



# DIVERSITY AND INCLUSION REPORT 2019



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## Introduction

# A JOURNEY OF GROWTH

Since 2014, we've been among just [three percent of the Fortune 500 companies to share our full workforce demographic data](#) with the public. It's one way we hold ourselves accountable to our goal—and our responsibility—to increase diversity among Microsoft employees. In 2019, we made important progress on our diversity and inclusion objectives, as reflected in the numbers.

But there is another part of our journey that year-over-year data can't convey: the depth of our commitment and the range of programs in place to keep diversity and inclusion at the heart of the work we do. We are tireless in this pursuit, measuring impact at every step. And although we're gratified to see how far we've come this past year, we know we cannot take our focus off the work that needs to continue.

With our corporate mission, our scale, and our global reach, we have a responsibility to do far more than just raise awareness about inclusion. We are uniquely positioned to drive the conversation, to have a meaningful, tangible impact on how people experience Microsoft products and services, and how they engage within our workplace and with the company in general. Our responsibility is not just to those who work with us, but to the larger technology industry, the industries we serve, and the communities where we live.

It's especially important to honor these commitments during periods of high growth. We now have business activity in 190 countries and more than 144,000 employees worldwide. Through acquisitions such as LinkedIn, GitHub, and our game studios, and through the growth of our businesses such as Azure and AI, **our broader workforce has grown more than 27% since 2016**. Without those minimally integrated companies, more than 50% of our Microsoft workforce has been with the company five years or less. In technical roles alone, we have 49% more women, 48% more Hispanic/Latinx, and 67% more African American/Black employees than we did three years ago. And beyond population growth, this year's snapshot shows diversity representation has risen in every demographic category we track.

## The power of culture

Microsoft culture, rooted in a growth mindset and commitment to diversity and inclusion, is our north star at this time of unprecedented change. The growth mindset concept, established by Stanford University Professor of Psychology Carol Dweck, posits that potential is nurtured, not predetermined. Growth happens by being curious, being open

to understanding our own biases, and changing our behaviors to tap into the collective power of people throughout our organization.

This effort isn't centralized or top down. It's diffused across the company. We're applying our cultural principles to everything from how we conceptualize and create products to how we treat our suppliers and our neighbors anywhere we do business. We're integrating diversity and inclusion into our processes, behaviors, and operational rhythms. As part of the employee performance and development experience, we continually state and reaffirm our mission, values, and expected behaviors—behaviors like bringing out the best in one another, building on the work of others, and contributing to team results and the success of others.

As a result, each one of us becomes a steward of our culture. And every day, we're seeing employees welcoming different perspectives and better engaging each other's strengths to solve complex problems and create the next disruptive innovation.

## Continuing our efforts—and encouraging others to join us

Diversity and inclusion are not new initiatives at Microsoft. Our first employee resource groups were formed three decades ago. We've dedicated resources to focus on accessibility since the 1990s. We were one of the first



▲ Lindsay-Rae McIntyre

companies, in 1989, to expand our antidiscrimination policy to include sexual orientation. We were one of the early corporate signatories to the UN Women's Empowerment Principles pledge in 2006. In 2018, we were one of the first companies to require vendors and suppliers in the United States to provide their employees with a minimum of 12 weeks of paid parental leave. We are building on initiatives that aim to bring our customer, partner, and developer communities along with us, for the greater good.

We recognize that there hasn't always been a concerted effort to help our employees understand the connection between these diversity-related actions and our mission, our values, and our business success. This is now an important focus. When we align to our cultural attributes of One Microsoft, with a growth mindset and customer obsession, it is clear that being diverse and inclusive is not just a social good. It's good for business.

Our diversity and inclusion report documents our data, our journey, our learnings, and our employees' stories. With our 2019 report, we renew our commitment to our mission to consciously and intentionally include everyone. And we challenge ourselves to raise the bar for Microsoft, our industry, and all those with whom we conduct business.

A handwritten signature in black ink, appearing to read "Lindsay-Rae McIntyre".

# OUR DEFINING COMMITMENT

Microsoft's mission is to empower every person and every organization on the planet to achieve more. Diversity and inclusion are inherent to this mission. When we form a diverse, welcoming environment, imbued with our values of respect, integrity, and accountability, employees can do their best work. And, when our organization is diverse and inclusive, we can provide technology solutions that serve the full range of humanity.



▲ Satya Nadella

"No business or product success can replace the human dignity and basic decency with which we treat each other. We are on a journey to close the gap between our espoused culture and the lived experience for every employee at Microsoft. It starts with embracing a growth mindset and being willing to confront our own fixed mindset. We do this each day when we practice customer obsession, strive to make our workplace more diverse and inclusive, and act as One Microsoft."

Satya Nadella, Chief Executive Officer, Microsoft



▲ Kathleen Hogan

"When we grounded our culture in a growth mindset, we made diversity and inclusion one of our core cultural pillars. We committed to change representation at all levels of the company to better reflect everyone on the planet, and create an environment where everyone feels included and can do their best work. We know we need to pursue many dimensions to make progress, and we remain open to more. We are far from done, and the road ahead is surely longer than the road behind. But we are committed, we are learning, and every voice of every employee matters. We believe when everyone can participate fully, we will all benefit."

Kathleen Hogan, Chief People Officer, Microsoft

## The importance of full-continuum diversity and intentional inclusion

There are billions of people on this planet who want to achieve more. But too often, having a different set of circumstances, abilities, or background can block someone from fully participating in their world on their terms. As we continue to work in more global and more complex environments, focusing on diversity and inclusion will make us more adept at meeting the challenges and opportunities of our modern society.

A key part of that shift is to expand our understanding of diversity to embrace the full continuum of humanity that exists inside Microsoft and among people around the world. Inclusion is vital to the well-being of every individual. Neuroscience tells us [the brain processes feelings of exclusion the same way it processes physical pain](#) (Eisenberger N. G., 2007)—compromising social engagement, productivity, strategic thinking, and collaboration. Inclusivity, in contrast, positively impacts people and business.

Diverse and inclusive companies are not only more innovative and profitable, they're better at retaining top talent who can meet the needs of customers from a wide range of communities. The better we represent global diversity within Microsoft, the more prepared we are to innovate everywhere, for everyone.

We're already seeing how that's true. Recent employee-led innovations show what can be accomplished with a creative, inclusive approach to building teams and designing products. We've seen this in particular in the world of accessibility:

- Development of the [Xbox Adaptive Controller](#), which started as a Microsoft employee hackathon project to build game controller accommodations for wounded veterans, has inspired a growing movement to build hardware and software features that let gamers with a wide range of physical abilities play the games they love.
- [Blur, a feature within Microsoft Teams and Skype](#) that obscures the background in video chats, was developed by Swetha Machanavajhala who is deaf since birth. The technology was borne out of her frustration during video chats with her parents when bright lights behind them made it hard for her to read their lips.
- [Seeing AI reads menus and documents](#), identifies currency, and recognizes people for users with disabilities—as well as for sighted people who need to extend their field of vision in challenging environments.

Myriad experiences and insights from diverse thinkers led to these creative solutions. They share the same fundamental goal: to enable people to easily do the things they need or want to do, regardless of their circumstances. That's why we don't just value differences and unique perspectives, **we seek them out and we invite them in** so we can tap into the collective power of everyone at Microsoft.



# THE STATE OF DIVERSITY AND INCLUSION AT MICROSOFT IN 2019: TRENDS AND PROGRESS



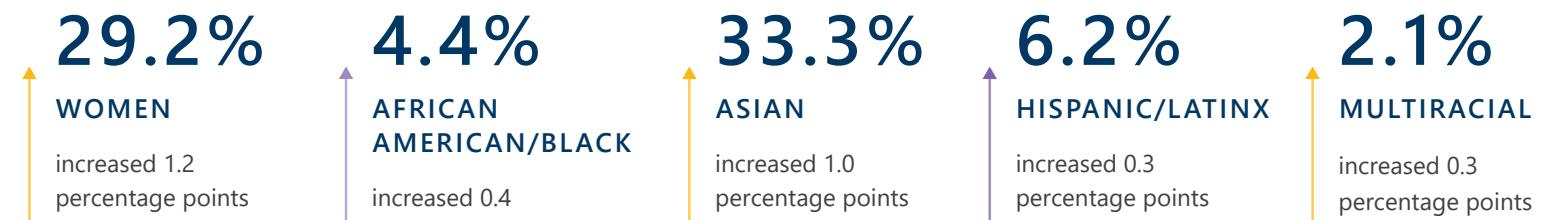
While this is our first Diversity and Inclusion Report, we've shared our workforce demographics data regularly since 2014. This sixth annual workforce demographic report shows continual progress toward our goal of creating a more diverse and inclusive Microsoft.

In addition to the numbers, our assessment reflects day-to-day learnings, and how we're applying this knowledge to build trust and adapt as we go. For example, this year we enhanced some of the ways we measure and analyze our inclusion data to give us a more comprehensive look at specific areas we're hoping to improve.

- **The Inclusion Index**, shared publicly for the first time in this report, is an internal sentiment measure that helps us understand the effectiveness of company efforts by measuring employee perceptions about their experiences at Microsoft.
- **Equal pay data** is being expanded to reflect the global representation of men and women in the five largest markets outside the US based on employee population. This combined data represents almost 80% of our workforce, giving us a more nuanced understanding of our pay practices globally.
- We've distinguished **directors and executives** from each other in the category we previously labeled as "Leadership," and called out metrics for women and racial and ethnic minorities among **managers and individual contributors**, to better examine representation throughout the workforce.

## Microsoft and our minimally integrated business

This first set of data reflects our broader Microsoft family of companies, which includes employees from our minimally integrated companies: LinkedIn, GitHub, Compulsion, Playground Games, Ninja Theory, InXile, Obsidian Entertainment, and Undead Labs. Taken all together, our broader workforce has grown more than 27% since 2016 before we acquired these companies, and we saw an overall employee population growth of 9.7% from 2018 to 2019. We also see the following representation trends as compared to 2018:



**REPRESENTATION AT MICROSOFT + MINIMALLY INTEGRATED COMPANIES**

	Global Data		
	2019	2018	2017
WOMEN	29.2%	28.1%	27.0%
MEN	70.7%	71.8%	73.0%
AFRICAN AMERICAN/BLACK	4.4%	4.0%	3.8%
AMERICAN INDIAN/ALASKA NATIVE	0.5%	0.5%	0.5%
ASIAN	33.3%	32.3%	31.4%
HISPANIC/LATINX	6.2%	5.9%	5.7%
NATIVE HAWAIIAN/PACIFIC ISLANDER	0.2%	0.2%	0.2%
MULTIRACIAL	2.1%	1.9%	1.7%
WHITE	52.1%	54.1%	55.9%

Includes GitHub, LinkedIn, Compulsion, Playground Games, Ninja Theory, InXile, Obsidian Entertainment, Undead Labs  
Minimally integrated companies were acquired after December 2016

