Important Recommendations

1.
Increase your personal DEI expertise.

2.
Establish DEI as a business imperative.

3.
Support DEI with funding, metrics, strategies, and accountability.

4.
Redesign systems, including hiring, retention, and promotion systems, to remove bias.

5.
Apply both a DEI framework and an ethical framework to the design of products and services.

6.
Support industry-wide DEI reporting standards and share anonymized data.

7.
Set public goals.

8.
Advocate for computer science (CS) to be required in all schools.

9.
Build systems capacity to create more CS teachers at all levels, and invest in CS faculty within colleges of education.

10.
Invest in organizations that connect talent from underrepresented groups to tech careers.

RECOMMENDATION 3

Share DEI data, metrics, and goals

Improving DEI accountability and governance requires data. Tech CEOs and companies must overcome their aversion to DEI data transparency and agree to minimum industry standards for DEI data reporting.

Equally critical, the industry must move beyond DEI as an exercise in federal compliance,[204] and embrace DEI as a strategy to boost talent and innovation.

Why doesn't that currently happen? In 2014, a handful of tech companies began publishing diversity data. However, the story behind the publication of the first Diversity Annual Reports began in 2011, when CNN filed a Freedom of Information Act (FOIA) request to obtain demographic data on race and gender (the EEO-1[205] reports) from the top 20 tech companies. After years of back and forth, a compromise was reached and the companies began publishing their data. The result: the Diversity Annual Report, born from a need to comply with a FOIA request. This is one reason DEI work in tech was conceived defensively.

The decade between 2011–2021 (and in particular the last year) transformed our view of race, equity, and identity. It's now time to enter a new era where DEI in tech moves from compliance to innovation, supported by data and learning.

ACTION 6 →

Support industry-wide DEI reporting standards and share anonymized data.

ACTION 7 →

Set public goals.

CONTEXT (ROOT CAUSES AND THE WHY)

Tech CEOs understand better than anyone that learning and innovation come through iteration and experimentation, and that data is indispensable to this process. Yet DEI is an area where companies have limited access to data, and where legal risk—real or perceived—often prevents experimenting or bold goal setting. Sometimes tech companies don't yet have the infrastructure to collect the data (e.g., around talent pipelines and recruitment), or they have the data but choose not to disclose it.

For example, all tech leaders say they want more women in tech. But we can't track and incentivize greater numbers of women or other underrepresented groups in tech if, for example, some companies won't even disaggregate tech and non-tech workforce data. For the industry to move forward, we need *all* tech CEOs to disaggregate their tech and non-tech workforces, so we can gather coherent cross-industry benchmarks and track growth of the industry's talent pool (i.e., market available talent pool).

Until now, the tech industry has been attempting to solve the right problem with the wrong data—and attempting to do it one company at a time.[206] No single company can solve tech's DEI challenge,[207] which means we must lean into industry-wide accountability *and* greater shared experimentation to drive innovation. We call for a new era of DEI data sharing and transparency focused on learning and experimentation rather than compliance or blame.

HIGH LEVERAGE POINTS FOR SHARING DEI DATA, METRICS, AND GOALS TO EXPERIMENT, LEARN, AND ASSESS PROGRESS

DATA TRANSPARENCY In the tech industry, data has always been important to driving success. Products are measured by the number of users. Sales are measured by the number of clicks. Businesses are measured by the number of dollars per share. Imagine if the same were true of our DEI data.[208] Data turns on the lights. Without it, we don't know where we are, how far we have to go, or where to focus our DEI efforts. Data helps us track progress and measure success. We must create a common language around DEI data and agree to hold ourselves and each other accountable to drive transformational change (SEE ACTION 3.1 for how to create DEI data infrastructure).

DEFINITIONS Industry alignment will be nearly impossible if we're all speaking different languages. Unlike general population demographics,[209] educational attainment,[210] and talent-pool data,[211] tech's DEI data has inconsistent definitions, making it nearly impossible to measure and track year-over-year progress.[212] Agreeing on a shared language around how we categorize employees removes guesswork and allows for true cross-industry comparisons.

