Google

We're listening, learning, and taking action.

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From awareness to action

A few years after our founding we began to focus on finding solutions to the longstanding challenges of diversity, equity, and inclusion (DEI) in the workplace.

Today, we publish one of the largest sets of diversity data in the industry and transparently share our learnings with the world. This year, we're expanding our data globally and making it easier to use by open sourcing our entire historical data set in BigQuery, the Google Cloud data warehouse.

Going forward, we will continue to transparently share our data and progress, and we encourage all companies to do the same. It's through collective action that we can make the largest impact on these deep structural issues.
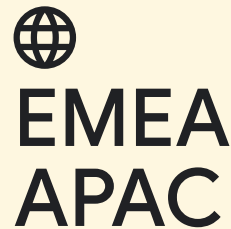

2005

First head of diversity is hired.

2009

First company-wide goal for diversity, equity, and inclusion is set.

2010

🌐

EMEA APAC

Diversity team expands globally with hiring of leadership in Europe, Middle East, and Africa (EMEA) and Asia-Pacific (APAC).

2013

◕

84%
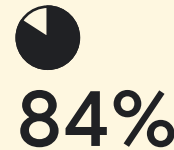
Unconscious bias training launches and is completed by more than 50% of employees around the world. By 2020, it has been completed by more than 84% of Google's people managers.

2014

$55M

Google publishes our diversity data publically.

Google.org launches a gender equality portfolio. By 2020, it has dedicated $55 million to create economic empowerment for women and girls.

2015

$104M
25K 🕐

Google.org launches a racial justice portfolio. By 2020, it has dedicated $104 million in grants and 25,000 pro bono hours to advancing racial equity.

2017

$1B

Supplier diversity program achieves $1 billion cumulative spend with minority-, women-, veteran-, disabled-, and LGBTQ-owned businesses.

2019

Diversity Annual Report expands to include LGBTQ+, people with disabilities, military and veterans, and non-binary Googlers globally.

2020

Racial equity commitments launch to build sustainable equity for Google's Black community and make our products and programs helpful to Black users.

2020 was a year of challenges that had a profound impact on how we work and live.

Those already facing social and economic disadvantages were hit disproportionately hard. Violent and racist attacks against Asian, Black, and Latinx communities forced the world to reckon with its historic injustices. COVID-19 strained well-being and burdened caregivers, many of whom are women.

These issues deeply impacted us all, at Google and around the world, serving as a reminder that systemic barriers still hold too many back. We recognize our responsibility to meet this moment and believe the greatest contribution we can make to changing these structural inequities is sustained action within our company, our communities, and the world.

This report details five key insights we've realized this year — successes and challenges — and the concrete actions we're taking to build diversity, equity, and inclusion into everything we do.

SPOTLIGHT

Melonie, Pedro & john
Hear from our Chief Diversity Officer, Melonie Parker; Vice President of Global Sales, Pedro Pina; and University of California at Berkeley's Director of the Othering & Belonging Institute, john a. powell, on the unique challenges of 2020 and how we're taking decisive action to make diversity, equity, and inclusion part of everything we do.

Watch video or read transcript

Hiring changes drove our best year yet for women in tech globally and Black+ and Latinx+ people in the U.S.

SPOTLIGHT

Brendan & Karina

Hear our Vice President of Recruiting, Brendan Castle, and Senior Director of Diversity, Equity & Inclusion for EMEA, LATAM, and Canada, Karina Govindji, discuss the work driving the progress we've made in hiring and the opportunities ahead.