**POPULATION GROWTH AT MICROSOFT + MINIMALLY INTEGRATED COMPANIES**

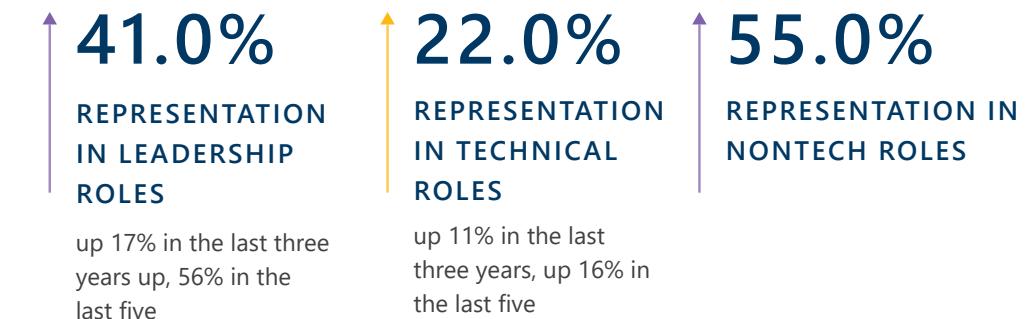
	2018/19 comparison and 2016/19 comparison	
	2018/19	2016/19
WOMEN	+14.2%	+45.5%
MEN	+7.9%	+21.5%
AFRICAN AMERICAN/BLACK	+19.2%	+63.1%
AMERICAN INDIAN/ALASKA NATIVE	+9.6%	+22.4%
ASIAN	+12.9%	+49.6%
HISPANIC/LATINX	+14.8%	+52.9%
NATIVE HAWAIIAN/PACIFIC ISLANDER	+2.3%	+16.2%
MULTIRACIAL	+24.8%	+106.0%
WHITE	+5.6%	+20.9%

\*Includes GitHub, LinkedIn, Compulsion, Playground Games, Ninja Theory, InXile, Obsidian Entertainment, Undead Labs  
Minimally integrated companies were acquired after December 2016

## LinkedIn

Diversity, Inclusion, and Belonging is our number one talent priority at LinkedIn, and we are focused on ensuring that employees from all backgrounds are successful, especially groups that have been underrepresented. By building a diverse team — from top to bottom — with different perspectives we believe we can foster unparalleled innovation and accelerate the realization of LinkedIn's vision of creating economic opportunity for every member of the global workforce. This work is at the core of everything we do, and though we are proud of the progress we've made with women, we acknowledge that we should be doing better, and moving faster, especially with African American/Black and Hispanic/Latinx representation.

### WOMEN GLOBALLY AT LINKEDIN

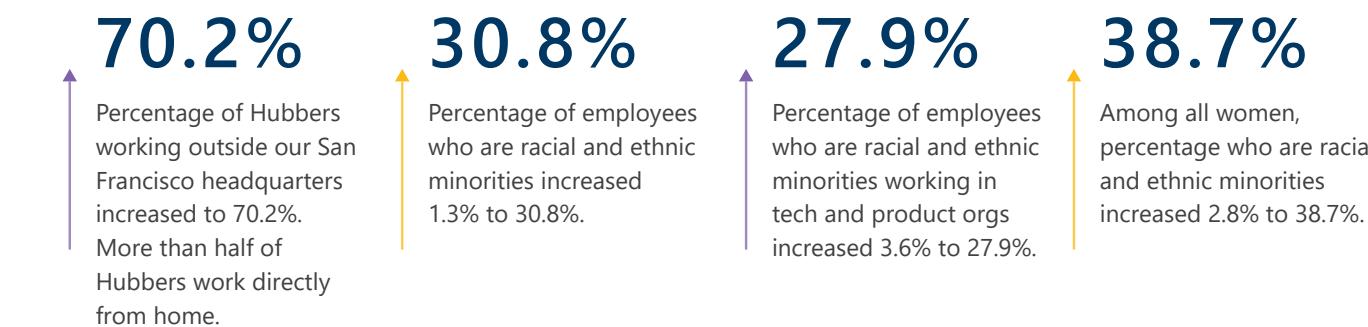


- Globally, we are making strong progress in women in leadership and women in technical roles. Women now represent nearly 41.0% of our company's leadership. That's an increase of 17.0% in the last three years and 56.0% in the last five. Women hold more than 22.0% of our technical roles, and we've seen an increase of women in technical roles by 11.0% in the last three years and 16.0% in the last five. Women hold 55.0% of our nontechnical roles.
- In the US, we are seeing incremental but slow progress in African American/Black representation at 3.5% and Hispanic/Latinx representation at 5.9%. Combined, this is a representation increase of 24.0% in the last three years and 32.0% in the last five. We're also continuing to invest in a broad range of communities including people with disabilities, LGBTQI+, and veterans. For example, we're seeing a more than 50.0% increase year over year in applications by veterans and our military employee population has grown by nearly 20.0% year over year.

The full LinkedIn Diversity and Inclusion Report is available at:  
[careers.linkedin.com/diversity-and-inclusion/workforce-diversity-report](https://careers.linkedin.com/diversity-and-inclusion/workforce-diversity-report)

## GitHub

As GitHub grows, our mission remains the same: to build the best platform for our interconnected community of developers all over the world. To achieve that mission, we're continuing to cultivate a community of employees (who we affectionately call "Hubbers") that reflects the global developer community we serve. In the past year, we've grown by more than 30% to just over 1,000 Hubbers with a continued commitment to building a diverse, globally distributed workforce. In a year-over-year comparison with 2018



The full GitHub Diversity, Inclusion, and Belonging Report is available at [github.com/about/diversity/report](https://github.com/about/diversity/report).

# Trends and progress at Microsoft

The information on the following pages reflects data from Microsoft without our minimally integrated companies from the previous pages.

## Population numbers continue to rise

Our 2019 workforce snapshot shows positive trends in the number of people of diverse backgrounds along all the categories we measure. From June 2018 to June 2019 our global workforce grew 7.2% overall, and in the US alone, the number of Microsoft employees grew 6.9%. The population growths of women globally and of racial and ethnic minorities in the US have each grown at faster rates than our overall population growth. Some highlights within that one year growth include:

- **In the US, the number of African American/Black employees has risen 17.3% overall, including a 28.6% increase in technical roles.**
- **The number of Hispanic/Latinx employees in the US has gone up 12.5% overall, including a 28.6% increase in the number of Hispanic/Latinx executives.**
- **In the US, the number of Asian employees (a group that comprises more than a dozen ethnic groups) has grown 11.0% overall, including an 18.0% increase in the number of Asian directors.**
- **We saw a 22.2% increase in the number of employees in the US who identify as multiracial, including a 31.5% increase among managers—almost double the number of multiracial managers since 2016.**
- **The number of women in our worldwide workforce has risen 11.6% overall, including a 17.8% increase in technical roles, and a 14.7% increase in the number of women executives.**

**POPULATION GROWTH AT MICROSOFT  
WITHOUT MINIMALLY INTEGRATED COMPANIES**

2018/2019 comparison and 2016/2019 comparison

		ALL ROLES AT MICROSOFT							
		EXECUTIVE	DIRECTOR	MANAGER	INDIVIDUAL CONTRIB.	TECH ROLES	NONTECH ROLES*	RETAIL	
Global Data	WOMEN	+11.6%	+14.7%	+14.4%	+12.2%	+11.5%	+17.8%	+5.9%	+4.9%
		+21.8%	+56.4%	+50.9%	+33.8%	+20.3%	+48.6%	+3.0%	-4.4%
US Only	MEN	+5.7%	+4.4%	+10.1%	+5.1%	+5.8%	+8.0%	+0.5%	-4.2%
		+10.1%	+8.3%	+28.0%	+9.2%	+10.2%	+13.5%	+2.5%	-10.7%
AFRICAN AMERICAN/BLACK	2018/19	+17.3%	+18.8%	+15.7%	+14.7%	+17.6%	+28.6%	+7.7%	-5.1%
	2016/19	+47.6%	+46.2%	+62.9%	+53.7%	+47.0%	+67.3%	+31.7%	-16.5%
AMERICAN INDIAN/ ALASKA NATIVE	2018/19	+9.5%	+25.0%	+34.2%	+8.8%	+9.6%	+11.2%	+4.4%	+9.1%
	2016/19	+20.2%	0.0%	+82.1%	+37.0%	+18.7%	+25.3%	+6.7%	-29.4%
ASIAN	2018/19	+11.0%	+8.7%	+18.0%	+14.3%	+10.5%	+11.9%	+5.9%	+3.1%
	2016/19	+30.0%	+36.1%	+59.4%	+44.7%	+28.0%	+31.7%	+21.2%	+0.4%
HISPANIC/LATINX	2018/19	+12.5%	+28.6%	+16.1%	+12.1%	+12.5%	+18.2%	+6.4%	-1.7%
	2016/19	+35.9%	+43.2%	+46.1%	+34.9%	+36.0%	+47.9%	+23.8%	-2.3%
NATIVE HAWAIIAN/PACIFIC ISLANDER	2018/19	+0.0%	+100%	+22.2%	+14.3%	-2.1%	+5.5%	-4.3%	-10.3%
	2016/19	+7.1%	NA	+15.8%	+50.0%	+2.2%	+5.5%	+8.6%	-25.7%
MULTIRACIAL	2018/19	+22.2%	+18.2%	+29.2%	+31.5%	+21.3%	+22.6%	+21.5%	+4.5%
	2016/19	+76.0%	+44.4%	+100%	+97.3%	+74.1%	+78.1%	+72.2%	-13.2%
WHITE	2018/19	+3.2%	+2.4%	+6.7%	+3.2%	+5.3%	-0.5%	-9.3%	
	2016/19	+7.8%	+8.4%	+21.9%	+10.1%	+7.3%	+8.7%	+6.3%	-14.6%

\*Includes retail.

Women/Men and ethnicity totals do not include unknown. Denominators include unknown.

Since 2016, we've seen a 56.4% increase in women executives, and **the number of women executives in technical roles has almost doubled in three years**, a 95% increase. At the board level, the slate of directors nominated for election at the 2019 annual shareholders meeting includes five women (accounting for 38% of our directors) and two of our four board committees will be chaired by women.

## Improving representation at all levels of the company

The size of our workforce can obscure the scale of the impact. In a population the size of Microsoft's, an increase in population size among the groups we track may not always translate to large percentage point gains in their representation among the full workforce. Increases of a few percentage points in representation levels are meaningful and encouraging. These data points are helping us assess the efficacy of our efforts and providing insights on where we need to do more or do better. For example, we can better track, examine, and work on closing the gaps in representation among individual contributors versus managers.

In terms of race and ethnicity, we saw modest year-over-year growth in total representation in all categories, including in tech and in leadership roles at both the director and executive level.

### Representation of racial and ethnic minorities in the US

- Overall, racial and ethnic minorities represent 46.7% of the US workforce, up 2.2 percentage points from 2018.
- In tech roles in the US, 50.9% are racial and ethnic minorities, up 1.9 percentage points.
- Among executives in the US, 32.5% are racial and ethnic minorities, up 2.0 percentage points.
- Among directors in the US, 36.6% are racial and ethnic minorities, up 2.3 percentage points.
- Among managers in the US, 38.1% are racial and ethnic minorities, up 2.6 percentage points.