GOAL SETTING Goals are effective because they generate the will for behavioral change through factors like personal pride and recognition, accountability, and social norms. They activate the ways to change by focusing effort, because they focus attention, spur persistence, and mobilize specific, relevant strategies to meet the target. In the past, tech company disclosures haven't regularly included goals or targets, and the outcomes to date suggest that disclosure without goals does not motivate change. As an exceptionally data and metrics-driven industry, tech is better set up than most to bring evidence-based rigor to DEI.[213]

ACTION 6

Support industry-wide DEI reporting standards and share anonymized data.

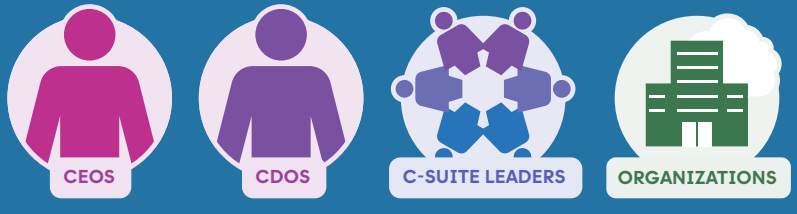
When it comes to DEI metrics, tech companies must apply the same rigor of other business and product priorities. They must agree on a minimum viable product (MVP) for DEI data reporting. Holistic data should allow companies to track the experience of different demographic groups at different stages in the employee life cycle. While demographic diversity data helps us understand who is in the room, inclusion data helps companies understand different experiences of different groups in the same workforce—and whether the company culture makes all employees feel welcome, respected, and empowered to grow.[214]

In addition, cross-industry efforts to standardize data collection and reporting are foundational. Earlier this year, BlackRock called for standardization across investment management companies around sustainable investing,[215] as did the Big Four accounting firms.[216] Tech trade associations like the Internet Association,[217] and industry groups like AnitaB.org are in the early stages of sharing cross-industry DEI data. The tech industry itself should initiate and align on industry-wide DEI data reporting, standardizing, and sharing standards. This will ensure the right data solves the right problems.

HIGH LEVERAGE POINTS

DATA TRANSPARENCY | DEFINITIONS | GOAL SETTING | TEAM

CHANGE AGENTS



TECH EQUITY ACCOUNTABILITY MECHANISM

The ACT report suggests the creation of Tech Equity Accountability Mechanism (TEAM) to support tech companies with the implementation of ACT Report recommendations. TEAM will be responsible for establishing and maintaining DEI data collection. See TEAM for more information.

IN SUMMARY

6.1. At a minimum, commit to collecting, tracking, and publishing intersectional data on representation, hiring, and attrition.

6.2. Disaggregate baseline metrics by function and level, and align on definitions to ensure apples-to-apples comparison.

6.3. Expand demographics beyond Equal Employment Opportunity Commission (EEOC) categories (including intersectional data) through self-ID surveys.

6.4. Leverage surveys to measure inclusion and employee sentiment.

6.5. Share anonymized DEI data with an industry body that will support standardization of DEI data collection.

THE REPRESENTATION EQUATION

Hiring + Promotion – Attrition = Representation

Increasing representation requires a holistic approach: focusing on hiring is critical, but progress in hiring will be wiped out if attrition increases. It can't be either/or.

THE POWER OF INDUSTRY DATA AND COMPARISONS

These tools have had some success in collating publicly available tech company data:

- Information is Beautiful[218] shows comparable employee data for 23 tech firms from 2014 to 2017. The data can be sorted by gender and race/ethnicity.
- The Plug[219] was responsible for aggregating and open sourcing statements made by tech companies in this spreadsheet[220] following the murder of George Floyd.
- Measure Up is a partnership between Fortune and Refinitiv to encourage companies to report their data by giving them access to insights once that data has been collected and analyzed, as well as ideas on how to improve.[221]

CASE STUDY: GLOBAL SELF-ID AT UBER

In an annual, confidential survey, Uber asks its employees around the world to voluntarily share, with granularity, how they identify. In addition to race, ethnicity, gender, and sexual orientation, Uber has added categories like gender identity, caregiver status, disability status, and military status. A critical part of building the Global Self-ID (GSID) program was collaborating with Employee Resource Groups (ERGs), as well as local HR and legal teams across the globe, to identify and expand the most relevant and meaningful categories. For instance, the first survey iteration included race/ethnicity only in the U.S. However, in the updated versions, Uber expanded and adapted the race/ethnicity question to all countries where Uber has employees (subject to local laws and restrictions), including locally relevant categories for each country or region.