Watch video or read transcript

Hiring by race/ethnicity

U.S. 2020 and 2021   ● 2020 ● 2021

48.5% 42.8%

ASIAN+

5.5% 8.8%

BLACK+

6.6% 8.8%

LATINX+

0.8% 0.7%

NATIVE AMERICAN+

43.1% 44.5%

WHITE+

Intersectional hiring

U.S. 2020 and 2021   ● 2020 ● 2021

32.4% MEN 27.7% MEN
16.1% WOMEN 15.2% WOMEN

ASIAN+

3.2% MEN 5.4% MEN
2.3% WOMEN 3.4% WOMEN

BLACK+

4.3% MEN 6.2% MEN
2.3% WOMEN 2.5% WOMEN

LATINX+

0.4% MEN 0.5% MEN
0.4% WOMEN 0.3% WOMEN

NATIVE AMERICAN+

30.1% MEN 30.8% MEN
13.0% WOMEN 13.7% WOMEN

WHITE+
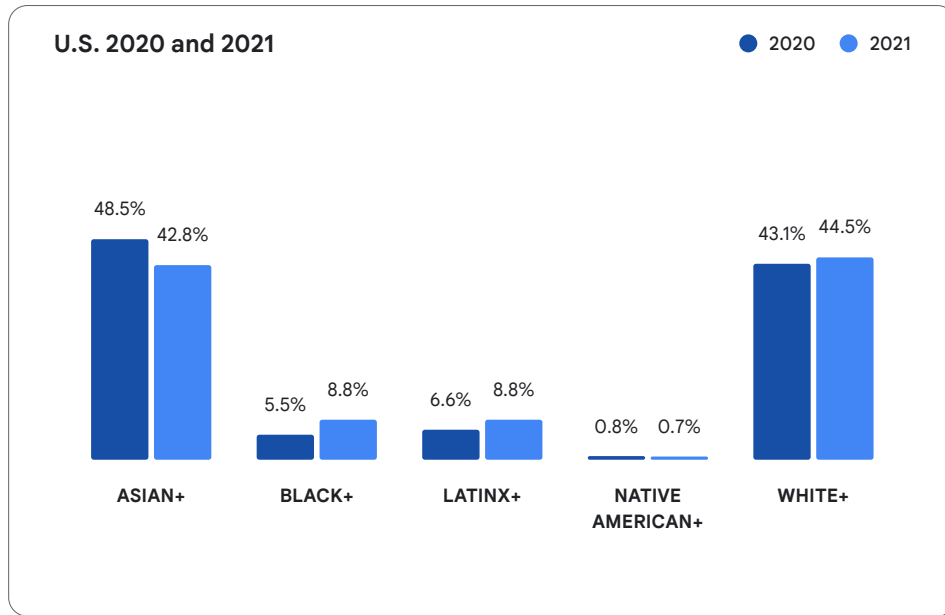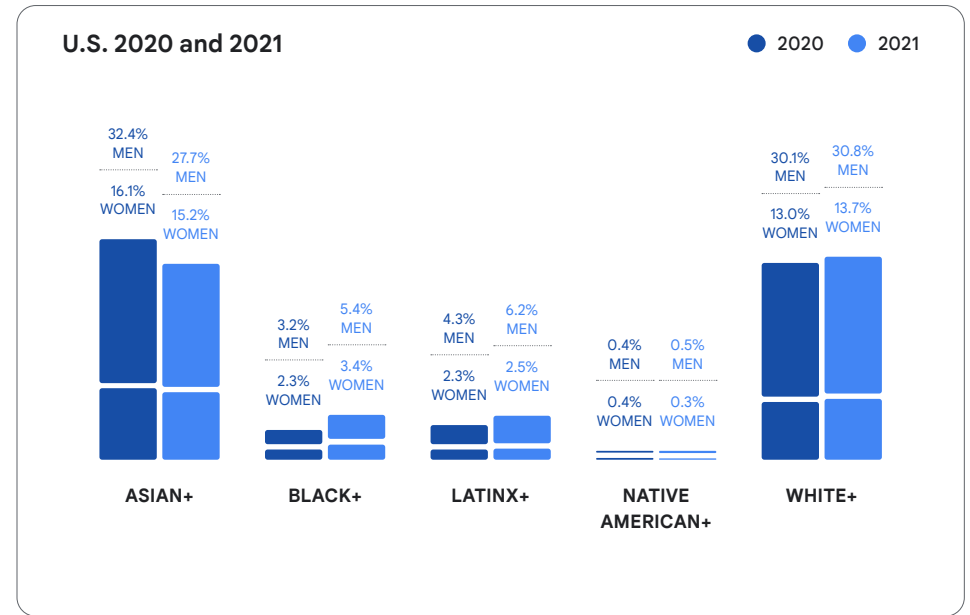
View our full dataset   A note about our methodology

