, India, Ireland, Japan, Singapore and the United Kingdom. Upholding data collection privacy and processing compliance, VMware employees in these six countries as well as our U.S. employees can voluntarily and confidentially self-ID in the categories of gender identity, LGBTQ+ identity, disability, and military status.

As part of our 2022 DEI goals, we committed to measuring progress on a broader group of underrepresented communities globally, where it is legally possible to do so. This rollout is delivering on that commitment by tracking and reporting progress on increasing representation of members of our disability, veteran and LGBTQ+ communities.

Achieving Pay Equity

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 September 2022 shows that at VMware, women in the aggregate, adjusting for the factors identified above, earn 99 percent of men's target cash compensation globally and underrepresented minorities earn 100 percent of their white counterparts in the U.S.

For the sixth consecutive year, **VMware was included in the JUST 100**. Within the software industry, VMware ranked No. 1 in the “workers” category, demonstrating a commitment to fair and livable wages, protecting worker safety, cultivating a diverse workplace, investing in workforce training, and providing benefits and work-life balance.



Ciara McAdam O'Connell
Senior Business Analyst, co-lead of
VMInclusion Ireland POD, VMware

“I am delighted to see Self-ID rolled out to our colleagues in Ireland. Everyone deserves to be recognized for their true selves and the Self-ID service offers VMware the information it needs to ensure we are all included and reflected in their decisions going forward.”



[Watch on YouTube](#)



#1 FOR WORKERS IN SOFTWARE

by CNBC 2023

6. Underrepresented Groups (URGs) include people with disabilities, veterans and members of the LGBTQ+ community



Kit Colbert
Chief Technology Officer at VMware and Executive Sponsor to the Disability@VMware POD

“I’ve long said diversity is a secret ingredient for innovation, including disability inclusion. VMware values people with all abilities, and it shows, landing the top spot on @DisabilityIN and @AAPD’s Disability Equality Index (DEI). Let’s keep pushing forward! #VMware2030.”

Bolstering Belonging with Our Power of Difference Communities

Our [Power of Difference \(POD\) communities](#) work tirelessly to champion VMware’s inclusive culture, connecting the broader employee community to our company’s DEI initiatives. They create safe spaces for underrepresented groups and allies, encourage advocacy while providing professional development, networking, and mentorship opportunities.



VMware’s 23 global PODs are empowered to drive important initiatives for the groups they represent. From hosting a thought leader to discuss top-of-mind issues for their communities to honoring significant celebrations such as Hispanic Heritage Month, PRIDE Month, or Asian Americans and Pacific Islanders (AAPI) Heritage Month, PODs collaborate to create intersectional identity-led learning moments. Through these initiatives, our global PODs foster dialogue, heighten understanding and influence our business decisions.

Our POD leaders are key stakeholders in VMware’s growth and cultural transformation. This year, VMware recognized each global POD leader with an “At Our Best” monetary award for devoting 20 percent of their time to this community-led work, a critical aspect of their leadership development and our business investment.

Each POD has at least two senior leaders (Vice President+) as their executive sponsors to elevate its mission and provide counsel that strengthens the POD’s alignment with VMware’s strategic priorities. Through these executive sponsors, the PODs have yet another voice at the leadership table to advocate for their perspectives and represent their insights to the business.

VMware recognized each global POD leader with an “At Our Best” monetary award for devoting 20 percent of their time to this community-led work, a critical aspect of their leadership development and our business investment.

- Approximately **25% of our employees** are POD members.
- U.S. employees in a POD are significantly more engaged than U.S. employees who are not in a POD, illustrated by the fact that **POD members report eNPS scores that are 3x higher than non-POD members.**⁷
- **PODs amplify our company commitments** and help us navigate critical social issues.

7. based on an Oct 2022 analysis of tenured U.S. Individual Contributors (more than 1 year of tenure)



Creating Moments of Deeper Connections and Learning

DEI Leadership Summit

In June 2022, more than 100 POD leaders, DEI Change Agents and executives from around the world came together for the 6th annual DEI Leadership Summit to create meaningful change, celebrate DEI leaders, and recognize VMware's progress over the past year.

This summit is a strategic investment in the development and engagement of our key DEI stakeholders in VMware's growth and cultural transformation.

The two-day event is focused on aligning our DEI goals and accelerating our DEI business impact as a collective.

Built into the agenda of the summit is an engaging dialogue with our CEO, Raghu Raghuram, and our Executive Leadership, which has consistently been ranked as one of the most impactful portions of the summit.

"I have been a member of the Latino POD for several years, first as a member, then a local chapter leader, then a global leader, and now have become an Executive Sponsor. In all these years, one of the events I have enjoyed and feel is the most impactful is the Annual DEI Summit. Having the opportunity to interact with other POD leaders and senior executives not only shows the commitment VMware has to DEI, but also gives our PODs the chance to gain visibility, be truly heard, and find new ways to work together to scale and amplify all the important work that the PODs undertake."



Anthony Alvarado
VP Workforce and People Analytics,
VMware and Executive Sponsor to the
Latinos@VMware POD



“...the opportunity to interact with other POD leaders and senior executives not only **shows the commitment VMware has to DEI**, but also gives our PODs the chance to gain visibility, **be truly heard**, and find new ways to work together”



Black Leaders Summit

48 Black Director+ colleagues came together for a three-day summit to engage with VMware's senior executive team, facilitate networking, and highlight personal and professional development opportunities. The action-packed agenda was focused on identity, exposure and excellence. The summit created space for honest conversations ranging from career advice to personal perspectives about being a Black executive at VMware. Panel participants shared much wisdom and made a commitment of support to others in the room.