The company aims for at least an 80% response rate across all categories, and has seen continued growth in participation, particularly in the categories of gender, race, and ethnicity globally. This year, as part of its anti-racism commitments,[222] Uber formed the Transparency Commitment Project Team, which leverages ERGs and other internal groups to improve response rates, better positioning Uber to collect and share reliable data.

The goals of GSID are to more precisely understand and respond to the needs of Uber's employees, and to continue to hire and retain a diverse workforce. For example, by integrating GSID with engagement surveys, Uber can appreciate the nuances of the employee experience and target actions to meet their needs—whether that's enhancing flexible work policies for caregivers, providing mental health benefits, or creating tailored development programs. Going forward, the company will continue to iterate and refine GSID categories to better reflect the reality of its global workforce.

How to do it

6.1. AT A MINIMUM, COMMIT TO COLLECTING, TRACKING, AND PUBLISHING INTERSECTIONAL DATA ON REPRESENTATION, HIRING, AND ATTRITION.

Companies with over 500 employees should report data on representation, hiring, and attrition, cut it intersectionally by gender, race, and leadership (Director+), and disaggregate it between tech and non-tech.

Best practice would include collecting, tracking, and reporting on the following data:

A. **Progression data,** including information related to performance evaluations, promotions, succession planning, attrition, and compensation decisions.[223]

B. **Trajectory/velocity data,** including how long it takes an individual to be promoted or move into leadership roles.[224]

C. **Salary,** including raises and bonuses.[225] (SEE ACTION 3.4)

D. **Equity compensation.**

E. **Candidate pools and hiring funnels.**[226]

F. **Data cut by employee status** (disaggregate full-time employees, part-time employees, and contingent workers) and tenure for more granular insight.

G. **Moving beyond race and gender** to report on disability, LGBTQ+, veterans, and age.

Report your data either within your company's Diversity Annual Report or separately. **TEAM**, when established, will act as an accountability mechanism to standardize data reporting across the industry. Depending on the size of your company and your current demographics, some underrepresented groups may be too small to report while maintaining anonymity, or may not be represented at all in your company's population (e.g., Indigenous peoples, nonbinary, and other gender identities). Where this is the case, include a note explaining which groups are not represented in your data reports—it's vital that these groups not be rendered further invisible by virtue of their small numbers. Naming these groups is a way to ensure that DEI efforts include them in the present. Moreover, revealing their low numbers can incentivize future recruiting efforts. We can't improve what we don't measure.

INTERSECTIONALITY

Kimberlé Crenshaw coined the term "intersectionality" to describe the way people's social identities overlap to create multiple levels of privilege, power, inequality, or discrimination.[227] If you're standing in the path of multiple forms of exclusion (like race, gender, disability, LGBTQ+, age), you're likely to have an experience that is uniquely impacted by the intersection of those identities.[228]

INTERSECTIONALITY: the way people's social identities overlap to create multiple levels of privilege, power, inequality, or discrimination.

In the workplace, intersectional data is key to understanding the layers of exclusion and inequity that may exist for certain groups. As NCWIT explains,

> **"Achieving equity in the tech industry must be intersectional: race, class, gender, sexuality, and other key factors of identity shape experiences differently; understanding those differences is critical to promoting diversity, inclusion, and change."** [229]

INTERSECTIONALITY AND THE GENDER PAY GAP

The overall gender pay gap is useful for understanding the impact of gender on women's pay, as women working full-time are typically paid less than men in the same race/ethnicity group. However, women of different backgrounds have very different experiences and earnings. For example, race and gender each account for some proportion of Black women's lower earnings. But unlike Black men and White women, they face an additional penalty for the intersection of their identities—for being Black women. An intersectional approach shows us that there are multiple pay gaps, as seen in this 2017 analysis from the U.S. Census Bureau:[230]