**2019 REPRESENTATION AT MICROSOFT  
WITHOUT MINIMALLY INTEGRATED COMPANIES**

		ALL ROLES AT MICROSOFT							
		EXECUTIVE	DIRECTOR	MANAGER	INDIVIDUAL CONTRIB.	TECH ROLES	NONTECH ROLES*	RETAIL	
Global Data	WOMEN	27.6%	19.3%	20.5%	25.4%	28.0%	21.4%	39.4%	38.2%
	MEN	72.3%	80.7%	79.5%	74.6%	71.9%	78.6%	60.5%	61.8%
US Only	AFRICAN AMERICAN/BLACK	4.5%	2.7%	2.5%	2.7%	4.9%	3.3%	7.5%	18.6%
	AMERICAN INDIAN/ ALASKA NATIVE	0.5%	0.4%	0.3%	0.3%	0.6%	0.6%	0.4%	0.5%
ASIAN	33.1%	23.9%	27.8%	28.6%	33.9%	40.1%	16.6%	10.2%	
	HISPANIC/LATINX	6.3%	4.4%	4.7%	5.0%	6.5%	4.9%	9.6%	25.0%
NATIVE HAWAIIAN/PACIFIC ISLANDER	0.2%	0.1%	0.1%	0.2%	0.2%	0.1%	0.4%	1.0%	
	MULTIRACIAL	2.1%	0.9%	1.2%	1.2%	2.2%	2.0%	2.3%	1.8%
WHITE	53.2%	67.3%	63.2%	61.8%	51.6%	49.0%	63.1%	43.0%	

\*Includes retail.

Women/Men and ethnicity totals do not include unknown. Denominators include unknown.

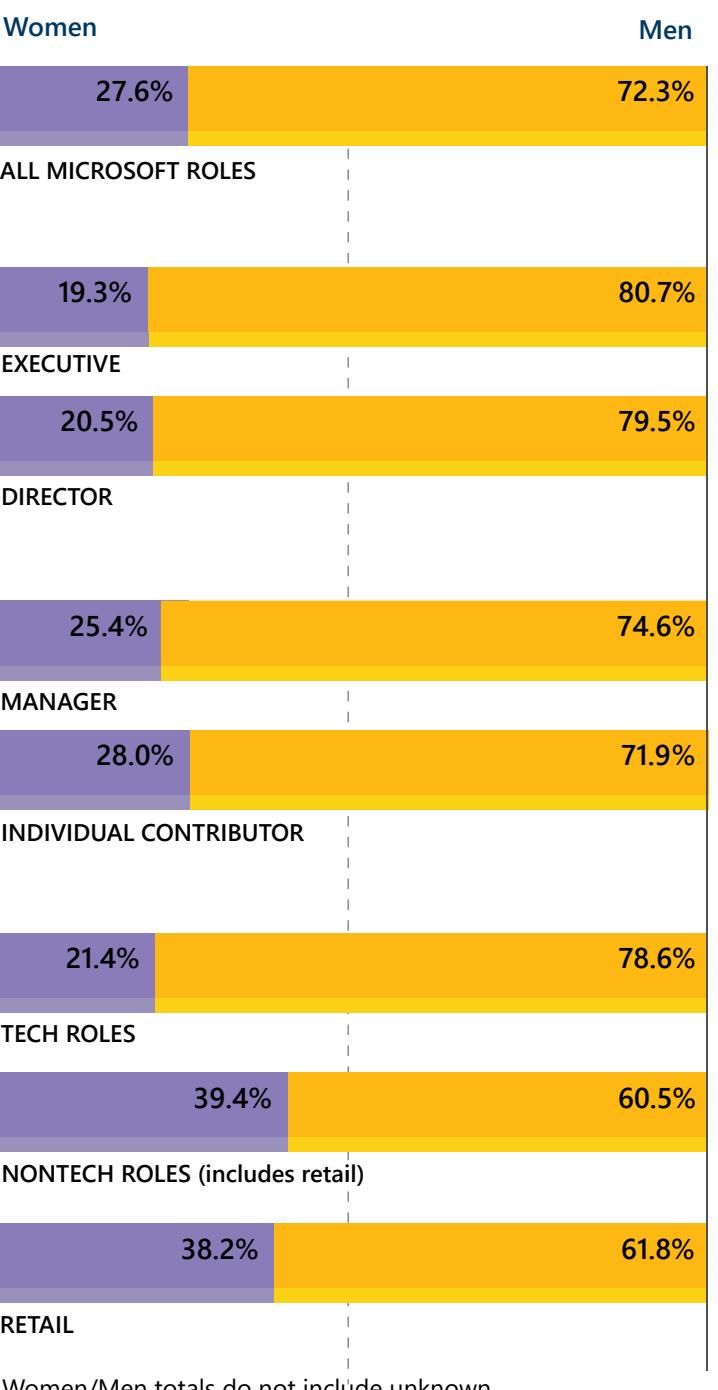
## Advancing representation of women worldwide

This year, continuing a positive trend dating back to 2016, there were steady increases in the representation of women globally at the company in all the aspects we measured, including tech and leadership roles.

Compared with last year:

- Overall representation of women went up 1.1 percentage points to 27.6%.
- In tech roles, representation increased 1.4 percentage points to 21.4%.
- Among executives, there was a 1.4 percentage point gain to 19.3%.
- 37% of Microsoft's executives responsible for leading a geographic market are women.
- Three of our largest markets are led by women.
- Representation of women among directors rose 0.6 percentage points to 20.5%.
- Among managers, representation increased 1.2 percentage points to 25.4%.

GLOBAL REPRESENTATION OF WOMEN AND MEN  
AT MICROSOFT WITHOUT MINIMALLY  
INTEGRATED COMPANIES



## WOMEN EXECUTIVES

19.3%

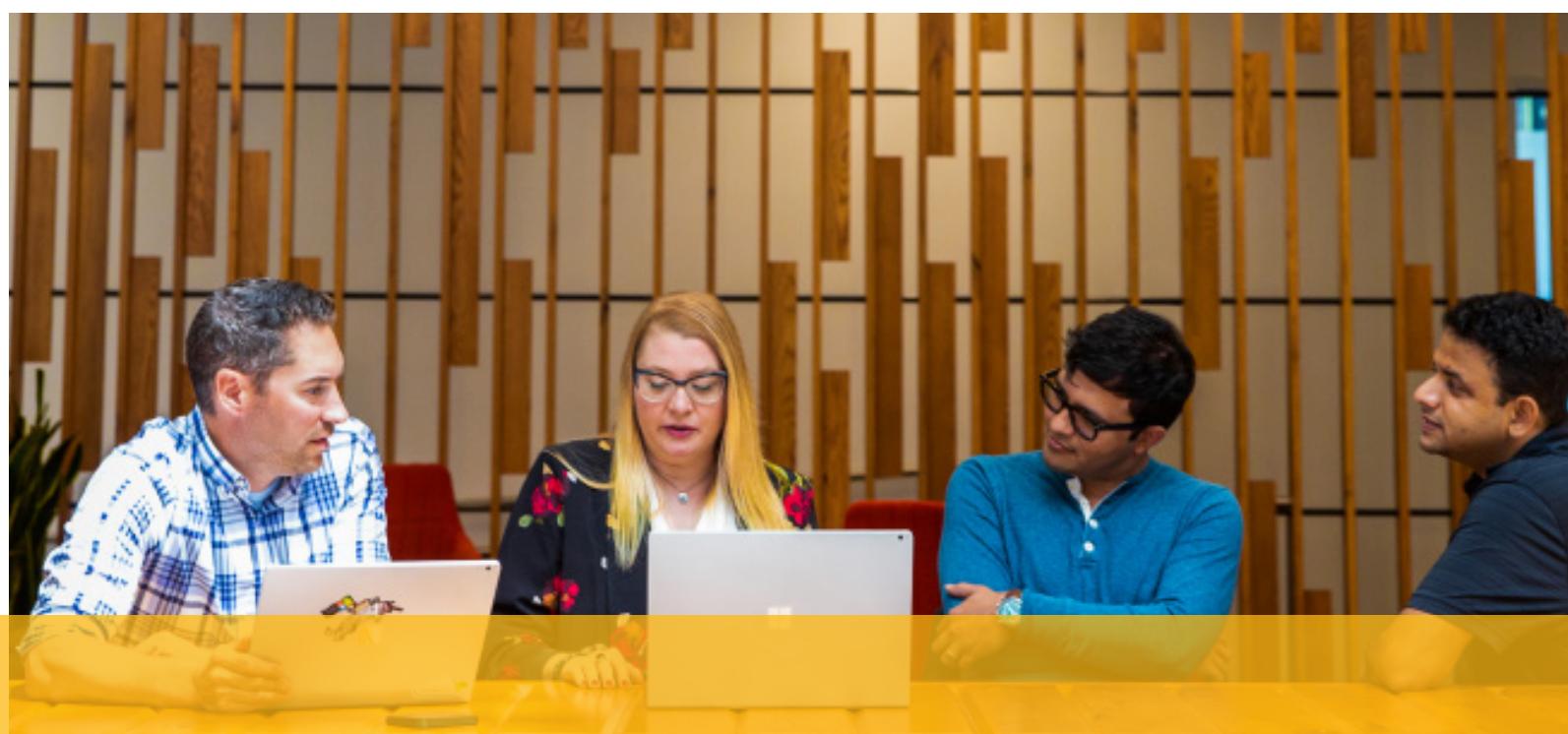
Among executives, there was a 1.4 percentage point gain to 19.3%.

37%

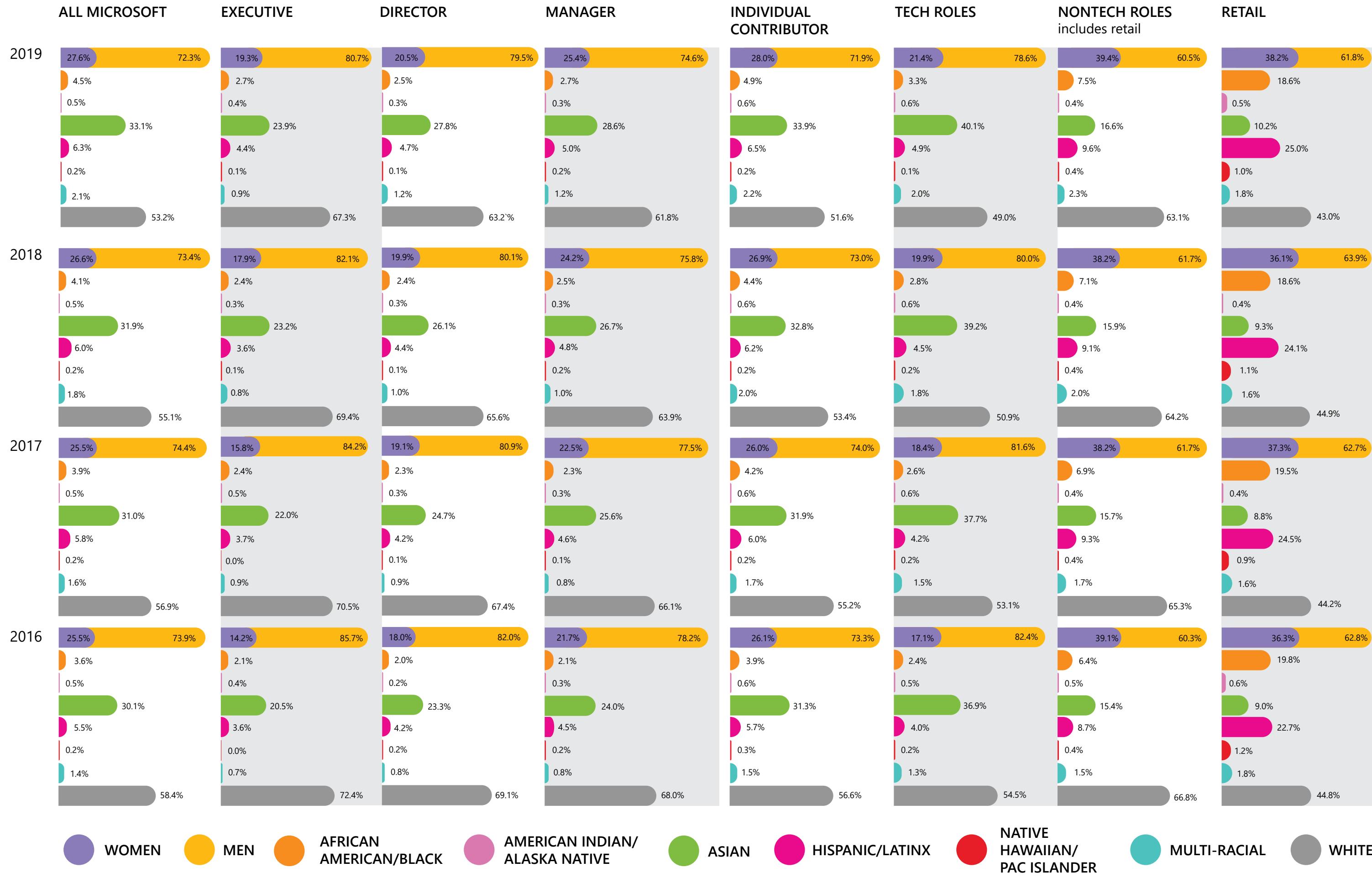
37% of Microsoft's executives responsible for leading a geographic market are women.