"I was blessed to be part of this executive forum where Black leaders were brought together to receive professional development, peer to peer learning, and access to the VMware Executive Leadership community. Having an honest, transparent and vulnerable dialogue on executive diversity provided valuable insights. This is true employee engagement."

JOHN TAYLOR, DIRECTOR EXPERIENCE SOLUTIONS FOR AMER EAST & LATAM



John Taylor
 Director Experience Solutions for AMER East and LATAM, VMware and member of the Black@VMware POD

BetterUp

VMware is committed to creating more opportunities for our underrepresented groups to develop within their roles and prepare for future roles. By increasing motivation and engagement, we aim to retain top talent in the community. We doubled down on supporting the personal and professional development of our POD members and partnered with Better Up to provide personalized, confidential one-on-one leadership coaching. More than 100 POD members participated in 6 month cohorts with the latest cohort engagement metrics:

23%
 growth in resilience

22%
 growth in coaching

11%
 increased sense of belonging

"My coach helped me through major life changes, both at home and a new role at work. I became more confident, resilient, and strengthened my leadership skills. At the same time, I learned to give myself grace to learn from mistakes, and reframe my thoughts to empower the best version of me. I'm eternally grateful to my coach and the leaders that gave me this opportunity."



Cheryl Filipek
 Customer Success Manager, VMware and co-lead of Veterans@VMware POD





“ Participating in DECODED was the most impactful professional development program I’ve ever been a part of. ”



La Treece Butler-Morton
Chief of Staff, VP- Global Systems Integrators, VMware (Reverse Mentor to CEO Raghu Raghuram)



Brittany Jones
Client Executive, Healthcare, VMware and member of the Black@VMware POD

DECODED

DECODED is a comprehensive 5-month virtual cohort program offered by the Executive Leadership Council and designed to accelerate Black professionals into executive positions. Twenty-four members of the Black@VMware POD graduated from this professional transformation program. Participants engaged with learning modules that included live instruction, fireside chats with C-suite Black technology professionals, assessments, self-directed learning, and executive coaching.

“Participating in DECODED was the most impactful professional development program I’ve ever been a part of. Being able to network with awesome professionals in the tech industry, gain tips from facilitators for better navigating the unique challenges of Black professionals in corporate spaces in a safe environment, were all excellent. My favorite part of DECODED program was my guided 1 on 1 sessions with the executive coach, she helped me dig into my strengths, seek opportunities and develop a guide to envision a brighter career path.”

Reverse Mentorship

Since its relaunch in 2022, VMware’s Reverse Mentorship program has over 100 pairs of employees engaged in a program that requires an individual in a less senior position to mentor an individual in a senior leadership role. This pairing allows VMware’s leadership community to gain insights on becoming a more inclusive leader through being mentored by those different from them, in a less senior position in the organization. 44% of VMware’s Senior Vice Presidents+ are engaged in our reverse mentorship program. This program has shown strong results for supporting employee career growth and creating more inclusive leaders.

“Reverse mentoring is a great mirror where you can see things from different perspectives. However, we frequently focus on too many details without considering the helicopter view that clarifies the main objectives both in life and in our job. So far, my experience has been positive and helpful.”



Giovanni Masala
Senior Director, DSAT EMEA, VMware and EMEA DEI Council Lead (Reverse Mentee)

“Reverse mentorship is an opportunity for a leader to check their executive privilege and be open and willing to listen to different perspectives to influence business decisions. It is an opportunity for senior leaders to humble themselves and learn from less senior staff. It is transformational leadership at its finest.”



Andre Fraser
Staff Solution Engineer, VMware and member of Black@VMware POD (Protégé)

“The sponsorship program was very transformational for me. My sponsor challenged me to think outside the box and helped me to expand on my brand. My internal VMware network has expanded due to introductions my sponsor made for me. The training and monthly check-in provided by one of our DEI Managers was exceptional and provided lots of great guidance and encouragement. I highly recommend this program!”

Sponsorship

Sponsorship is a commitment from a senior leader to advocate for and create advancement opportunities for high-performing individuals (protégés). It is about helping the protégé gain access to critical opportunities, exposure to influential leaders and decision makers, and impacting the outcome of the protégé’s career.

We enable leaders to participate in sponsorship through tools and coaching and this year, launched a pilot program aimed at creating opportunities for women and underrepresented talent in management roles to be recognized and supported in their professional aspirations by senior leadership with a focus on career advancement.

This program has allowed participating employees to gain access to wider networks within VMware and create opportunities in regard to access to stretch assignments. For VMware leaders, the program has supported them in advocating for the careers of those around them and allowed growth as inclusive leaders.



Peter Weideling
Vice President, Cloud Operations, VMware (Sponsor)

“The DEI Sponsorship Program has been an excellent experience. It has helped us to create a more inclusive and diverse workplace by providing resources and support for underrepresented groups, and the framework and support provided by the DEI COE organization have been top-notch. I highly encourage all senior leaders to participate.”

