



Diversity and Inclusion Annual Report 2018

By Pivotal Diversity and Inclusion Team

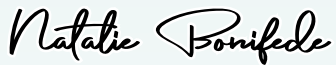


Pivotal
DIVERSITY
& INCLUSION

Introduction

An inclusive and diverse workplace is foundational to our values: **Do the Right Thing**, **Do What Works**, and **Be Kind**. We believe that it's everyone's responsibility to help evolve Pivotal to be the best company it can be. This includes making Pivotal a more equitable and inviting workplace for our entire community. Our ultimate goal is to ensure that diversity and inclusion is not a separate, stand-alone initiative, but one characteristic of how we show up, and how we run our business.

The D&I Annual Report is just that—an annual summary of the key programs and efforts across Pivotal. It covers programs led by the core D&I team, decentralized and grassroots efforts spearheaded by passionate employees, and key executive initiatives, that have a positive impact on D&I at Pivotal. We hope you find the information useful for your own teams and companies.



Natalie Bonifede, Head of D&I

2018 Highlights

Team Growth

In 2018, Pivotal made staffing investments in order to develop and accelerate our diversity and inclusion efforts. While many employees are involved in the company's D&I efforts, we now have an expanded core team across functions, including:



Natalie Bonifede
Head of D&I



Albrey Brown
D&I Program Manager



Victoria Payne
Diversity Recruiting



Carolyn Bai
HR Associate,
D&I rotation



Katy Messenger
Technical Recruiter,
D&I rotation



Sophia Huang
People Team Data Analyst



Angelina Marioni
Communications Support

Employee Enablement

Enabling our employees is key to helping everyone contribute to a shared mission of building a more diverse and inclusive Pivotal. We've created the following workshops, trainings, and other learning on-ramps to equip and encourage Pivots to join us in this effort.



San Francisco Pivots learn about building inclusive culture at Pivotal lunchtime talk.

Inclusion U

The Inclusion U series is designed to invite all Pivots to join the conversation on diversity and inclusion, and to learn more about practicing inclusive leadership.

In December, the D&I Team hosted the Inclusion U series in Pivotal's Palo Alto and San Francisco offices, working with over 175 Pivots in a series of workshops on topics such as Psychological Safety, Unconscious Bias, and Feedback Best Practices.

We focused heavily on Psychological Safety—a foundational pillar of an inclusive culture and effective teamwork. Morgan Whitney, a Senior Engineering Manager on the Pivotal Tracker team, developed his own Psychological Safety workshop in order to introduce the concept to other Pivots. Since then, more than 255 Pivots have been trained to facilitate the workshop and numerous teams across Pivotal have participated.



Palo Alto leadership team engages in Inclusive Leadership Workshop.



Executive Q&A with Rob Mee, (CEO), Siobhan McFeeney (VP, Transformation), and Craig Steel (GM, Strategic Alliances).

Grassroots Efforts

Grassroots efforts are a cornerstone of cultural change at Pivotal. We support and amplify the work of grassroots teams in each office to ensure D&I efforts are locally relevant, and culturally appropriate. Below is just a slice of the multiple initiatives Pivots have spearheaded across the globe. Since then, approximately 350 Pivots have participated in the workshop and over 50 Pivots have been trained to facilitate it.

Blacks on Wall Street STEM Competition: The NYC office supported the non-profit organization Blacks On Wall Street in pulling off a tremendous STEM competition for black high school students learning about biology, physics, chemistry, and engineering.

Pride at Pivotal: Local teams lead their own Pride celebrations throughout the month of June, which included Labs Senior Director Brian Rose sharing his experiences as a member of the LGBTQ community and the history of Pride.

Teen Turn: The Dublin office hosted Teen-Turn, a program providing teenage girls with the opportunity to gain hands-on experience in technology careers. The first Teen-Turns, Baisah and Nhia, helped solve issues around team standups, gained experience pair programming, and presented what they learned to the engineering team.

Employee Resource Groups

Pivotal's Employee Resource Group (ERG) strategy helps identity-based, employee-led groups increase inclusion, representation, productivity, and professional development of the identity that they represent. In 2018, we spun up five employee resources groups including: Black@Pivotal, Rainbow@Pivotal, Parents@Pivotal, Women@Pivotal, and Remote@Pivotal—with more to come in 2019!

Black@ Summit: Black@Pivotal hosted its first global meet-up in Washington D.C., which included 30 ERG participants and members of our executive leadership team. The summit included networking, important discussions with leadership about the black experience at Pivotal, and the group's strategy for 2019. The ERG came away with a strong vision to continue developing a thriving culture for employees who identify themselves as black, and the allies who support them. Black@Pivotal membership jumped by 50% following the summit.

“It's really about building a community that reflects the wider context we live in, the culture that we live in, the world that we live in.”

—Onsi Fakhouri, SVP, R&D and Black@Pivotal Executive Sponsor



Executive Leadership session on career development and Pivotal's Vision for Inclusion.



Welcome talk by Albrey Brown, D&I Program Manager.



Black@Pivotal in front of the National Museum of African American History and Culture.



Black@Pivotal leader Gregory Green kicking off the Black@ Summit.

Executive Engagement

Executive engagement and commitment is critical to an effective D&I strategy. In 2018 we partnered closely with our leadership team to increase involvement across all corners of the business.

D&I Advisory Board: This year we created a D&I Executive Advisory Board, which includes CEO Rob Mee, President Bill Cook, Vice President of R&D Elisabeth Hendrickson, and Chief People Officer Joe Militello. This group meets regularly with Natalie Bonifede, Head of D&I to help align on our D&I strategy, elevate the conversation, and influence other leaders to get involved.