3

Three of our largest markets are led by women.



# DEMOGRAPHIC REPRESENTATION AT MICROSOFT WITHOUT MINIMALLY INTEGRATED COMPANIES



## Microsoft Inclusion Index shared publicly for the first time

All the strategies and efforts to seek out and bring on people with diverse backgrounds won't matter if Microsoft employees don't feel valued for what they bring, or aren't respected for who they are. Those with enriching perspectives won't engage or stay. Without inclusion, the power of diversity remains untapped.

Although the level of workplace inclusion is difficult to measure, one of the ways we keep a pulse on how included people feel is through an annual employee engagement survey. Part of the annual survey represents employee sentiment on several dimensions of inclusion. We ask employees how much they agree or disagree with the following statements:

- I can succeed in my work group while maintaining my own personality and style.
- I feel free to express my thoughts and feelings with my work group.
- People in my work group openly share work related information with me.
- I feel like I belong on my team.
- My manager cultivates an inclusive environment and diverse workforce by valuing and leveraging employees' differences and perspectives.



Our FY19 survey results indicate that 88% of employees agree that they experience these positive aspects of inclusion at Microsoft. Hearing from employees on topics like inclusion is a core component of employee listening at Microsoft. We are committed to using these data to better understand the perspectives of those who were not part of the 88% and help inform whether our efforts are having the intended impacts for our communities.

## Equal pay data gives greater global view

Compensation is an important part of how we feel valued at work. At Microsoft, we are committed to the principle of equal pay for equal work for our employees and have taken care to ensure employees are paid equitably for substantially similar work. That means employees working within the same geographic area, who have similar scope based on their overall job content, will have similar opportunities for pay each year. We monitor our internal pay data to make sure this principle is reflected in our compensation programs, policies, and practices. The following information shows a pay comparison for all employees who have the same job title and level. One is a comparison for racial and ethnic minority employees in the US, and the other is a comparison for women in our six largest global markets based on employee population.

# \$1.006

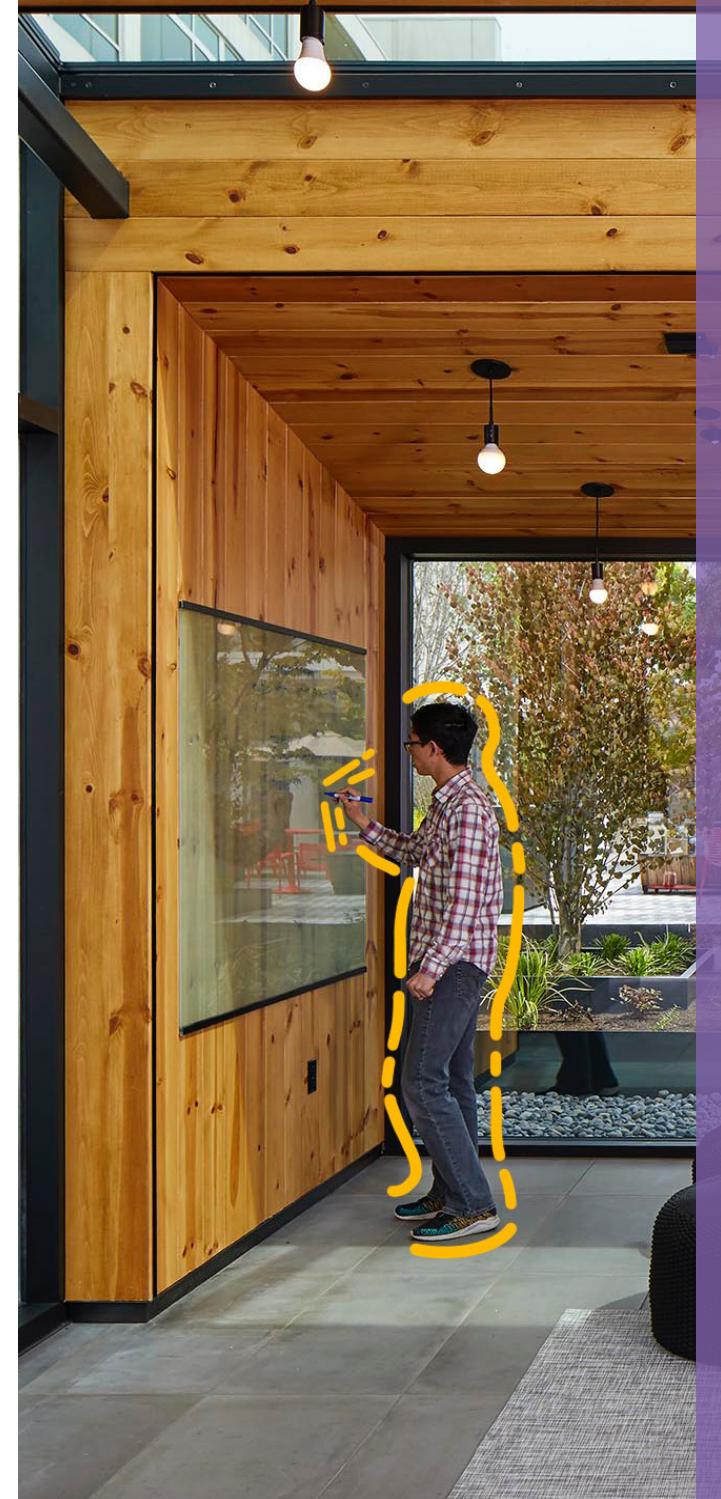
### *Racial and ethnic minorities in the US*

As of September 2019, all racial and ethnic minority employees in the US combined earn \$1.006 for every \$1.000 earned by their white counterparts. Breaking it down even further, African American/Black employees earn \$1.005; Hispanic/Latinx employees earn \$1.003; and Asian employees earn \$1.007 for every \$1.000 earned by white employees at the same job title and level, respectively.

# \$1.001

### *Women in the US*

As of September 2019, women in the US earn \$1.001 for every \$1.000 earned by their counterparts who are men. This year we have expanded our publication of our equal pay data to report on how women are paid in our five largest markets outside the US based on employee population. As of September 2019, women in the US, Canada, China, Germany, India, and the United Kingdom combined earn \$0.999 for every \$1.000 by men in these combined geographies.



# ONGOING DIALOGUE AND ACTION: SUPPORTING DIVERSITY AND INCLUSION INSIDE MICROSOFT



Beyond the data, we see reasons to be optimistic about the impact of diversity efforts, inside the company and out.

At Microsoft, diversity and inclusion are not just one department's job or one task to check off a list. They are an ongoing endeavor that involves every person at the company. In practice, we're learning to have candid conversations, call out and correct noninclusive behavior, and raise awareness of privilege. We're bringing in new hires, partners, people at our family of companies, and experts who can inform, challenge, and stretch our thinking. We commit to honest dialogue across teams and leaders, and to thoughtful allyship through informed action. We cultivate safe spaces for connection and growth across communities and through organic support like Employee Resource Groups. Behavior modeling and coaching at the team management level is resulting in consciously inclusive interactions every day, at every level.

This past fiscal year we put our "core priority" of inclusion into action for all employees at Microsoft. This means that as part of our performance and development approach, employees and managers engage in ongoing dialogue to discuss how each person is contributing to an inclusive work environment, making inclusion a daily—and personal—part of our jobs.

We have more work to do when it comes to creating welcoming, inclusive spaces where every person feels valued and feels they can do their best work. We're very encouraged that our actions are resulting in a shared sense of urgency and heightened commitment to diversity and inclusion across the entire organization around the globe. These actions fall into three broad categories:

- Building new roads to bring new recruits to tech.
- Cultivating communities of support at work.
- Maintaining an infrastructure that fosters inclusion.



Phil Jarvis ▲

## New paths that bring recruits to tech and to us

We strive to help new hires feel connected and valued long before their first day and every day thereafter. Diversity and inclusion are a central focus in recruiting, learning and development, daily work activities, professional networking, employee benefits—and in building a sense of community.

Indeed, building a more diverse workforce has pushed us to examine how prospective employees find their way to Microsoft. We've learned it means fostering early passion for technology, cultivating young talent by creating and funding educational experiences, and paving new routes for people of different backgrounds, abilities, and life stages, so they can discover new opportunities in tech careers.

Inclusive hiring also requires consciously setting aside preconceived notions of what experiences tech industry employees should have. It means looking to different kinds of schools, workplaces, and life paths for people who can add fresh perspectives, unique strengths, and the aptitude and passion to create what's next. Our hiring processes and practices have to be designed so that candidates from nontraditional backgrounds have equitable opportunity to shine.

People from all backgrounds generate new ideas and contributions that positively impact the business. Prioritizing diversity and inclusion in our hiring is a business imperative. Other initiatives that help diversify our talent pipeline include:

### ■ [LEAP Engineering Acceleration Program \(LEAP\)](#).

The 16-week apprenticeship provides classroom and hands-on training in development and project management for people who have a nontraditional background or who are returning from time away from the workforce. Nearly 400 people have participated from 14 different programs in North American and one in Nairobi, Kenya—and most now work full time in tech.

### ■ [Microsoft Software and Systems Academy \(MSSA\)](#).

A technology skills training and career preparation program for the military community, MSSA helps service members and veterans transition into the civilian workforce. The 16- to 18-week training prepares students for high-demand careers in IT and computing, and guarantees graduates an interview for a full-time job at Microsoft or one of the program's hiring partners. In its first five years, the program graduated just over 1,000 participants. Today, the program has the infrastructure to graduate over 1,000 participants every calendar year. This November, more than 200 graduates will culminate their training in the program's largest single graduation season to date. At last count, 98% of MSSA graduates are employed, with 88% of those working in technology jobs or with technology companies.

### ■ [disAbility Hiring opens doors](#)

to candidates across the ability spectrum from apparent disabilities to nonapparent—such as mental health and neurodiversity—through role creation, accommodations, trainings, and outreach.