Inclusive Leadership in Action (ILIA)

VMware’s Inclusive Leadership in Action course is designed to increase awareness on key DEI topics, build an understanding of how behaviors impact our culture, and inspire behavioral change across VMware. While the course is required for people managers, all VMware employees are encouraged to participate.

“ILIA was thoughtful, well-paced, covered a variety of critical topics, had good interactivity and invited deep discussions. I appreciate that VMware offers this course (and others about DEI). These DEI courses and messages help to reinforce and set the stage for my team’s specific messages and duties around accessibility and disability inclusion.”



Cris Broyle
Head of Accessibility Programs, VMware

Consumption Data (% = of People Managers who completed the training):

APJ:
89%

AMER:
61%

EMEA:
73%

OVERALL COMPLETION RATE: 70%

Leading with Trust, Empathy and Connection

In our distributed environment, the way we show up is more important than ever. How we listen and connect, give and receive support, and interact with others defines our relationships, team dynamics, and culture. Leaders especially directly impact how their team shows up and empower them to perform at their best.

Leading with Trust, Empathy and Connection helps leaders, managers, influencers, and individual contributors at VMware increase the stability and engagement of their teams during periods of significant change and demonstrate inclusive leadership in their role. We created three short actionable modules focused on equipping managers to put these foundational leadership and DEI concepts into practice.

Our Partnerships to Support and Serve People from Underrepresented Communities

Strategic partnerships are crucial to unlocking the full potential of DEI initiatives to create systemic change that endures. That's why we increased our investment in external partnerships and conferences throughout the year to identify, expand and support underrepresented talent across the tech industry. These investments help attract and hire top talent, improve awareness of VMware as an inclusive employer and provide our employees with opportunities to network with people from URGs.

Some of the conferences and partnerships we have invested this year include:

Bringing Belonging to Tech – AfroTech

AfroTech had more than 25,000 Black entrepreneurs, leaders, and investors gathering in Austin, Texas, at one of the largest African American technology conferences in the United States. Sponsorship of AfroTech has supported and elevated the Black community within VMware and has driven progress on our diversity, equity and inclusion goals.

“I had the privilege of attending AFROTECH, the largest Black tech conference in the U.S. alongside members of VMware’s Black POD. It was everything I expected and more! So many great panels, companies and most importantly, people in attendance! I am beyond grateful to work for a company that recognizes the importance of diversity, equity and inclusion in the workplace.”

GenderCool

VMware is one of GenderCool’s longest-standing, most supportive corporate partners. The GenderCool Project is a transgender and non-binary youth-led movement helping replace misinformed opinions with positive experiences. In addition to multiple in-person and virtual events over the years to support transgender young people, VMware has completed three GenderCool Reverse Mentorships, which were highlighted during the keynote at the 2022 Out & Equal’s Workplace Summit.



Charles Belin III
Senior Account Manager, VMware and member of the Black@VMware POD

AFROTECH™



AnitaB.org- Grace Hopper Celebration

We are thrilled to continue engaging in partnerships like AnitaB.org that help us drive our 2030 Agenda. These partnerships provide career development opportunities for our PODs, give our VMware community opportunities to engage with thought leaders and experts, and enable networking with peers and senior leaders in technology.

At the 2022 Grace Hopper Celebration, we had a strong presence led by technical women and allies, including mentoring at Open-Source Day, presenting breakout sessions, and staffing our virtual recruiting booth. In addition, members of our global Women@VMware POD community had the opportunity to attend the conference in person and virtually.

“Attending the Grace Hopper Celebration (GHC) has empowered me with industry knowledge and allows me to further mentor and support women in IT within our organization and in my community. I have always looked for ways to promote, teach and guide women, including single mothers and young women growing up in the workforce.”



Jamie Lewis
Senior Technical Manager, Digital Workspace, VMware and member of the Women@VMware POD



Out & Equal Workplace Summit

The Out & Equal Workplace Summit had more than 5,000 attendees both virtually and in person in Las Vegas, Nevada, with the theme: Unstoppable. This was a chance for members of our Pride community to come together in person for a multitude of employee engagement, ERG advancement and networking opportunities.

“I had the privilege of attending Out and Equal Workplace Summit in person. As a newly “out” gay man, who never knew a single “out” kid in his K-12 schooling, it was simply magical to be in a venue filled with thousands of folks who want to bring a sense of belonging to all LGBTQ+ people. I left the summit well-equipped to continue advancing our mission - to ensure LGBTQ+ inclusion in workplaces and our communities.”



Vincent McNeeley
Senior TPM, VMware and co-lead of Pride@VMware POD



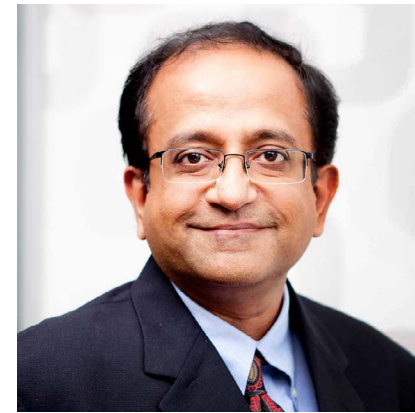
VMware Nirmaan

The key to a better future lies in working together and leveraging technology so it is able to touch and be of service to everyone. VMware Nirmaan is a unique forum for the industry to come together and work towards building a supportive ecosystem for nurturing women leaders. It is a platform that brings together stalwarts and experts from the industry to ideate, discuss and work towards a solid plan of action for driving technology driven positive changes.