MEDIAN ANNUAL EARNINGS, BY RACE/ETHNICITY AND GENDER, 2017

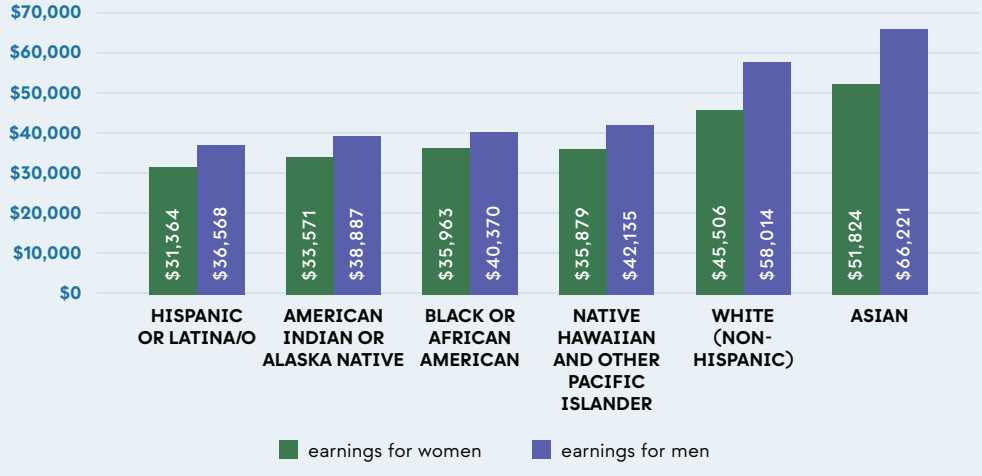


IMAGE SOURCE: U.S. Census Bureau (2018).

6.2. DISAGGREGATE BASELINE METRICS BY FUNCTION AND LEVEL, AND ALIGN ON DEFINITIONS TO ENSURE APPLES-TO-APPLES COMPARISON.

Reporting on the right metrics, disaggregated in a meaningful way, is critical to diagnosing the true health of a system or, in this case, a company's diversity. Two key areas are job function (e.g., a tech company might report a high number of Black and Brown workers overall, but the majority are retail employees) and level (e.g., the representation of women at a company may seem high, but women are primarily in junior and/or non-technical or administrative roles).[231]

Project Include refers to this type of data as "vanity metrics"—they provide good optics but obscure the real problems, which can lead to distrust among team members who may experience a lack of diversity but don't see the company actually addressing the real gaps and challenges.[232]

DEFINING TECH ROLES

JOB FUNCTION/ROLE:

- → Tech
- → Non-tech
- → Retail
- → Manufacturing

Define roles at the individual team-member level based on the specific characteristic of their job and/or job title, rather than at the organization level. "Tech workers" can then include team members across all organizations who manage technical products or processes and/or work on the development of products and tools, like software engineers, product designers, and data scientists, among other job roles. This excludes team members performing non-technical roles in a primarily technical organization. For example, an executive assistant in an engineering department.

DEFINING LEADERSHIP

JOB LEVEL:

- → Leadership (Director and above)
- → Manager
- → Mid-level
- → Entry-level
- → Intern

Tech companies often share leadership representation data, which is an important indicator of who holds the decision-making power. Historically, however, tech companies have not had a consistent definition of what leadership means. We propose that tech companies align on leadership as director and above. However it is also useful for companies to track the following metrics for leadership either publicly and/or internally:

- → People Manager
- → Director+
- → VP+
- → Direct reports to C-suite
- → C-suite or direct reports to CEO
- → Board

6.3. EXPAND DEMOGRAPHICS BEYOND EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC)[233] CATEGORIES (INCLUDING INTERSECTIONAL DATA) THROUGH SELF-ID SURVEYS.

In some jurisdictions, including the U.S., identity categories used for government data collection like the Census or EEO-1 reporting have not kept pace with the language many people use when they self-identify. Collect and report on the following self-ID categories:[234]

A. Race

- → Race/ethnicity, using expanded EEOC categories.
- → Include an option to break out the "multiple races" category.
- → Include a question on national identity(ies).

B. Gender (inclusive of cisgender, transgender, nonbinary, gender non-conforming, gender fluid, queer).

C. LGBTQ+ (include breakout of unique sexual orientations and gender identities including straight, gay, lesbian, bisexual, pansexual, queer).

D. Disability (disaggregated by type).

E. Veteran status.

F. First-generation college student, community college attendance, household income or Pell Grant recipient (as a proxy for socioeconomic status).