## SPOTLIGHT ON AUTISM HIRING PROGRAM

[Phil Jarvis, who has Asperger's](#), knows firsthand how common hiring practices can lead employers to overlook incredibly skilled candidates. He'd been through his share of interviews with managers accustomed to evaluating an applicant's social skills in a set way. They weren't aware of the conversational habits of someone on the autism spectrum.

Unemployment and underemployment rates for people with autism range from 70% to 90%. Yet, employees with autism bring highly sought-after skills and insights. They are an untapped talent pool and valuable contributors for an industry responsible for designing tools and services everyone can use.

It's important for employers to find ways to recognize and cultivate the potential of capable candidates who connect and engage differently. Microsoft's [Autism Hiring Program](#) ensures that we screen autistic candidates in, not out, through more effective interview methods, visits, and interviews structured to accommodate candidates' communications styles. Mentorship and coaching for new hires are also provided.

The results are win-win. Phil found his "dream job" working with HoloLens; Microsoft gained a vital, dedicated, and focused problem-solver.

## SPOTLIGHT ON MILITARY VETERANS

Another crucial talent pool is bringing particular skills in systems and strategy to Microsoft: military service members who aspire to careers in tech. Through [Microsoft Software and Systems Academy \(MSSA\)](#), [veterans like Solaire Brown](#) are transitioning their unique skills in innovative ways.

Solaire expected to remain in the Marine Corps for her whole career. But after sustaining life-altering injuries from an improvised explosive device (IED), she needed to start a new chapter. MSSA augmented her military intelligence skills with technology training along with soft-skills training. The results: Solaire got 20 interviews and landed seven job offers. She chose to join Microsoft as an analyst in cybersecurity, and now reaches out to fellow service members to introduce them to new career opportunities post-military life can offer.

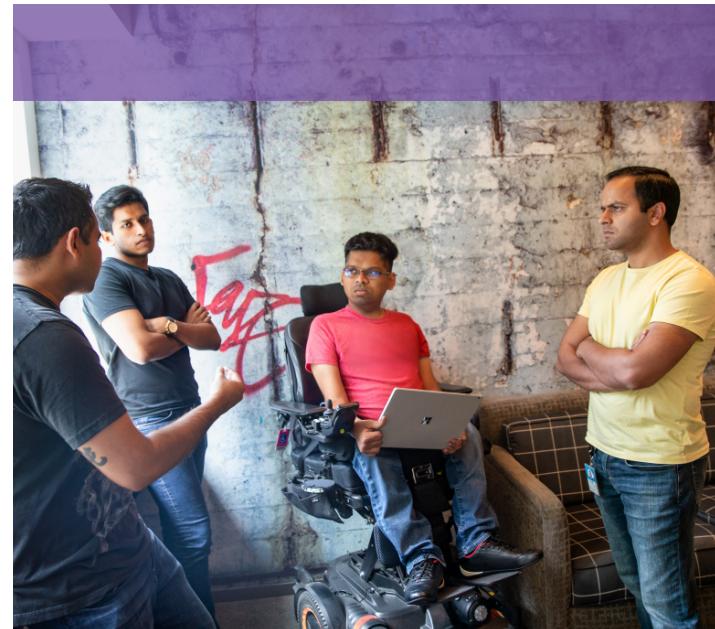
## Cultivating communities at work

One of the ways Microsoft helps people build supportive communities in the workplace is through [Employee Resource Groups](#) (ERGs). They go well beyond making people feel at home at work, though that's a core function. ERGs provide a shared and supportive experience for members through professional development and networking opportunities, support philanthropic efforts, promote inclusion and raise awareness of their communities through educational and outreach events and social gatherings, and give insights that inform product design and marketing. The impact of the ERGs is tremendous. Microsoft currently has eight ERGs, each with executive sponsorship.

Our first ERG, **Blacks at Microsoft (BAM)**, was founded 30 years ago and is now 3,000 members strong in the US and Latin America. It has led investment in programs like the BAM scholarships and Minority Student Day, an outreach event to African American/Black students it has hosted annually since 1992 to educate them on the tech industry and drive interest in pursuing careers in tech. BAM partners with community organizations across its 15 chapters, including the National Society of Black Engineers, the National Black MBA Association (NBMBAA), the Urban League, and 100 Black Men.

The **disAbility ERG**, established in 2009, plays an active role in raising awareness of the lived experiences of people with differing abilities. In partnership with our Global Benefits team, disAbility has supported initiatives to raise awareness of mental health and lift the stigma of mental illness, including elevating the stories of leader role models, leveraging expanded employee assistance program features, and running an internal campaign to help normalize the realities of mental illness. The ERG also provides crucial expertise across the company in product and innovation development. And it sponsors disAbility scholarships: Employee donations fund college scholarships for high schoolers with disabilities.

**Women at Microsoft**, founded in 1990, is our largest ERG, with about 16,500 members globally. Through programs like the Meet Our Leaders series, a monthly newsletter, mentoring rings, and local/regional conferences, the ERG helps members build community and connection, access career and professional development tools, learn from internal and external leaders, role models and experts, and participate in initiatives focused on enhancing the day-to-day experience of women in Microsoft and the inclusion and retention of women in tech.



**Asians at Microsoft**, founded in 1992, has more than 8,000 members globally. It provides leadership development and networking opportunities for the community such as the Asian Leadership Conference and Bamboo Circles and through its work with community organizations such as the Asian American Business Development Center. **HOLA (Hispanic/Latinx Organization of Leaders in Action)**, founded in 1998, has a membership of almost 3,000 and partners with major Hispanic/Latinx organizations including Hispanic IT Executive Council (HITEC), Association of Latino Professionals for America (ALPFA), and the Society of Hispanic Professional Engineers (SHPE) to further networking and professional development. As with all our ERGs, these groups are committed to ensuring our workplace is inclusive of and reflects representation from these constituencies.

One of our newest ERGs is the **Families ERG**, which has more than 4,000 members and supports Bring Your Kids to Work Day. Another is the **Military ERG**, which already has more than 1,000 members. It supports, mentors, and advocates for current and former military members, spouses, and supporters worldwide. The group works closely with MSSA to provide transitioning service members and veterans with critical technology career skills.

In addition to our ERGs, more than 40 employee networks (ENs) invite employees to build community around shared interests and identity.

## GLEAM lights the way

The influence and impact of the Global LGBTQI+ Employees and Allies at Microsoft ERG (GLEAM) has been evident since our early years. We were one of the first Fortune 500 companies to include sexual orientation in our nondiscrimination policy (1989). In the US, we added same-sex domestic partners to our employee benefits in 1993, and transgender benefits to our health plans in 2003.

Since its formal founding more than 25 years ago, GLEAM has grown to more than 3,000 members globally in 35 countries, plus a global ally network. In partnership with GLEAM, Microsoft has continued to step up and speak up boldly. We've supported domestic and international legislation for [marriage equality and equal rights](#) and treatment. We were one of the first companies to commit to the [United Nations LGBTI Global Standards of Conduct for Business](#). This year, GLEAM celebrated Pride internationally and honored the 50th anniversary of the seminal Stonewall riots through activities, programs, and product design, all led by a volunteer crew of 258 GLEAM members and allies across the company.

▼ Microsoft Pride

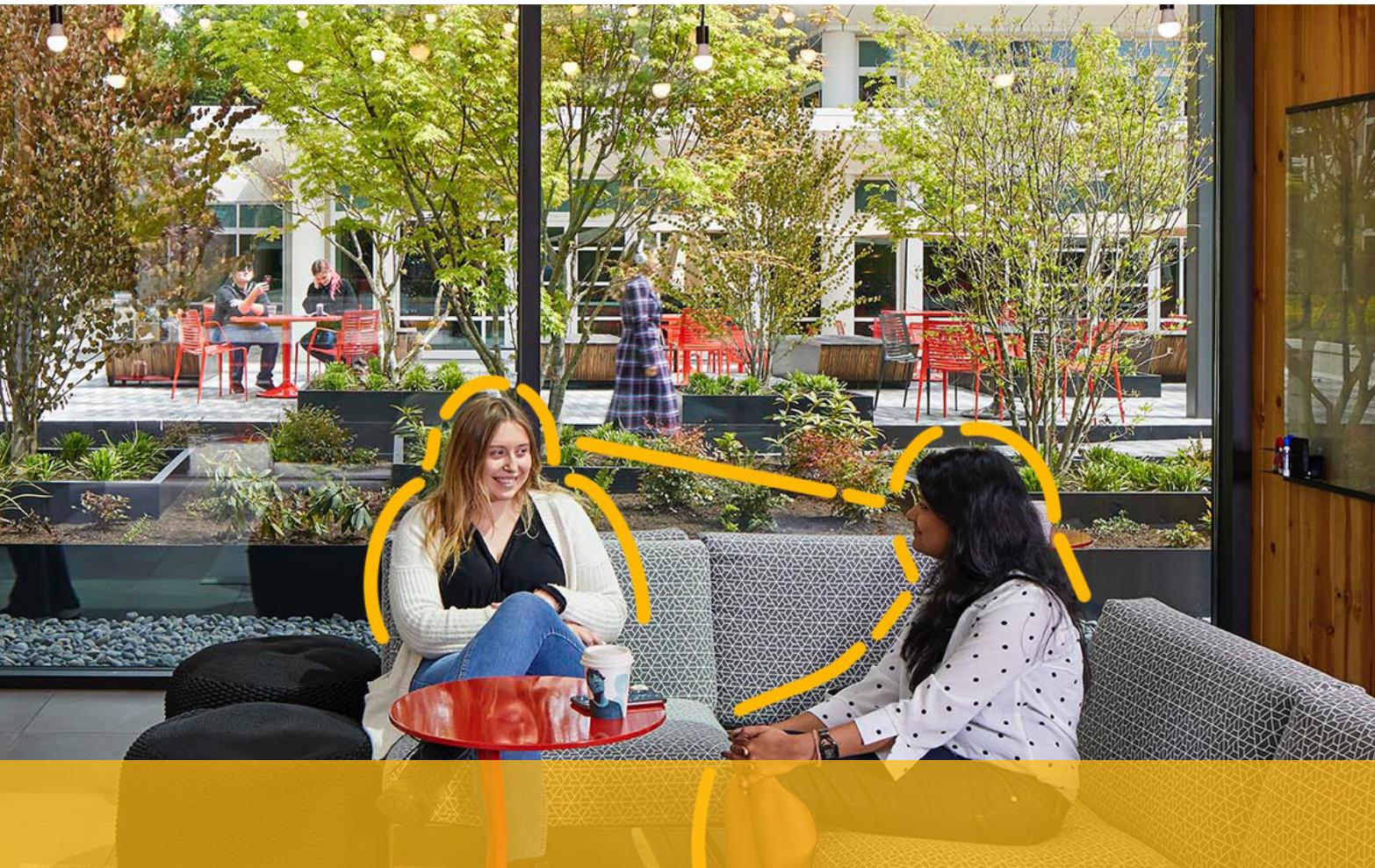


## Mentoring and support networks that connect people from the inside out

Success in a technical career often depends on mentoring and a strong support network, particularly for employees who come from underrepresented groups. Microsoft supports internal networks and partnerships with outside organizations to connect employees to communities of professionals that can help give a sense of belonging and opportunity.

- External Diversity Events for Networking (EDEN) are a collection of Microsoft-owned diversity networking events hosted at various global locations and supported by Global Talent Acquisition. EDEN includes [Women Think Next](#), [Codess for women in tech](#), and [TechRoots, a community for people of color in tech](#), with a primary focus on African American/Black and Hispanic/Latinx professionals in the United States. In FY19 Microsoft engaged with more than 2,000 professionals of diverse backgrounds through EDEN events.