Since its inception in 2019, VMware Nirmaan has been building a strong community dedicated in defining pathbreaking roles for women as IT professionals and building a holistic ecosystem to nurture a gender-balanced talent pipeline in the leadership.

The 5th Annual Nirmaan Conference theme of “Transforming the Future of Leadership” addressed the conversations on the changing facets of leadership with industry experts focused on breaking bias and making a difference.

“We’ve embedded a DEI lens across our people and business processes. All initiatives, programs and projects have contributed towards growing an increased sense of community and connectedness by bringing together disparate groups with common passions and purpose. It is heartening to see our values and principles drive a culture that is inclusive of all forms of diversity. I am immensely proud of the commitment, effort and focus of the teams and individuals involved.”



Ramkumar Narayanan
VP Technology and MD, VMware India,
Executive Sponsor (VMInclusion India)



Further Investments:

In addition to the highlighted conferences we have sponsored, VMware has also invested in the below partnerships and conferences over the course of 2022:



Let us be grateful to the people who make us happy; they are the charming gardeners who make our souls blossom.

- MARCEL PROUST





LGBTQ+ Inclusion

Fairness, equal treatment and opportunity are central to VMware's values because we care about our employees and the customers we serve. In 2022, VMware joined more than 170 companies to sign the Human Rights Campaign (HRC) letter supporting the passage of the Respect for Marriage Act in the U.S. Senate.

VMware received a 'Gold' badge in the India Workplace Equality Index (IWEI) Top Employers list. IWEI is a comprehensive benchmarking tool – the first of its kind in India – to measure employers' progress on LGBTQ+ inclusion in the workplace. Additionally, for the second year in a row, VMware Japan was awarded the highest "Gold" rating in the PRIDE Index 2022, evaluating LGBTQ+ initiatives in the workplace. And for the 5th consecutive year, our commitment to LGBTQ+ equality and inclusion has been recognized in the Human Rights Campaign (HRC) Corporate Equality Index and named as one of the "Best Places to Work for LGBTQ+ Equality."



For the 5th consecutive year, our commitment to LGBTQ+ equality and inclusion has been recognized in the Human Rights Campaign (HRC) Corporate Equality Index, recognizing us as one of the "Best Places to Work for LGBTQ+ Equality."

Disability Inclusion

VMware prioritizes being a welcoming and inclusive workplace for employees of all abilities. We aim to foster a culture where everyone feels empowered by their unique talents. We advocate for and work toward advancing progress on disability inclusion, accommodation strategies, and physical and technological accessibility. Here are a few ways we are doing it:

Valuable 500: We committed to building disability inclusion into VMware's leadership agenda by joining the Valuable 500, a global business collective of 500 CEOs and their companies, innovating together for disability inclusion.

Global Accommodations: Providing accessible and equitable accommodations starts with the candidate experience. We provide reasonable accommodation as part of our application and interview process. As an example, candidates can request an adjusted schedule, have documents read to them using their preferred technology, or by using a sign language interpreter for the interview.

We are also dedicated to ensuring all our employees are set up to realize their full potential and do their best work. Employees can request workplace accommodations, adjustments, or adaptations through a centralized process.

To remove possible barriers to achieving this goal, VMware created a centralized accommodation fund so that no team or business unit bears any cost related to workplace requirements. This ensures that cost is not a limiting factor to identifying and implementing accommodation solutions for employees with disabilities.

VMware received a top score on the 2022 Disability Equality Index® (DEI) and was recognized as a "Best Place to Work for Disability Inclusion" by Disability: IN.



Rachel Hodgson
Senior Program Manager, Office of the CTO, VMware and global co-lead of the Disability@VMware POD

"We realize that we're still a long way from true representation, and we're continuing to do more work to make VMware a great place to work for all, including those with disabilities. We understand creating a more inclusive workplace – and encouraging others to do the same – requires sustained effort and greater integration of accessibility into our products, services and culture."

Wellbeing – Let's Talk About Mental Health

VMware values the wellbeing of our employees. Today, with more people starting to have open and honest conversations about mental health, VMware is investing in services and resources to improve the emotional wellbeing of our employees and their families. Specifically, VMware offers coaching, therapy and work-life services at no cost. We also offer time off to recharge or spend time with family and take care of personal matters, and a wellbeing allowance to reimburse employees for wellbeing expenses.

Mental Health Awareness Month

VMware employees and communities unite year-round to destigmatize mental health, create safe spaces to ask for help, support one another, and have open discussions about personal mental health journeys. Additionally, Mental Health Awareness month provides a great opportunity to do even more by raising awareness of the importance of mental health.

In May 2022, employees shared their personal stories in a series of TechTalks that focused on real, honest conversations about mental health and emotional wellbeing. A session titled "Recovery and Coping with Loss" was delivered by the Veterans@VMware and Disability@VMware PODs whose members shared very personal stories about recovering as a veteran and coping with ADHD, depression and anxiety.

Inclusive Hiring and Upskilling People from Underrepresented Groups

At VMware, we are attracting and interviewing talent in a way that is radically different from the traditional hiring practices most companies use. 18 months ago, our Global Talent Acquisition team adopted an outcome-based model for all our job descriptions and interview practices called Guided by Outcomes (GO Hire). GO Hire is VMware's innovative approach to hiring top talent who bring a wider mix of creativity, originality and problem solving. The GO Hire methodology helps us attract and assess talent based on performance outcomes and not individual qualifications, and we are seeing an impact in terms of an increase in overall candidates, increase in women and URM candidates and improved candidate experience.