G. Parents/caregivers/family responsibilities.

We recommend companies collect self-ID data on the above categories, at a minimum, as best practice. However, companies can also expand their self-ID data collection beyond these baseline categories to include categories such as immigration status, religion, caste, language spoken at home, and age.

Non-intersectional data sometimes hides real challenges. For example, the Ascend Foundation, an organization supporting Asian leaders in a number of industries, found that White women are more likely to be in leadership positions at tech companies than Asian women, which is the group least represented in leadership in tech companies, when compared with their representation in the workforce.[235] But looking at data on women as a group would not reveal this gap.

Looking at race/ethnicity data and how it intersects with gender data—what are called intersectional data cuts—can help identify equity gaps. For example, rather than just looking at women as a whole, you can look at women of color compared to White women, or the experiences of women compared to men in any specific community. We recommend using intersectional data cuts when analyzing and reporting your workforce data, where possible.

INCLUSIVE RACE/ETHNICITY CATEGORIES IN SELF-ID SURVEYS

Project Include recommends using the following breakdowns for race/ethnicity in self-ID surveys:[236]

- ☐ African American/Black
- ☐ East Asian (including Chinese, Japanese, Korean, Mongolian, Tibetan, and Taiwanese)
- ☐ Hispanic/Latinx
- ☐ Middle Eastern
- ☐ Native American/Alaska Native/First Nations
- ☐ Pacific Islander
- ☐ South Asian (including Bangladeshi, Bhutanese, Indian, Nepali, Pakistani, and Sri Lankan)
- ☐ Southeast Asian (including Burmese, Cambodian, Filipino, Hmong, Indonesian, Laotian, Malaysian, Mien, Singaporean, Thai, and Vietnamese)
- ☐ White
- ☐ Prefer not to answer

It's best practice to allow people to select multiple categories to account for multiracial identities. See the complete list of recommended categories from Project Include.[237]

6.4. LEVERAGE SURVEYS TO MEASURE INCLUSION AND EMPLOYEE SENTIMENT.

Most employee engagement surveys have a set of questions that measure inclusion through sentiments like belonging and voice, and ensure these surveys are linked to employee demographics. Leveraging engagement surveys for inclusion data reinforces the fact that inclusion is a fundamental metric for companies to take into account when assessing engagement and predicting retention.[238] Some employee engagement surveys are limited in their approach to measuring inclusion. If you want to gather more in-depth qualitative data, conduct a separate inclusion survey and/or regular pulse surveys to get feedback and insights into how different groups are experiencing your company.

THE IMPORTANCE OF MEASURING INCLUSION

Measuring employee sentiment and inclusion is imperative to building and maintaining an inclusive culture, as it may tell a story that's different from the one told by the numbers. For example, Asian men are often considered "overrepresented" in tech roles, but inclusion data might show that this group feels less of a sense of belonging than their White peers. If employees do not feel included (in whole or in part), retention will suffer and/or performance may be impacted—which can undermine general productivity and hiring efforts (a non-inclusive culture will likely affect your chances to attract new employees), and likely cost your company more in the long run.[239]

6.5. SHARE ANONYMIZED DEI DATA WITH AN INDUSTRY BODY THAT WILL SUPPORT STANDARDIZATION OF DEI DATA COLLECTION.

Data should include all current and historic DEI data (including EEO-1 reports) and n-counts in addition to percentages (or n-count of employee population at time of reporting).

In order to make the data accessible and usable, it should be collected and managed by an industry body. **This report proposes the establishment of a new industry organization to support standardizing DEI data collection across the industry** (see TEAM). TEAM will help standardize collection and reporting, creating an easily accessible industry-wide data set, and ensuring data can be more easily compared across companies to provide a holistic picture of industry gaps.

Data turns on the lights. An industry-wide data set would help us answer questions like:

- → Is the tech industry growing diverse talent pools or simply playing diversity musical chairs?
- → Is the hypergrowth of the tech industry creating an imbalance in the supply and demand curve of STEM talent?
- → Is talent pool the right benchmark for parity?
- → What about educational attainment or general population?[240]

TOOL KIT

- Culture Amp x Paradigm Inclusion Survey
- Disability:IN's Self-Identification Best Practices
- Project Include—Measuring Progress
- Survey Monkey Recommendations

LEVERAGING INCLUSION SURVEYS TO UNDERSTAND THE LAYERS OF COMPANY CULTURE

In July 2018, SurveyMonkey partnered with Paradigm, a consulting firm that specializes in diversity and inclusion, to create an inclusion survey template, which they used to survey working Americans. The results highlighted how different groups tend to experience work, and revealed key pain points around inclusion for all groups.