■ Microsoft is a pioneering partner of the [Anita Borg Institute \(ABI\)](#). Two Microsoft leaders sit on the ABI Board of Trustees, composed of distinguished technology professionals from industry and academia who are dedicated to connecting, inspiring, and guiding women in the field of computing. As part of this partnership, Microsoft also sponsors [ABI's BRAID initiative](#), and has been a longstanding sponsor of the annual ABI Grace Hopper Celebration of Women in Computing (GHC), both in the US and in India. In 2019, Microsoft marked its 13th year sponsoring this professional development and networking conference, with 30 employees participating as speakers; more than 100 contributing as GHC committee chairs, members and volunteers; and a total of about 1,200 employees in attendance.



## Maintaining an infrastructure for inclusion

People are at the heart of our innovations and they also drive our culture. Microsoft employees are grounded in the concept of a growth mindset: seeing challenges as opportunities to learn. Everyone is expected to take personal responsibility for how they commit to and connect with one another. This culture is made concrete through initiatives such as:

- Learning experiences on inclusive workplace values and behaviors.
- Storytelling and open forums to build empathy and understanding.
- Making diversity and inclusion a core priority in performance and development practices.
- Employee benefits that help employees and their families live well.

## Learning and development, formal and informal

We provide many avenues for employees at all levels, in all roles to gain understanding of themselves, grow our collective knowledge, and give us practical tools for being more inclusive in our actions and decisions. Some are formal mandatory training programs. Others involve intentional conversations that leverage existing communications channels and workflows. All support a simple expectation: Each of us must play a personal role in making Microsoft a diverse and inclusive company.

Our [unconscious bias modules](#), available in seven languages, teach employees to listen to customers, and uncover and address biases that can affect how we develop our products and interact with each other. Our diversity and inclusion curriculum was recently updated in concert with partners at the Neuroleadership Institute and leading expert Kenji Yoshino of the New York University School of Law Center of Diversity, Inclusion, and Belonging. One recent addition to the curriculum addressed [the concept and impact of covering](#)—the strategy of minimizing parts of our authentic self to better “fit in” to the mainstream (Yoshino, 2006). Another introduced [a science-based, global allyship program](#) that strengthens the linkage between our growth mindset culture and our approach to diversity and inclusion. It puts the focus on pushing ourselves to be informed, consistent, and empathetic practitioners of inclusion in service of others’

needs, rather than simply calling ourselves allies without being aware of what someone experiencing noninclusive behavior might want.

## Storytelling to drive change

Authentic storytelling and open dialogue are other powerful tools to shift the conversation and drive sustainable change. Internal channels like our all-hands meetings, monthly Q&As with Satya, online forums, employee culture moments, and large-scale events are all used to maintain this dialogue. We work with leaders around the globe to create safe spaces for employees to speak about our individual experiences, give examples of how we are strengthening our inclusive capabilities, and share our perspectives on challenges related to diversity and inclusion. Such personal stories can help illustrate important concepts like covering and allyship, providing relatable examples of how people can show up in a thoughtful way to support the inclusion of others.

### SPOTLIGHT ON STORYTELLING

Simon Daly's story, for example, reminds us that embracing the full continuum of diversity means recognizing that, in addition to outward characteristics, there are many other ways that exclusion can impact our experiences. Originally from Ballymun, Ireland, Simon grew up struggling with the impact of socioeconomic hardship and resulting bias as he sought to build a career in tech. He eventually came to Microsoft through a nontraditional path and is now a thriving sales leader at the company. And by courageously sharing his story, Simon has connected with colleagues, partners, and customers around the globe who are seeing for the first time how our approach to diversity includes them as well.

*“I’m a proud Dubliner and when I think back to growing up in that environment, I suppose it created a sort of hunger. A desire to set out to achieve things, better myself, and then maintain that.”*

Simon Daly



## Diversity and inclusion in performance and development practice

Executive leaders play a special part in role modeling and building the culture we want to see. From the general manager level on up, we hold all leaders accountable by tying components of their compensation to their performance on diversity and inclusion. Still, we recognize that an inclusive culture can't be handed down by senior leadership; it must be built by every employee, every day.

So, we continue to make a commitment to diversity and inclusion a core priority in our performance expectations and development approach for all employees. That means employees and managers are expected to have meaningful conversations about how they are working to practice awareness, exercise curiosity, and demonstrate courage as we progress together on our diversity and inclusion learning journey.

## Employee benefits for all life phases and family formats

Inclusive well-being policies are essential to accommodate the many ways we structure and organize our lives, across many cultures, generations, and circumstances. Modern reality is that our work lives are not completely separate from our personal lives. Being our whole selves means balancing a wide variety of personal and work responsibilities that all come with a host of expected and unexpected challenges—and which often intersect or collide. We also recognize that personal needs and work goals are fluid as we move through phases of life and career, so Microsoft offers a number of employee benefits, based on local laws and demand, to inclusively support the various needs among us, including:

- Parental and caregiver leave for all employees, regardless of gender
- Fertility support
- Transgender care
- Disability accommodations and support
- Full-coverage health care, including mental health care
- Financial planning services
- Discounts and other perks

*"Anytime you have a more inclusive environment, you're able to see fresher ideas, broaden your perspective, and get the best version of people."*

Craig Cincotta



▲ Beth Anne Katz

### SPOTLIGHT ON MENTAL HEALTH

[Beth Anne Katz](#), a program manager at Microsoft, is a vocal advocate for Microsoft's supportive workplace environment and robust benefits that include mental health care coverage. After spending years dealing with inadequately treated clinical depression, she got the medical care and counseling that helped her control her illness and live a satisfying life, with the full support of her family, friends, and colleagues. It started with a Microsoft internship that introduced her to a work environment that valued her well-being and individual character. With health benefits to cover her treatment and help her find a therapist, Beth Anne was able to embark on a life-changing journey.

Similarly, [Craig Cincotta](#), a senior director of communications, discovered the value of carving out a healthy work-life balance—and the important role that Microsoft policies and benefits play in helping employees to do so. When he made the decision to inform his manager and team about his mental health challenges tied to an obsessive-compulsive disorder and a generalized anxiety disorder, he was greeted with compassion and empowered to take a two-month leave to seek the care he needed.



## Parental support

Microsoft believes that parenting—including through adoption and fostering—and caregiving are gender-neutral activities. Recognizing family caregiving as a part of any employee's life is just another way we express our commitment to advance gender equality in the workplace. Our parental benefits are designed to accommodate all kinds of family structures and divisions of labor. The most important goal is to give parents the opportunity to be present, at their best, engaged, and balanced for all the moments that matter at home and at work.

Microsoft's parental benefits support families in various ways, based on location. This can include 12 weeks of parental leave, regardless of gender, at 100% pay; comprehensive health and wellness benefits; enhanced fertility benefits; and 150 hours of subsidized backup care per year.

Of course, parenting doesn't just matter when children are young. It's a lifelong journey that changes to meet the challenges children face at different ages and different social moments. Some employees may be eligible for benefits targeted to parents of older kids (including College Coach and parent coaching through our employee assistance program), and to parents with children with learning disabilities or behavioral challenges, such as our Rethink and Autism/Applied Behavior Analysis Therapy programs.

## Paid parental leave matters

Only about 13% of private-sector workers in the US have access to paid parental leave. Microsoft is working to change that. Studies show that paid parental leave helps families and employers:

- Women who take paid maternity leave are more likely to be in the workforce a year later and earn more than mothers who do not receive paid time off.
- Companies that offer paid time off for new mothers experience improved productivity, higher morale, and lower turnover rates.
- Increased bonding and time spent caring for young children is correlated with [positive outcomes](#), such as higher test scores for these children.
- And when men and women have the opportunity to take paid leave, it can help counteract gender caregiving stereotypes and neutralize stigmas related to work in the home or office.

We require our US suppliers to offer their employees who have worked at least 1,500 hours in the prior 12 months a minimum of 12 weeks' paid parental leave, up to \$1,000 per week, applicable to any father or mother taking time off for the birth or adoption of a child. The policy applies to all suppliers with more than 50 employees and to supplier employees who perform substantial work for us.

Microsoft has long set standards for health and wellness benefits in our industry. Including everyone equally in these benefits is a competitive edge for us in attracting and keeping diverse talent, and encouraging our partners to do the same.

## Family caregiver leave

The responsibility of caring for family is not limited to parenting children. To us, immediate family includes one's spouse, domestic partner, custodial parent, noncustodial parent, adoptive parent, foster parent, biological parent, parent-in-law, parent of domestic partner, sibling, grandparent or grandchild, or a person with whom there is an *in loco parentis* relationship. It also includes biological, step-, adopted, legal ward, and foster children of an employee, and the children of one's domestic partner. Our inclusive approach and expanded family caregiver leave program recognize that family dynamics and needs can change and emerge at different phases of life and career.

Microsoft's family caregiver leave program gives our eligible employees up to 12 weeks of leave (four paid, eight unpaid), to focus on challenging situations like the illness or incapacity of a child, spouse, partner, sibling, parent, or grandparent. It's gender neutral: Fathers, sons, husbands, and brothers can take the leave, relieving some of the social or cultural pressure on women to be the default caregiver.

In short, we support our employees in fully focusing on family when they need to.

## SPOTLIGHT ON CAREGIVER LEAVE

When a crisis does arrive, Microsoft benefits provide employees the support they need. They're an important part of how we care for people like [Jay Witcher](#), a development program manager who thought he would need to quit his job so he could move across the country to care for his father who was dying of cancer. Jay's manager worked with him to find a new position in sales that allowed him to stay with Microsoft and be closer to his dad. Jay was able to use his caregiver leave benefit to spend a month with his father and strengthen their relationship as the end drew near. "I believe that I would have had a breakdown if I had had to work during the time I took care of my dad," he says. Instead, "I checked in with my manager once. And I got one response from him: 'All good here.' Microsoft's family caregiver leave gave me so much more than monetary peace of mind."

▼ Jay Witcher



# BEYOND MICROSOFT: MAKING DIVERSITY AND INCLUSION A PRIORITY WITHIN OUR ECOSYSTEM



Transforming our industry and society through diversity and inclusion efforts requires broad systemic change. It's going to take sustained effort to overcome longstanding circumstances that are codified in bodies of law here and abroad, or embedded in dominant cultural mores.

To achieve our aspirations for diversity and inclusion—and our mission—Microsoft [is looking beyond our own workplace](#) and even our immediate communities. Partnering with other organizations through shared purpose is helping us to more rapidly scale solutions that work. Together with our partners, suppliers, industry colleagues, governments, and nonprofits, we are prioritizing inclusivity and broadening our search for talent to previously overlooked sources.

We're making investments in the areas where data shows we have the potential to make the greatest impact, including **building early interest and skills in tech** through collaboration with other tech companies, and **accelerating diversity across industries and business**. We partner with [suppliers that show better practices and policies](#) for the workplace. And, in some circumstances, we actively engage to develop solutions to problems that can only be resolved through **changes in public policy**.

## Building early interest and skills

Fostering diversity in the tech industry requires accessing the broadest possible range of potential job applicants. It means finding ways to break down the barriers that keep talented people from educational or professional opportunities in tech: gender bias, cultural bias, poverty, lack of access to STEM programs in K-12 education, lack of available mentors and coaches.