Sara Conte
Senior Director, Strategy and Transformation, Worldwide Business Operations, VMware

“The GO Hire methodology positively impacted to our hiring practices. The inclusive job description focused on ‘doing’ not the ‘having’ (degrees/years of experience) and resulted in hundreds of additional applicants. It took a bit more screening time, but it was well worth it - resulting in a large pool of qualified candidates. The hires we’ve made have been exceptional contributors with diverse perspectives and backgrounds. Win/Win.”

Transition to Civilian Life and Work

VMware is committed to hiring U.S. Service Members and values the unique skills and experiences they bring that can help the company achieve its business goals. We also recognize that the transition to civilian life and work can be difficult. To help, VMware partners with the Department of Defense (DoD) SkillBridge Program.

VMware is participating in the SkillBridge internship program and is currently working with service members to offer them up to 6 months of on-the-job training, designed to build and develop new skills, complete VMware's world-recognized certifications, and network with employees.

Upon successful completion of the internship, VMware helps service members find full-time employment with the company or elsewhere. So far, VMware has hired 55 percent of program participants, helping them to find success and fulfillment in their new civilian lives.



Maya Dones
Diversity, Equity and Inclusion Program Manager, VMware

“I joined VMware as an Air Force veteran through the DoD Skillbridge program. This program has been life changing for me and my family. Not only has it afforded me the chance to work with and learn from the best people in the tech industry, but it's allowed me to continue to drive our DEI initiatives towards a more inclusive culture.”

VMinclusion Taara

Nearly 50 percent of women in India drop out of IT after about five years. There is clearly a need to empower more women in the workplace and particularly within the technology industry. As part of VMware's strategic investment program to support women in technology in India, the company funded and established VMinclusion Taara. The initiative provides free technical education and certification courses in digital business transformation technologies, including cloud computing and virtualization. Participants can earn basic, intermediate and advanced certifications and become a VMware Certified Professional (VCP).

Since the program's launch in January 2019, it has supported almost 24,000+ women in helping them regain the currency of their skills, empowering them with the confidence to restart and thrive in their careers in the IT industry. 5,000+ women went back to work at more than 1,200 companies and Taara aims to empower 30,000 women in the next 3 years.

The program was selected a winner across several categories at the 2022 Brandon Hall Group Excellence Awards .

GO Hire Adoption

78%

Job Descriptions 2022:
78% in GO Hire Format

58%

Interviews 2022:
58% had at least
One GO Hire Interview

65%

2023 Goal:
65% GO Hire
Adoption companywide



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.**

Our Methodology

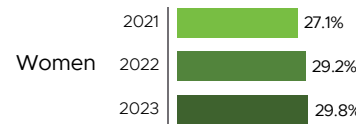
Our data is reflective of each Fiscal Year. 2023 data is current as of **February, 3rd 2023**. 2022 data is current as of **January 28, 2022**. 2021 data is current as of **January, 29th 2021**. We also used years (2023, 2022, and 2021) interchangeably.

- Our representation data excludes blanks and declines.
- Leadership is defined as Director level and above.
- Tech is defined as employees from Research and Development (R&D) and IT.
- Non-Tech is defined as all organizations except R&D and IT.
- Other includes American Indian, Alaska Native, Native Hawaiian, and Pacific Islander.
- Other Women/Men of Color includes hispanic/LatinX, African American/Black, Multiracial, American Indian/Alaska Native and Native Hawaiian/Pacific Islander.

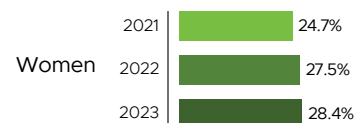
Gender Breakdown (Global)

Men 2021 Men 2022 Men 2023 Women 2021 Women 2022 Women 2023

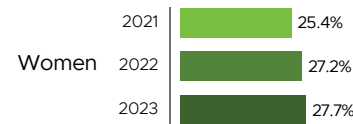
Gender - Overall



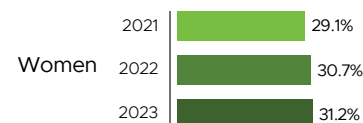
Gender - Tech



Gender - Leadership

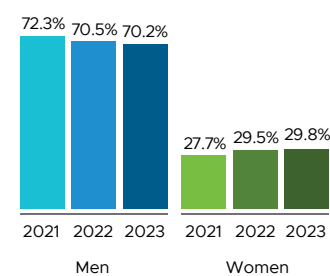


Gender - Non-Tech

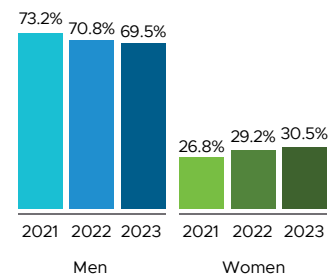


Gender Breakdown by Region

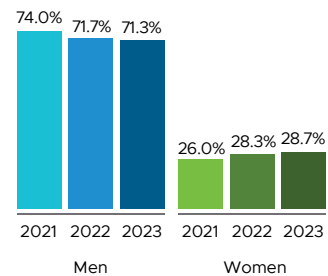
AMER



APJ



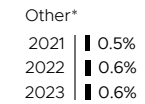
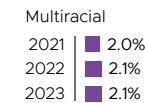
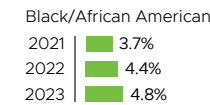
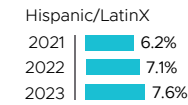
EMEA



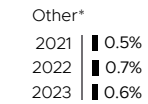
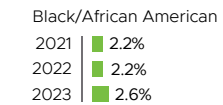
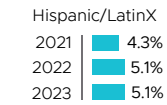
Race and Ethnicity (U.S.)

