



Title	Perspective 2   From One-Off Interventions to Designing for Inclusion
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So what I'm going to do is a little bit different, is share a personal story as to my journey. Unlike Fontaine, I'm actually not in HR. My degrees are in math and computer science and my story, and how I got to this point to where I am today, actually began a long time ago. In the 1960s, as a time many of you probably weren't even born yet so sorry about that, but my story is I grew up in a place called South Central Los Angeles. South Central Los Angeles, very very bad place. Actually the three top jobs where I grew up are, you could be a drug dealer, you could be a pimp, or you could be a gang member. The vast majority of the people in my community goes with those paths that they took. But for me, due to the love of my family and education, I got an opportunity to take a different path. And it was in, as I started my career at Xerox Corporation as a programmer back in 1985, I always thought back to "there are a lot of people in my community who had tremendous skills but they didn't have role models and they didn't have opportunity". So I spent the vast majority of my career as I led development teams around the world, 14 years of start-ups in the Silicon Valley, one of which was acquired by SAP, along every step of my career, I took time out of my main job and did my side hustles – my god daughter calls it all the time – in this area we now call diversity and inclusion because I know that everything about everyone is important. And if we took extraordinary efforts to include people and give them these types of opportunities, they can have the career that I've had and far beyond.

So that's how my journey in D&I began. After many many years, about three years ago, Bill McDermott, CEO of SAP, came and said to me "Brian, you know what you're doing as an engineer are super important, but these other things that you're doing in the area of D&I as part of your side hustle are even more important". And that's when, over a nine month period, he convinced me to leave my former job in global development and a number of areas in SAP, to do this job quite formally. And for that fortuitous decision, that put me on Michael Dell's radar. Because for Michael, in his mind – and his name is on the building – diversity and inclusion is as important to the next great chapter of Dell, as any thing else we would do technologically. And coming from a person like Michael Dell – who by the way everything we do not only touches the Dell brand but touches his personal brand – convinced me that that stage is worth taking. So that's the mindset from which I came to D&I.

So what are the things that are going on – and I'll let you read those up there – but what are the things going on because to Fontaine's point, there's a business case behind it. My mind says "Well why is this a business imperative? You can't just say words like that without proof". Rule number one, we live in an interconnected global market place, I look at this audience right now and see many of you guys come from many different places, many different backgrounds. And what's interesting about that interconnected global marketplace is that, a couple of things. Number one, the diverse demographic is becoming more powerful, both from a B2B perspective and a B2C perspective. And you know what happens when people come into power, they vote with their wallet. So any company, and all of ours included, that want to continue to lead from the front, we must have strategies and tactics that engage that diverse demographic. At the same time, there's been a lot of correlation causation – I love it as a mathematician and engineer, I love the facts, I love data – it shows that diversity and inclusion actually drives innovation, drives employee engagement, drives employee retention, all those can go to benefit the business. So this tie with the business is happening even outside of our control and more natural. Equally important, how many of your companies talk about digital transformation – are going through it themselves or selling it? Most of us right? But when you think about digital transformation, the whole idea of digital transformation, we think about the technological transformation, talk about artificial intelligence, we talk about machine marketing, AR, VR,



IOT, big data. But the reality is, there's no company besides in an Arnold Schwarzenegger movie where the machines run the world, that will do it alone with just technology. It's all about the talent transformation. And D&I is a key enabler to that talent transformation. So companies, our customers, your customers, your partners are realizing that you must invest in the people who will be more innovating which is going to drive the digital transformation. So those are the factors for the business case.

And then there's always the additional numbers that go with it. Most companies, the vast majority know, 85% in this particular case and in this study, that agree that diversity drives innovation as I spoke about before. 39% notice that inclusive workplaces drive greater customer satisfaction, which we all strive for, our CNPFs. In the bottom right number there, the number I like the most, is going to go back to that case. For companies that support and drive inclusive workplaces around ethnical culture empowerment have a 33% greater change to outperform their peers. In our business, we like to win a lot, giving ourselves a 33% - and even if you half that number 16 and a half, gives you that competitive advantage to win if you're ethnically and culturally inclusive and 21% if you're generally inclusive, makes a significant difference and going back to what Fontaine said, that's the business case. So when you start talking about the heart and the head together – so the heart is, we know that diversity and inclusion is the right thing to do because all people matter – but when you start thinking about the head, we know that as our companies, in working with companies, we want our companies to continually be viable and to win. And those numbers do matter.

So how do you execute? So those are the numbers, that's a quick little business case, what are the things that are really going on? As I said before and I'll continue to say, everything about all of us and everything about everyone really does matter. So we must bring, under representative groups, whatever definition is, in some parts of the world it's a gender conversation, in some parts of the world it's also an ethnic and cultural inclusion conversation, in some parts of the world it's an LGBTI conversation, it's a cross-generational conversation. It's differently abled people with veterans, it's a number of people because all these people matter so we must have strategies and tactics that bring those groups into our workforces.

Number two, you must have an environment once those people get there, where they can be successful. We talk about bringing your authentic selves to work. An authentic self, that's a really complex concept right? Because we're all as human beings very complex and so our version of what it takes to be successful is different from the next person. But to make extraordinary and descriptive efforts to have environments where people can strive. At Dell, it comes to our employee resource groups. How many of your companies have either business resource groups or employee resource groups? That is a tremendously great best practice for us. I'll give you another number. About 37 000 of our family members, we've got about 145 000 family members worldwide, are in employee resource groups. We measure everything at Dell. When we do our measurement of our ENPS, our employee ENPS, the most engaged employee resource group members are +18 over our base line. Which is a 71. Our baseline is already quite high from an industry point of view at 53 but 71. What +71 means to us is these employees think they own the company as much as Michael Dell owns that company. So by giving them and encouraging them to be inclusive or creating environments where they can be included, and feel as though they can bring their authentic selves to work, they're driving the business forward. And one thing that is very interesting for me is, how can we – and we do here at Dell – use our core competence in technology, our competence in machine learning, our competence in AI, our competence in AR and VR, our competence in big data, to help drive more inclusion. For us, it actually is thinking about AI as the ship that engineers out our bias, our unconscious bias that Fontaine talked about, the thing that is in all of us because we all



have it there. So beyond our foundation line, we've got unconscious bias training and other things that go on, we're actually using technology to drive inclusion forward. And I think of as the talent continuum, how we select where we find the talent, how do we engage to hire that talent, how do we then onboard that talent – that first year or two experience is very important - and how is that talent upwardly mobile. We're actually using technology to identify and really look at all the decisions we've made to this date that got us to the representation of where we are, which is where we want to be and then refine our strategies and tactics to address all that. Because we know data is the new fuel, if AI and VR are the new rocket ship.

So with that, I will always encourage you guys to innovate. People ask me the question of "Wow Brian, you left that career as an engineer and you got into this whole different space". I would argue that that's not what I did. What I ended up doing is I earned the right to be an engineer, earned the right to be a mathematician to innovate in the D&I space. And the same energy and emotion and passion that all of our companies bring to innovate, to digitally transform, to be the best, I would say we must do that in the D&I space. When those two worlds are together, all boats will rise. Thank you, appreciate it.