We are firm believers in the idea that representation matters: If young people don't see people like themselves represented in an industry, why would they choose to work in that industry? From DigiGirlz to our work with HBCUs to our summer internship programs, we're introducing technology and technology careers to underrepresented groups at an early age.

## Programs for youth

Microsoft believes the road to a career in the technology industry begins by sparking an early passion for tech and providing youth with essential digital skills. For students from underrepresented communities especially, it's important to help them see themselves building a life and pursuing their purpose through technology. That's why we support programs including:

- [DigiGirlz, a Microsoft YouthSpark program](#) for middle and high school girls to learn about careers in technology and get hands on with computers and tech. In FY19 alone, there were 83 DigiGirlz events in 36 countries involving more than 1,300 Microsoft volunteers. Now in its 19th year, DigiGirlz has impacted 54,000 girls in 47 countries.
- [Technology Education and Literacy in Schools \(TEALS\)](#), which connects classroom teachers with tech-industry volunteers to create sustainable computer science programs. In its 10 years, TEALS has served nearly 900 schools in 29 states, Washington DC, and British Columbia, impacting more than 75,000 students of diverse backgrounds. Thirty-five percent of students in the TEALS program are girls and 35% are racial or ethnic minorities. These numbers are significantly above the participation rates in Advanced Placement computer science courses in US high schools, and higher than the representation of those groups outside TEALS.
- **Mancode** workshops, which are hosted in Microsoft Stores and offices, and schools in underrepresented areas, offer technological, educational, and life skills trainings for young racial and ethnic minority boys. The one-day events feature hands-on learning and career readiness chats on topics like coding, cybersecurity, software engineering, app development, and game design. Nearly 15,000 participants have attended Mancode events since the program's launch in May 2017.
- [Girls Who Code](#) and [Black Girls Code](#), which aim to close the gender and racial and ethnic gap in STEM fields by providing opportunities for girls ages seven to 17 to learn computer science and technology.
- [iUrban Teen](#), a conference that brings together underrepresented teens and young adults for STEM and arts career exploration and mentoring. It has impacted nearly 6,500 youth in Oregon, Washington, California, Texas, and New York with planned international expansion to South Africa.
- [The disAbility ERG scholarship](#), which aims to increase the number of people with disabilities who enroll in higher education by enabling high school students with disabilities to go to college and target a career in the technology industry.
- The [Blacks at Microsoft ERG scholarships](#) is for outstanding high school seniors who need financial assistance to pursue a tech major in college.
- The [Microsoft internship program](#), which provides students from a variety of backgrounds with technology career experience and mentorship.
- **Aspirations in Computing** is a National Center for Women & Information Technology (NCWIT) talent identification and development program for young women in high school and post-secondary education pursuing computer science. Our partnership with NCWIT on this program has allowed NCWIT to recognize nearly 12,000 high-school-aged women since 2007.
- [TECHNOLOChicas](#) is a NCWIT campaign to increase the visibility of Latinas in technology to young Latinas and their families. With the support of Microsoft and other technology companies, more than 270 role models are profiled on the TECHNOLOChicas website, and well over 1,400 girls and parents participated in the organization's community outreach activities.

▼ DigiGirlz, Singapore



Microsoft collaborates with **Historically Black Colleges and Universities (HBCUs)** and other diverse universities to encourage students to pursue studies in computer science and related STEM fields. We invest in school advisory boards, dedicated recruiting teams, tuition scholarships, and conference scholarships. We also support curriculum development at HBCUs through consistent engagement on campus with students, faculty, and staff. Microsoft has partnered with the leadership of the first-ever HBCU Caucus, taking the HBCU Partnership Challenge to foster better engagement with HBCUs and level the playing field when it comes to professional opportunities for their students. We also work with Advancing Minorities' Interest in Engineering (AMIE), which partners with all 15 HBCUs accredited by the Accrediting Board for Engineering and Technology. These 15 schools represent 4% of the nation's accredited engineering schools but are responsible for graduating about 30% of all African American/Black students with bachelors degrees in engineering.



**Explore Microsoft** is a 12-week summer internship program for college students who have a passion for the technology industry but are early enough in their studies that they are still exploring career paths. We encourage applications from women, veterans, students with disabilities, and Native Americans, African American/Black, and Hispanic/Latinx students across North America. Students complete rotations in multiple software engineering roles, experience a corporate environment, and see people who they identify with in technical roles. There is a high level of mentorship and support throughout Explore Microsoft to encourage students to graduate with a computer science degree and stay in the industry.



▲ Diego Garza Rodriguez

As much as we aim to inspire our interns to pursue technology careers, it's not uncommon for us to be equally inspired by them. Many Explore Microsoft interns become peer mentors on their campuses, encouraging classmates to pursue computer science and tech careers. And many are hired full time by Microsoft when they graduate. We're thrilled when [former interns like Diego Garza Rodriguez](#)—who came to us with a track record of working passionately toward his goal to develop tools that would help his home community of Monterrey, Mexico—go on to not only achieve their educational dreams but then return to Microsoft because their professional aspirations align with our mission.

Scholarships and internships help us draw in people like Michael Bervell, whose parents immigrated to North America from Ghana, West Africa, and raised their family in a small town. "I knew if I wanted to go to college, I would need financial assistance to pay for it," he said. A scholarship from the Blacks at Microsoft ERG was one of several he received as a high school senior that allowed him to afford the tuition at Harvard University. He also earned two internships with Microsoft in his sophomore and junior years, experiences which led to him joining our Internet of Things (IoT) group as a full-time employee in August 2019.

In addition to our internship programs, we offer mentorship opportunities worldwide for people at various stages of their educational careers. Similar to our approach to internships, we encourage candidates from a range of diverse backgrounds to apply. As a result, we're able to bring in more of the voices, experiences, and perspectives that advance us in our mission.

This past April, for example, [Microsoft selected a dozen students](#) from ethnic minority backgrounds to support them through their early career planning and experiences.

**"Inside Microsoft, I found an environment where everyone tries to contribute not because it's work, but because it's a way to help achieve more things. The most intelligent people in the world are trying to solve a problem, making technology easier for people in the most secure way."**

Diego Garcia Rodriguez

▼ Michael Bervell



## SPOTLIGHT ON CONTINUED LEARNING

To help show young students from racial and ethnic minority communities what they can achieve in the tech industry, the Blacks at Microsoft (BAM) ERG established Minority Student Day in 1992. This is an employee-led annual event in which BAM chapters bring local students—often hundreds of them—to the company's offices for tours, learning sessions, career advice, and inspiration. Through social, educational, and networking events, BAM demonstrates that the tech industry offers numerous ways for students to develop their talents and make a difference in the world.

Former Microsoft employee Kal Viswanathan also saw an opportunity to help women prepare for tech careers. Her [Kal Academy teaches how to code](#) and how to excel in a whiteboard interview, a crucial part of the tech interview process. Her students are securing good tech jobs—then turning around to help others master the skills they need to build a career in the industry. Kal and so many others have helped to provide skills, empowerment, and a vision where it is most needed.

## Accelerating diversity in tech and business

Building and maintaining a diverse technology workforce requires ongoing support and advocacy for people at all stages of their careers. Microsoft programs provide mentorship, financial support, networking, and education for tech industry employees and entrepreneurs from underrepresented groups.

We invest in businesses owned by women, veterans, people with disabilities, racial and ethnic minorities, LGBTQI+, and those from socially or economically disadvantaged backgrounds because an inclusive marketplace is a more successful marketplace. When more enterprises have the opportunity to grow and flourish in the broader global landscape, economies thrive as well.

Promoting gender equality in tech careers is an important focus. We've been a signatory to the UN's Global Compact [Women's Empowerment Principles](#) since 2006. We've also led on women entrepreneurship. In its first year, [the Female Founders Competition](#), launched by

[Microsoft's corporate venture fund M12](#) in partnership with EQT Ventures and SVB Financial Group, awarded \$4 million to two women-led companies building innovative software solutions for the enterprise.

Microsoft recently announced our partnership with global venture capital firm Mayfield and Melinda Gates's investment and incubation company Pivotal Ventures to host [the second Female Founders Competition](#). This effort will accelerate funding for women entrepreneurs developing business-to-business software-as-a-service and deep tech solutions. Only 17% of all startups have a single founder who is a woman, and between 2016 and 2018, only 2.2% of global venture capital went to founders who are women. Yet, the hundreds of applicants for the Female Founders Competition prize show that there are many entrepreneurs ready to make a difference if they can find the necessary support. We're pleased to offer this opportunity to help them succeed.

Additional Microsoft programs to support startups and entrepreneurs include:

- [Cloud Accelerator Lab](#), an immersive six-month program to assist women-led companies to start, build, and scale their B2B solutions using cloud computing with Hewlett Packard Enterprise and Microsoft distribution channels.
- [Microsoft for Startups](#), which partners with entrepreneurs to provide campaign, product, and marketing resources to help startups launch their offerings.

## SPOTLIGHT ON WOMEN IN TECH

When Marcella Huang learned to code through the program, she realized she could play a role in using technology to solve world problems. The first in her family to have an opportunity to go to college, Marcella didn't have role models for learning about academic programs and putting together an application. DigiGirlz helped her understand the process, apply for internships, and plan her studies. Now she's pursuing a bachelor's degree in computer science, and finding support among other DigiGirlz participants who are building bright futures for themselves. "DigiGirlz expanded my world," Marcella says.

[Maria Mendiburo](#) is proud of her grandmother's success, but often wonders what her grandma might have accomplished if she'd been given the opportunity to receive a higher education in Cuba. Today, Maria, who holds a doctorate, is the Secondary School Lead in the Future Skills team within Microsoft's Worldwide Learning Innovation Lab, which helps workers of the future learn Microsoft technology. She's building on her grandmother's commitment to her education by exposing young Latinas to career opportunities in tech, both through her work and as a volunteer with [Microsoft TEALS](#), which provides computer science education in high schools that don't have computer science programs of their own. Mendiburo is determined to create opportunities for people who wouldn't otherwise have access to them.



## Partnering with suppliers for better practices and policies

The Microsoft mission encompasses all people and every area of our enterprise and extends from our products to our procurement practices to [our suppliers](#). We embrace a core set of values, and we select suppliers that share those values and can help us fulfill our mission. We look for equitable hiring and management practices, [fair employee benefits like parental leave](#), and [annual paid time off](#). In FY19, we spent more than \$2.9 billion working with suppliers that are racial or ethnic minority, disabled, veteran, LGBTQI+, and women-owned businesses.

Our [Law Firm Diversity Program](#) aims to drive change in the legal industry through the law firms we contract with. The diversity of the attorneys working on our behalf increased from 33% to 58.7% since the program's inception in 2008. Davis Wright Tremaine, [the top performer in our 2018 program](#), has made diversity about more than the number of attorneys from underrepresented groups they hire; they look to have more diversity in the leadership ranks.

We also prioritize investment in and partner with organizations including Minority Corporate Counsel Association, Leadership Council on Legal Diversity, the National Bar Association, Hispanic National Bar Association, and the National Asian Pacific American Bar Association, helping design and implement programs that nurture talent.

Further, we work closely with our event vendors to ensure we are providing accessible experiences at our flagship events. Our goal is to bring as many people as possible into the conversation at these major industry moments. So it's important that attendees can have the most complete and rewarding experience possible, which we foster through disability accommodations as well as services and facilities—childcare, prayer rooms, and mothers' rooms.