White/Causasian Asian Hispanic/LatinX Black/African American Multiracial Other*

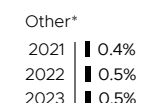
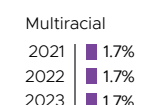
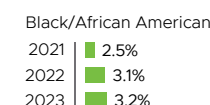
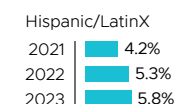
Race and Ethnicity - Overall



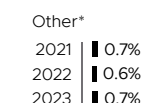
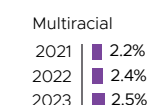
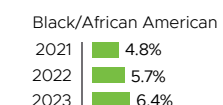
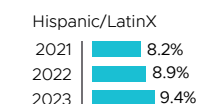
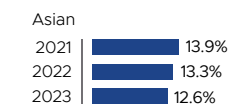
Race and Ethnicity - Leadership



Race and Ethnicity - Tech

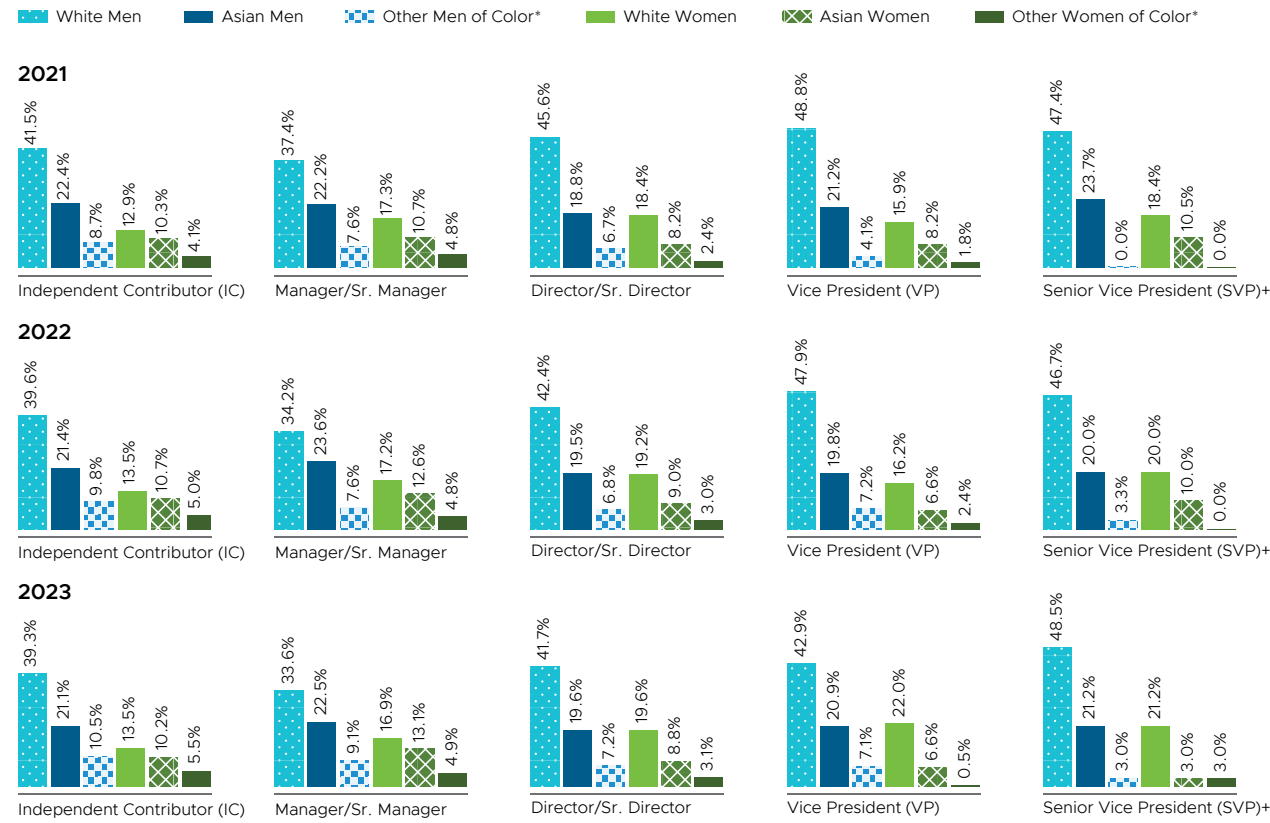


Race and Ethnicity - Non-Tech