Executive Sponsorship Pilot: We know executive sponsorship plays a critical role in the career development of future business leaders. Towards that end, we developed an in-house executive sponsorship pilot that matches members of leadership with Pivots from underrepresented backgrounds from all levels and functions. Our aim is to help these future business leaders expand their sphere of influence, build the necessary relationships across the company, and foster new learning and networking opportunities. The program is also a valuable opportunity for our leaders to gain fresh insights and perspectives.

The first cohort of the pilot concludes in March, and the second cohort is set to roll-out in early 2019.



Sponsors and Proteges discussing career goals and advancement during the Executive Sponsorship Pilot in-person meetup in San Francisco.

Executive Commitments to D&I: Pivotal is taking a new approach to gathering and sharing diversity data. This year we reviewed team-specific demographic data, including hiring rates and attrition trends, with each business leader. We then collaborated with each business unit to develop a customized strategy that tackles their unique challenges and needs. This model, driven by close consultation with leaders in Recruiting and HR, has enabled data-driven conversations with executives to drive greater awareness and accountability, and to start moving the needle in 2018.

Policies and Public Declarations

Martin Luther King Jr. Day

In January 2018, Pivotal made the decision to begin observing Martin Luther King Day as a paid company holiday. Thanks to the efforts of Megan Beane, Director of Global Benefits, and others recognizing and observing Martin Luther King Day is now an important and necessary way of honoring equality for all Pivots.

Forced Arbitration / Sexual Harassment Policy Change

In March 2018, Pivotal changed its Arbitration Policy to exclude unlawful sexual harassment claims from being required to go through binding arbitration, which can have the effect of silencing employees who've experienced harassment, and limiting the public discussion often needed to address systemic problems. Beatrice Speck, an Engineering Manager in Pivotal Labs, advocated for changing this policy and has since continued to increase awareness around Diversity and Inclusion.

Business Statement on Transgender Equality

In November 2018, Pivotal joined more than a hundred companies by signing the Business Statement on Transgender Equality—publicly confirming our support for equal rights for people who identify as transgender, gender non-binary, or intersex. Molly Crowther, a Senior Technical Program Manager, along with the support from fellow Pivots, pushed this initiative forward, further affirming Pivotal's support for an inclusive and diverse workplace.

Partnerships

Internal Partnerships

Recruiting: To spur and sustain long-term behavior change, we partner closely with the recruiting team to implement best practices throughout the entire employee lifecycle including recruiting, hiring, retention, and development. We work closely with the recruiting and sourcing teams to focus on changing mindsets, perspectives, and behaviors around how and why these best practices are important.

University Relationships: As part of our university (new college graduate and intern) strategy, we engage specific groups through resume building workshops, career fairs, agile tech talks, and dinners. The student groups we engage with include:


- Women in Computer Machinery
- National Society of Black Engineers
- Black Men in Business
- Society of Female Engineering

Learning and Development: The D&I team has developed a strong partnership with Pivotal's growing Learning & Development Team in order to provide shared frameworks, resources, and learning opportunities. These include developing inclusive leadership core competencies, integrating inclusive management practices into the skills matrices, and emphasizing the importance of fluency in D&I within our management training.

Community Partnerships

Pivotal sponsors and partners closely with community organizations working with aligned missions, including:

Write/Speak/Code: For the third year in a row, Pivotal sponsored sent three employees to Write/Speak/Code, an organization focused on increasing leadership of women and non-binary coders. We also had two employees Pivots, Denise Yu, Software Engineer, and Mariann Micsinai-Balan, Senior Manager, Data Science, presented keynotes at the event.



The Write/Speak/Code conference was an extremely inspiring day and it was humbling to represent Pivotal Data Science in front of such a talented group!

—Mariann Micsinai-Balan, Senior Manager, Data Science

Tech Inclusion: For the second year in a row Pivotal sponsored the Tech Inclusion conference, which brings allies and D&I practitioners together to share insights on diversifying tech. Lindsey Siegel and Albrey Brown facilitated a workshop, “Using Agile to Facilitate Organizational Change” at the San Francisco conference in October.

Girls Who Code: For the fourth year in a row, Pivotal sponsored and hosted the Girls Who Code Summer Immersion Program in Palo Alto. This program brought 20 high school girls to Pivotal to learn computer science, and gain critical exposure to the technology industry. This year Pivotal employees ve talks about their experience in the industry, hosted a Resume Building Workshop, and hosted an inspiring “Women in Tech” panel.

Client Relationships

Pivotal is committed to transforming how our customers build software. Balanced, well-functioning teams are foundational to building great software, and to sustaining innovation and success.

In 2018, the D&I and Learning and Development teams joined forces to develop a client-focused workshop — Teaming@Pivotal. The goal is to help Pivotal employees and their clients set the foundation for an exceptional working relationship, and manage the cultural norms, learned behaviors, and unconscious biases that can crop up in everyday interactions. These often hidden dynamics can be more pronounced when experienced in the context of pairing.

This workshop was piloted at the kickoff (project inception) with three different clients in the US: in Denver, New York City, and Washington D.C. Given the positive feedback we received, we plan to run the Teaming@Pivotal workshops with additional clients in 2019.

Conclusion

We’d like to give a special thanks to all the Pivotal employees and customers who are on this journey and learning process with us. We look forward to progress, growth, and exciting things in 2019!