Specifically:

44% **didn't feel they could express a contrary opinion at work without fearing negative consequences.**

32% **didn't feel their opinion was valued.**

60% **say their compensation is fair relative to others at their company.**

BUT ONLY

48% **of Black workers agree with this statement.*** [241]

*In all cases, the percentages in agreement with the statement were lower for people from the under-represented communities surveyed (women, Black, and Hispanic/Latinx).

CONTEXT (ROOT CAUSES AND THE WHY)

Most companies based in the U.S. use categories required by the EEOC when reporting on race and/or gender because they likely have an annual obligation to report to the EEOC using those categories. However, these categories are limited. Giving employees the opportunity to self-identify in a self-ID survey allows companies to ask detailed questions about team members' demographics that go beyond race and gender, expand the categories around race and/or gender to be more inclusive, and approach data collection and reporting with a global lens. More inclusive data categories help give some groups visibility where they've previously been ignored by data.

ACTION 7

Set public goals.

Goals set publicly are particularly effective at driving behavioral change. Goals need to be visible to be viable, and a public, external commitment makes it more likely that they will be achieved. Public goals send a signal internally and externally that the company is serious about improving DEI outcomes.[242]

HIGH LEVERAGE POINTS

DATA TRANSPARENCY | DEFINITIONS | GOAL SETTING

CHANGE AGENTS

IN SUMMARY

In their white paper, "Goals and Targets for Diversity, Equity, and Inclusion: A High Leverage Point to Advance Gender Equality in the U.S. Tech Industry,"[243] Bohnet and Chilazi of Harvard Kennedy School set out a step-by-step guide to setting DEI goals, summarized as:

7.1. Analyze your company's DEI data to identify discrepancies and gaps.

7.2. Select meaningful benchmarks to determine whether goals are realistic on any given metric.

7.3. Ensure goals are challenging to motivate meaningful progress.

7.4. Ensure goals are SMART.

7.5. Incentivize goal attainment.

SUGGESTED COMPANY-WIDE REPRESENTATION GOALS FROM PROJECT INCLUDE

In 2019, equity advocate and Project Include Co-Founder and CEO, Ellen Pao, suggested that Silicon Valley start-ups and tech companies set four DEI targets (10–10–5–45) in two years:

- → 10% representation for Black/African American/African employees.
- → 10% for Hispanic/Latinx employees.
- → 5% for nonbinary employees. (Less as a target and more as a recognition that some percentage of an inclusive workforce will identify this way)
- → 45% for women.[244]

These targets are based on the diversity metrics of the top quartile of a (non-representative) sample of start-ups that Pao's Project Include and VC Include have worked with, and are an example of the types of representation goals your company could set.

GENDER PARITY AT UNILEVER

Unilever announced in March 2020 that it had met its global goal of reaching gender parity, or a 50–50 split, in its managerial roles. Unilever set the goal in 2010, when the representation of women was 38%.

In addition to company-wide public goals, Unilever sets more granular internal goals for every market and function, which are reviewed and tracked by the Unilever Leadership Executive every month and reported to the Global Diversity Board three times a year. Presenting such actionable information to leaders helped to improve awareness of DEI and spark more thoughtful decision-making around hiring, promotion, and retention.[245]

Unilever increased women in managerial roles from 38% in 2010 to 50% in 2020 after setting company-wide goals.

How to do it

7.1 ANALYZE YOUR COMPANY'S DEI DATA TO IDENTIFY DISCREPANCIES AND GAPS.

Analyze the representation equation to determine where to prioritize your efforts and what goals make sense. For example, data will inform whether you set company-wide representation goals (percentage of Black employees), specific groups in a certain job function (women in technical roles), or groups at a certain level (Asian women in leadership positions).

7.2. SELECT MEANINGFUL BENCHMARKS TO DETERMINE WHETHER GOALS ARE REALISTIC ON ANY GIVEN METRIC.

A. External benchmarks may include:

- → Current or future market available talent pool to take into account changing demographics in the workforce as the U.S. population becomes more diverse.[246]
- → General population (national, regional, local).
- → Customer or user base (existing or aspirational).
- → Industry standards by benchmarking against peer tech companies.