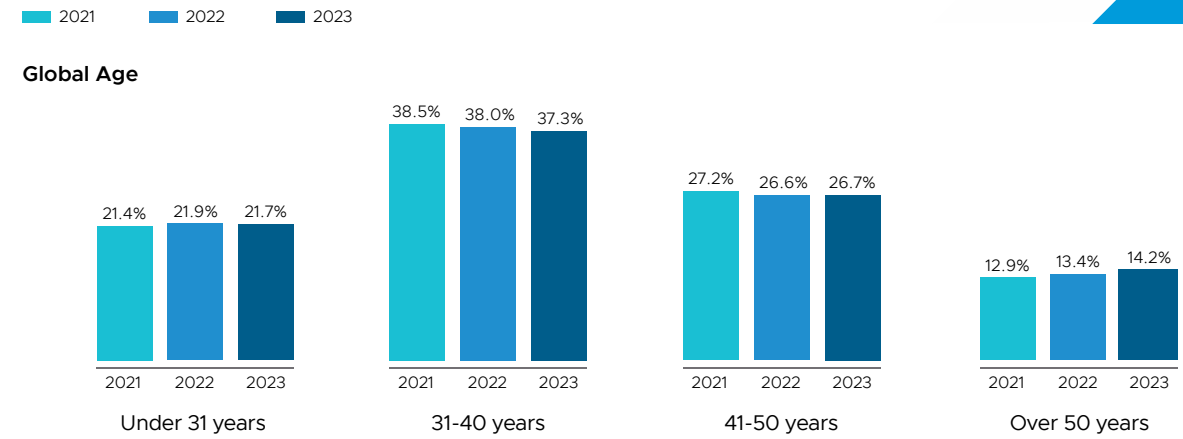
*Other includes American Indian, Alaska Native, Native Hawaiian, and Pacific Islander.

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

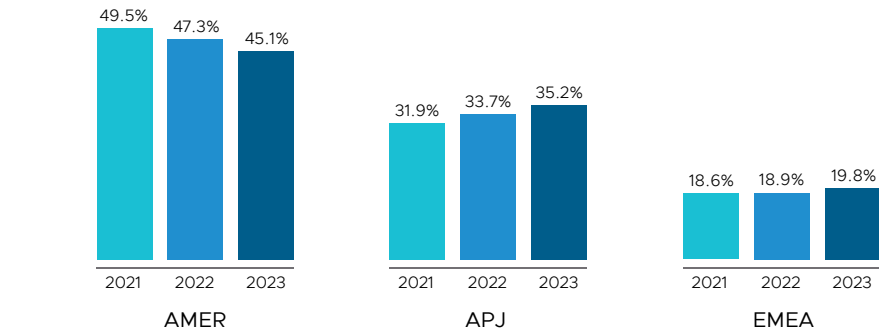


*Other Women/Men of Color includes Hispanic/LatinX, African American/Black, Multiracial, American Indian/Alaska Native or Native Hawaiian/Pacific Islander

Other Communities at VMware

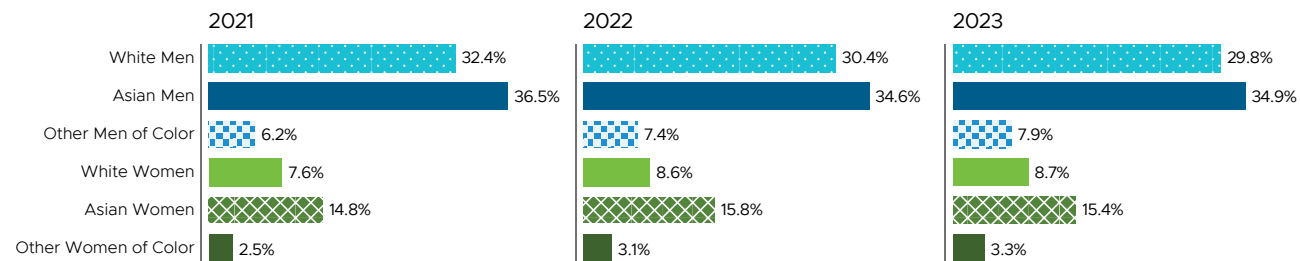


Regional Workforce

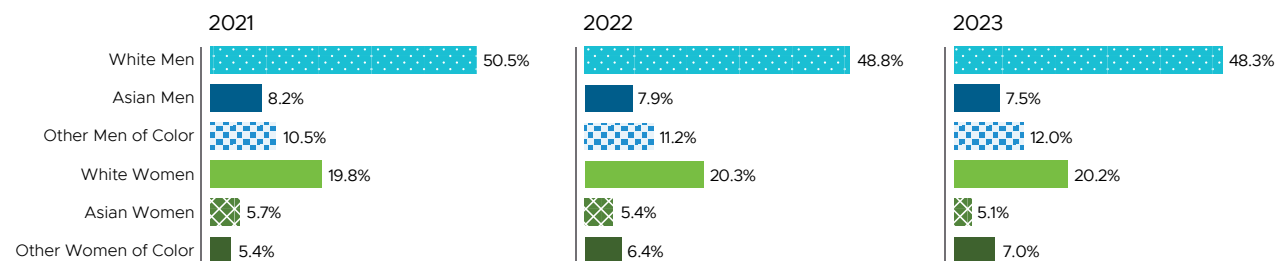


Intersectionality by Gender and Ethnicity for Tech and Non-Tech (U.S.)