On the global level, Microsoft is a [member of the Billion Dollar Roundtable](#), which recognizes corporations that have achieved spending of at least \$1 billion with minority- and women-owned suppliers. We collaborate with other organizations to help them reach the billion-dollar spending benchmark, so they can join the conversation and contribute to the growth and advancement of supplier diversity.

## Supporting inclusive policymaking

Some challenges to inclusion require engagement with governments, public institutions, and standards bodies to support broad protection of human and civil rights.

Advocating for marriage equality as a legal right is one example. We have supported this policy not just in the US, but in many other locations where we have facilities and employees, because assuring equal treatment is a factor for any company operating on a global stage. We ask employees to move to other states or take on international assignments based on our business needs or to accelerate their experience and development. For our LGBTQI+ employees and their families, there can be significant challenges in countries that don't provide equal recognition for their marriage or committed relationship. That disadvantages both Microsoft and our LGBTQI+ employees, who simply want equal opportunity to advance in the company by moving and working in different places.

We've also taken on other initiatives to accelerate change, including:

- Supporting proposed federal legislation in the US (the Equality Act) to ensure equal rights for LGBTQI+ individuals in employment, housing, and education.
- [Collaborating with the United Nations](#) on its global Standards of Conduct for Business to tackle discrimination against lesbian, gay, bisexual, transgender, and intersex people.
- Joining the [Partnership for Global LGBTI Equality](#), an ambitious new mobilization of multinational companies, supported by the United Nations, to accelerate inclusion for lesbian, gay, bisexual, transgender, and intersex (LGBTI) people.
- Partnering with organizations like WFD Consulting on [gender identity research](#) and the New York University School of Law Center for Diversity, Inclusion and Belonging on [field research to help improve global acceptance](#) and respect for LGBTQI+ rights.



▲ Dona Sarkar speaking to employees

Another example is our partnership with G3ict (The UN Global Initiative for Inclusive ICTs) and World ENABLED, an effort stemming from our commitment to ensuring people of all backgrounds and abilities are included as our world moves forward. It's projected that more than 70% of the world's population will live in cities by 2025. But often, development standards for smart cities—cities that leverage technology to make them more connected, sustainable, and easier to live in—overlook accessibility considerations. So G3ict and World ENABLED approached Microsoft to help build a toolkit that guides developers of our future cities to design inclusively from the start. The [Smart Cities for All toolkit](#), now available in 10 languages, literally put accessibility on the map in all phases of smart city planning worldwide. Microsoft provides a number of [additional informational resources](#) and whitepapers on various policy issues related to accessibility.

Our specific efforts to support and advocate for employees and policies vary from market to market, and the pace of progress can differ. But we don't shy away from partnering with governments and jurisdictions to support standards and policies that promote fairness throughout society.

# Living our commitment through product design

Having a more diverse and inclusive workforce helps us shape technology that can serve the full range of human experiences and needs. Building for accessibility and inclusive design has been a longstanding priority for Microsoft.

Personal computers can convey increased freedom and independence to people with disabilities. They make it easier for visually impaired people to read, for those with mobility impairments to write, and for those with speech difficulties to speak. They've expanded employment possibilities for many. For others, though, the rapid and widespread customer-driven adoption of graphical user interfaces brought unintended concerns or hardships. To tackle these issues, Microsoft created an Accessibility and Disabilities Group to coordinate company-wide activity in the 1990s. We've had a product accessibility champion since then and a Corporate Policy on Accessibility since 1995.

For us, accessibility and inclusion are not just high-minded principles. They're imperative for a company that aspires to innovate products and services that empower all. In line with that vision, we actively work to extend fair opportunity through educational and policy advocacy. We collaborate with governments and regulatory bodies on accessibility standards. And we make accessibility an integral part of product development.

## Accessibility: innovating for inclusion

Microsoft believes that inclusive approaches are crucial to creating products and services that break through barriers to participation in a variety of societal activities.

[Accessibility is a pillar of our goal](#) to bring out the best in each other and in everyone who uses what we create. We design products and services that accommodate vision, hearing, and mobility impairments, learning disabilities, neurodiversity, and mental health.

Often these designs are inspired by an employee's simple "What if?" For example, personal experience has spurred Microsoft innovations for [safeguarding children with epilepsy](#), [reading documents and describing faces](#) for people with visual impairments, and helping people with mobility impairments [reward their service dogs](#). And many of these innovations take on new life and uses as people explore the capabilities that have sprung out of a moment of problem-solving creativity.

Accessible products do more than solve problems: They welcome people into the society they want to be part of.

[Anne Taylor, director of Supportability in Microsoft's Accessibility Program](#) knows that building usability features into Microsoft products can level the playing field for people with disabilities by enabling them to work toward their professional goals and personal dreams. Her own career is proof. Accessible technologies and inclusive team cultures have helped ensure that her blindness empowers her to work with product engineering teams to create new features and break down barriers to productivity. "When it comes to productivity and workforce advancement, there is no other company that has greater impact on individuals who want to stay productive, regardless of their disability, social status, nationality, gender, or race," Taylor says.

**"Tech is about creativity and art, and about how well you listen to customers and build the right thing. We need all different kinds of people to build products for all different kinds of customers."**

Dona Sarkar

## Designing for all humans, by all humans

That's [the foundation of inclusive design](#): a methodology, borne out of digital environments, that enables and draws on the full range of human diversity to create new ideas and discover new solutions to society's most pressing problems. Central tenets of inclusive design are including and learning from people with a range of perspectives; recognizing and overcoming exclusion; and solving for specific challenges, with the understanding that the solutions can be extended to benefit broader communities. Truly inclusive products are built with empathy for that need to belong, as well as with tech savvy and creative design. In fact, we're finding that our Hackathons gravitate to solving problems our own people have confronted.

Microsoft is committed to creating solutions that address widespread global challenges like learning disabilities. We are proud to be the first company to sign the [Made by Dyslexia Pledge](#), promising to give the 700 million people with dyslexia around the world access to technology that enables them to excel in their academic journey, and in life.

This includes people like [Dona Sarkar, a Microsoft software engineer](#) who heads advocacy for Microsoft's Power Platform and recently started to share her story about what it's like to have dyslexia. After being diagnosed five years ago, Dona hid her disability from coworkers until she discovered the [Immersive Reader in Microsoft Learning Tools](#). Since then, she's made a point of sharing her experience to inspire others who may be going through similar situations.

Inclusive principles are essential to software as well as hardware development. Artificial intelligence promises tremendous benefits—but if it doesn't take into account the full array of human experience, it can replicate biases in ways that can lead to exclusion. For example, an AI-aided design that doesn't accommodate disabilities will exclude many users. As part of our commitment to recognizing and addressing the challenge of bias in AI, we're involving a wide array of experts in our development of the technology, including anthropologists, linguists, and others who bring critical societal perspectives to challenge the thinking of engineers and developers. Like these two [inventors, originally from Nzérékoré, Guinea, who created a new alphabet](#) for a living language without one of its own.

## The power of hackathons

A key driver of innovation at Microsoft is the Hackathon. Employee teams join in a global competition to create innovative solutions to nagging problems under a tight deadline, both for the glory of a victory and the pride of helping make a difference. [Many hackathon projects](#) are spurred by physical or health challenges:

- [Learning Tools for OneNote](#) is a OneNote add-on that assists students with reading challenges like dyslexia.
- [Ability EyeGaze](#) is an app that was developed initially for NFL star Steve Gleason and that gives people the chance to interface with computers by using their eye movements.
- Engineer Mike Powers and his team worked on ways to use voice and sensor technologies to [help service-dog owners](#) more easily reward and manage their dogs.

It's not surprising that so many hackathon teams put intensive effort and time into ideas designed to help others. Finding creative workarounds and alternatives is the foundation of the "hack." And the more hackers learn about the challenges of people different from themselves, the more intriguing problems they will discover. The more people they have a chance to share their ideas with, the better solutions they will create. Microsoft's annual global hackathons and the numerous specialized hackathons that take place between them are a vital source of product innovation and social change.

### ▼ Hackathons



# RECOGNITION

Microsoft is honored to be acknowledged for our efforts to foster inclusion and diversity in our company and within our industry. Of course, we don't pursue this work with the goal of receiving such accolades, but it does help signal to prospective employees, customers, industry partners, investors, vendors, and the communities where we live and work that our values are central to everything we do.

We look at these achievements as opportunities to celebrate what's working, learn from others in our industry, and support other businesses aiming to improve their culture and practices.

Recognition of our progress toward workplace equality serves to remind us of the importance of the effort, and to spur us to keep pushing for progress where we haven't yet reached our goals. Here are some of the ways we've been recognized for that work recently.



## DisabilityIN

Three consecutive years earning 100% score on the Disability Equality Index

## Diversity Best Practices

Inclusion Index

## Equileap

World's Top 200 Companies Leading the Way for Gender Equality (#78)

## Fairygodboss

Best Tech Companies for Women (#14)

## Fatherly

Best Places to Work for New Dads (#21)

## Forbes

America's Best Employers for Women (top 100)

## Forbes

America's Best Employers for Diversity

## Forbes

The Just 100 (#1) highlighting the world's best corporate actors

## Forbes

World's Best Employers (#2)

## Hispanic IT Executive Council (HITEC)

Corporation of the Year

## Human Rights Campaign

15 consecutive years earning 100% score on the Human Rights Campaign Foundation Corporate Equality Index in recognition of our advocacy on our internal policies

## Latino Leaders

Best Employers for Latinos

## LatinoJustice Puerto Rican Legal Defense & Education Fund (PRLDEF)

Corporate Leader Award

## Out & Equal

Workplace Excellence Award  
Recognizing historic and ongoing commitment to pursuing and executing workplace equality for LGBTQI+ employees.

## Randstad

Best Employer Brand  
(#1 in Canada, Czech Republic, India, Portugal, and USA)

## Thomson Reuters D&I Index

Top 100 Most Diverse & Inclusive Organizations  
Globally (#17)

## Working Mother

100 Best Companies

## Working Mother

100 Best Companies for Dads

## Why we're inspired by diversity and inclusion

Diversity and inclusion have always been part of our Microsoft story. Since our early days—when our mission statement was to put “a computer on every desk and in every home”—Microsoft has always believed that when technology is made available to all, it can be a great equalizer. In recent years, the conversation has shifted. Diversity and inclusion have taken on new meaning and importance as an accelerator for cultural transformation and innovation.

The intersection of diversity and inclusion with technology can stretch the bounds of human capabilities and remove barriers borne of social circumstances, geographic location, and physical or sensory abilities.

And we believe that when our workplace culture honors diversity and inclusion, it can be the engine for even greater social and technological progress in a rapidly changing world.

We have not yet arrived where we want to be. As a company, we are focused on closing the gap between the culture we aspire to and the lived experience of every employee at Microsoft. Our demographic data show good progress, but that progress has been gradual. We know there will always be more work to do.

Still, we see the wellspring of innovation that is resulting from our hard work in building an increasingly diverse, inclusive workplace. It’s a powerful proof point for our mentality of growing through bold trial and persevering through setbacks. We have a multifaceted, holistic approach that is working to disrupt systemic norms—and we are all in.

It’s a time of dynamic change in business and society. Infused with a commitment to diversity and inclusion in everything we do, we are poised to lead amid this change. By tapping into the collective power of everyone at Microsoft, we are more agile, our ideas are better, our products are better, our customers are better served, and everyone can achieve more.