B. Internal benchmarks may include:

- → Affirmative Action Plans.
- → Comparing your own company performance year over year (e.g., increase representation of women by 2% each year).

7.3. ENSURE GOALS ARE CHALLENGING TO MOTIVATE MEANINGFUL PROGRESS.

Goals should be ambitious but attainable. Otherwise progress against goals will not change the status quo. In addition, research shows that challenging goals spur more behavioral change than easy ones. Companies may build on publicly shared goals each year (e.g., percentage of women in the company overall in year one, percentage of women in tech roles in year two, percentage of women of color in tech roles in year three, etc.).

7.4. ENSURE GOALS ARE SMART.

Setting goals that are **Specific, Measurable, Attainable/Achievable, Realistic, and Time-bound (SMART)** provides a useful guide to ensure the greatest chance of success.[247]

7.5. INCENTIVIZE GOAL ATTAINMENT.

A. **Include assessment of progress** toward goals in the performance review process.

B. **Link progress toward goals** with compensation, specifically of senior leaders and the C-suite.

C. **Provide nonfinancial rewards** like awards; celebrate best practice of teams, managers, and individuals; and reward small wins and progress toward larger goals.

D. **Consult managers and others on goal-creation** and DEI objectives to achieve buy-in. Managers' actions will likely determine whether a DEI goal is reached. Research suggests that engaging managers directly on diversity-related programs increases ownership of DEI goals.[248]

TOOL KIT

EMPLOYEE ENGAGEMENT SURVEYS WITH STRONG INCLUSION INDICES

Culture Amp

Humu

Peakon

INCLUSION SURVEYS

Culture Amp x Paradigm Inclusion Survey

Pluto

SurveyMonkey x Paradigm Inclusion Survey

GENDER PROPORTIONALITY ASPIRATION (GPA)

The Gender Proportionality Aspiration (GPA) is an ambitious policy that allows tech companies to introduce an outcome goal of reaching gender proportionality at all levels in five years. While this goal is not a number, it is a very specific target to increase gender balance in tech.

The GPA[249] stipulates the ratio of women to men at any level in a company should be at least proportionate to the ratio of women to men in the level *below*.

The GPA directs companies to use all means at their disposal—promotion, external hiring, internal (lateral) hiring, and retention—to reach this goal for all levels. We expect that an industry-wide commitment to the GPA will substantially help diversify the tech sector.[250]

WHY GPA?

- → **Intentionally gender-neutral.** It reinforces the message that DEI is for everyone. Regardless of which gender is the majority, it encourages leaders to move toward gender balance.
- → **Minimizes legal risk.** Goals are not focused on women.
- → **Holistic approach to attracting, promoting, and retaining talent.** Instead of just focusing on hiring and the pipeline problem, it incentivizes development of in-house talent.
- → **Simple concept.** People are more likely to change their behavior when it is made easy, attractive, social, and timely (EAST). GPA is simple to grasp and easy to implement and track because it relies on a simple count of the fraction of women and men at each level.
- → **Setting a company-wide, collective goal is an important step forward.** Social norms are a powerful driver of behavioral change.
- → **It meets leaders and teams where they are, and bases goals on current status.** Indeed, some might argue that the GPA is too gradual in its approach, but the model (SEE APPENDIX) highlights the huge strides that can be made using this approach over a five-year period.

The five-year GPA should be viewed as a first step. As progress is made and women's representation numbers increase, the initial goal should be updated and/or expanded. Future DEI efforts must build on this initial goal while continuing to raise the bar so that all teams always have something challenging, specific, yet realistic to work toward. The scientific evidence is clear that feedback, monitoring, and public accountability are key ingredients of goal attainment.

The ACT Report
Action to Catalyze Tech: A Paradigm Shift for DEI

THE CATALYZE TECH WORKING GROUP

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THE ASPEN INSTITUTE
2300 N Street, NW, Suite 700
Washington, DC 20037
www.aspeninstitute.org/aspendigital

SNAP INC.
3000 31st Street
Santa Monica, CA 90405
www.snap.com

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The ACT Report

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