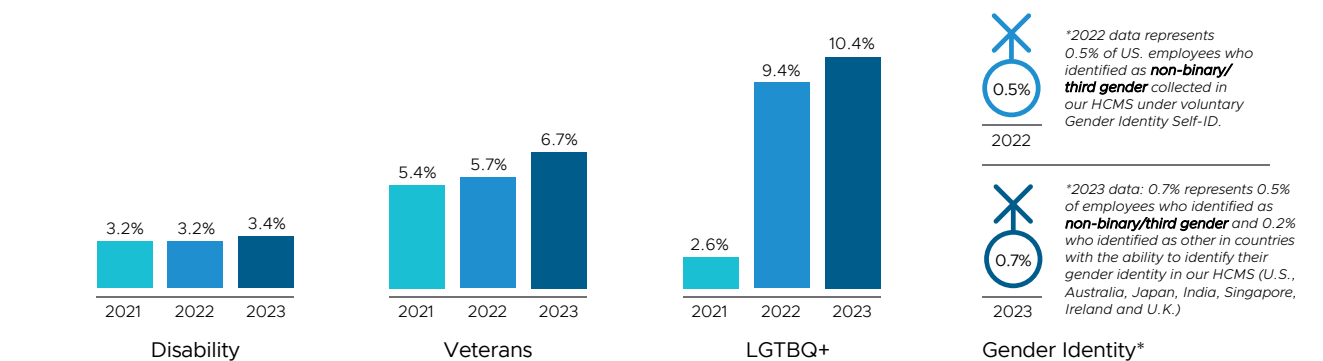
Intersectionality - Tech



Intersectionality - Non-Tech



Self-Identification (Self-ID)



*2022 data represents 0.5% of U.S. employees who identified as **non-binary/third gender** collected in our HCMS under voluntary Gender Identity Self-ID.

*2023 data: 0.7% represents 0.5% of employees who identified as **non-binary/third gender** and 0.2% who identified as other in countries with the ability to identify their gender identity in our HCMS (U.S., Australia, Japan, India, Singapore, Ireland and U.K.)

SELF-IDENTIFICATION IS VOLUNTARY DISCLOSURE DATA

- Disability:** 2021 and 2022 data is U.S. only data collected in our HCMS; 2023 data includes all countries with the ability to identify their disability status (U.S., Canada, Brazil, Japan, China, Korea, Taiwan, India, Hong Kong, Australia, Singapore, Ireland and UK)
- Veterans:** 2021 and 2022 data is U.S. only data collected in our HCMS; 2023 data includes all countries with the ability to identify their military status in our HCMS (U.S., Australia, India, Japan, Singapore, Ireland and UK)
- LGBTQ+:** 2021 is global data collected through an annual Employee Engagement Survey that was discontinued after 2021. 2022 data is U.S. only data and collected in our HCMS since late FY21. 2023 data includes all countries with the ability to identify their LGBTQ+ status (U.S., Australia, India, Japan, Singapore, Ireland and UK)

On the Right Path: Recognition for our Inclusive Culture and Fair Practices

- **Newsweek America's Most Trustworthy Companies 2023:** We are honored to be recognized as one of the most trusted companies in America. VMware ranked second in the Software & Telecommunications Industry based on three key performance pillars: customer trust, investor trust and employee trust.
- **Best Places to Work in IT by Computerworld:** Coming in third among large organizations in the 2023 edition, VMware climbed 18 places since the 2021 list. Computerworld collects data on diversity, equity and inclusion programs which is an important component of determining the overall ranking.
- **2023 "Just 100" list:** VMware ranked as the second software company and was first among software companies for pay equity and comparative compensation across gender and other categories. America's Most Just Companies 2023
- **Diversity, Inclusion, and Social Impact Award, Ireland:** For over 15 years the Annual Leaders Awards acknowledges the best of Southwest Ireland's thriving ICT community, which encompasses renowned multinationals, disruptive start-ups and emerging companies. The Leaders Awards recognize all those who have gone further than most in their respective organizations and businesses in the southwest region of Ireland.
- **VMware Bulgaria was recognized by the Council of Women in Business** in Bulgaria with an award during the first edition of the "National Awards for Diversity, Equity and Inclusion in the Workplace" for the unique portfolio of policies and programs they implement to achieve equity, diversity, and inclusion in the workplace. The initiative is supported by the European Investment Bank and sets the ambitious goal to create a platform for all the companies that placed nominations for ideas exchange and replication of the good practices in our work environment.



Thank you for taking an interest in our ongoing work to make VMware more diverse, equitable and inclusive. This report isn't an attempt to put a glossy sheen on our progress but a recognition of the goal posts along this ongoing journey. DEI is a collective responsibility at VMware and this report shines a light on how our teams are building engagement and accountability for DEI work, with better resources and tools that empower individuals to do their part.

Making VMware more diverse, equitable and inclusive for our employees, customers and communities is fundamental to who we are, and essential to our success. Our business-led and all-in approach allows everyone at VMware to drive, champion and promote DEI. We are extremely proud of our communities, culture and commitment to action.



Celebrating 25 Years
of Collective Innovation



This report meets the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA



VMware, Inc. 3401 Hillview Avenue Palo Alto CA 94304 USA Tel 877-486-9273 Fax 650-427-5001 www.vmware.com Copyright © 2023 VMware, Inc. All rights reserved. This product is protected by U.S. and international copyright and intellectual property laws. VMware products are covered by one or more patents listed at <http://www.vmware.com/go/patents>. VMware is a registered trademark or trademark of VMware, Inc. and its subsidiaries in the United States and other jurisdictions. All other marks and names mentioned herein may be trademarks of their respective companies. Item No: vmw-2023-DEI-report-041423-V14 4/23