Hiring by gender

GLOBAL 2020 and 2021

● 2020 ● 2021

WOMEN
- 32.5%
- 33.7%

MEN
- 67.5%
- 66.3%

U.S. 2020 and 2021

WOMEN
- 32.1%
- 33.1%

MEN
- 67.9%
- 66.9%

EMEA 2021

● 2021

WOMEN
- 33.9%

MEN
- 66.1%

APAC 2021

WOMEN
- 36.4%

MEN
- 63.6%

AMERICAS 2021

WOMEN
- 28.5%

MEN
- 71.5%
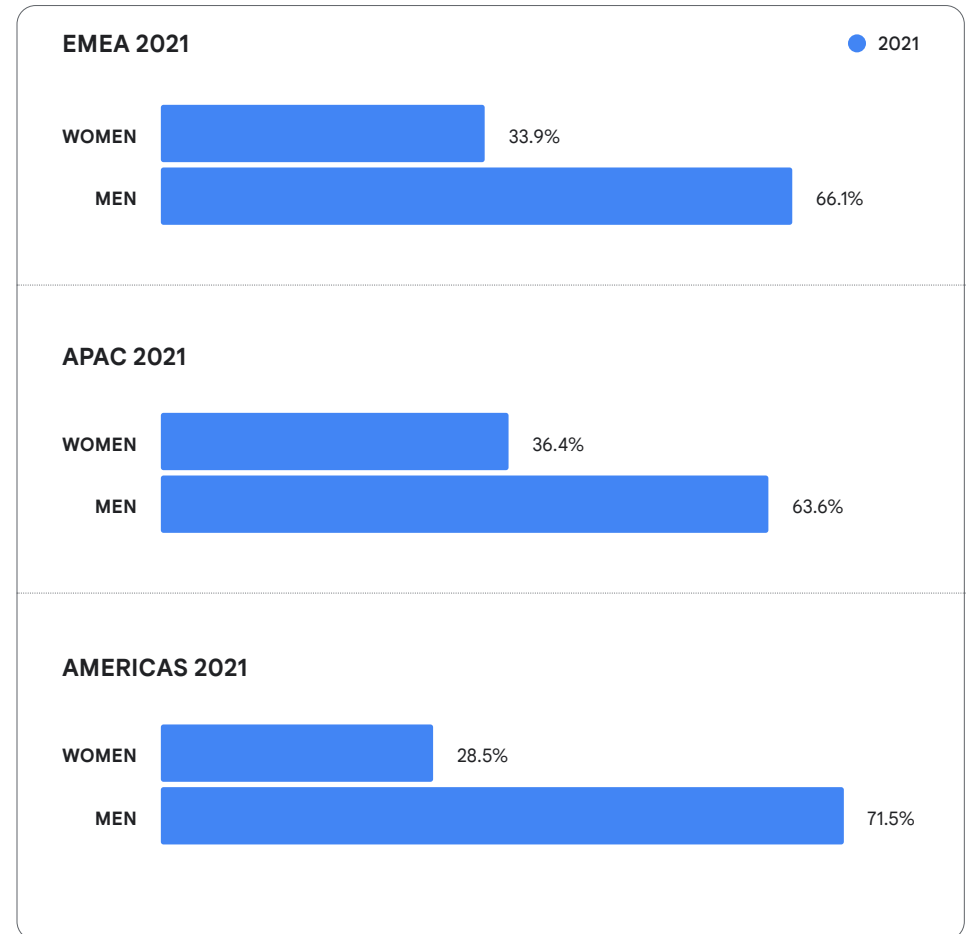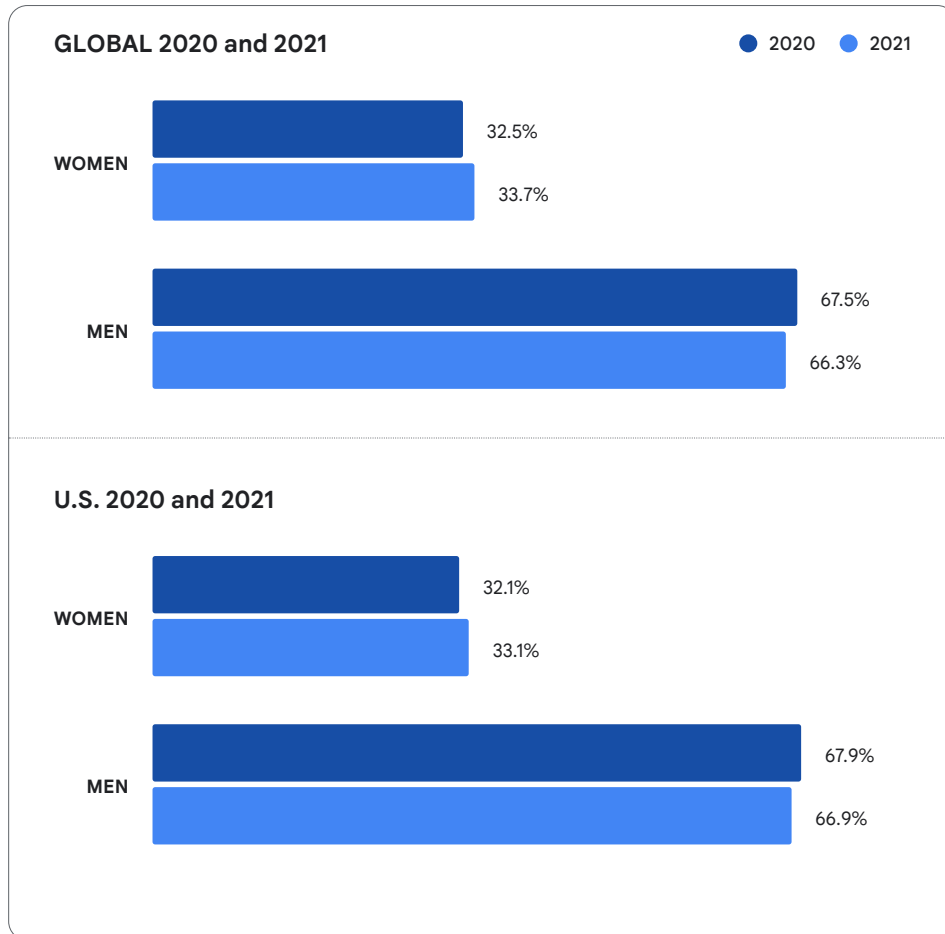
View our full dataset   A note about our methodology

WHAT'S WORKING

We're expanding access to hiring opportunities for underrepresented groups in many parts of the world by centering racial equity across every part of our hiring process — for leaders, hiring managers, and all Googlers.

Quadrupling the number of Googlers who have completed our culture-add training to 10,000. Focusing new training, like Candidate Advocacy Modules and Inclusive Hiring Steps, on fundamental processes to help managers and leaders understand their responsibility for building a model that allows great future Googlers to come and thrive.

Changing English proficiency requirements for internships to a "preferred" rather than "required" qualification in places like Brazil to open up more pathways for underrepresented people to apply.

Ensuring a fair hiring process where candidates are assessed on their merits, and setting aspirational goals to support equity throughout the hiring pipeline.

IN THE WORKPLACE

We're making progress on our goals to continue expanding pathways to tech for underrepresented talent.

Working with external partner organizations to build community and provide resources to groups historically excluded from the tech industry. We strive to remove barriers to careers in tech, while creating a pathway for future Googlers across our entry, industry, and executive hiring. In 2020, we provided scholarships for nearly 200 students and industry technologists to attend the Grace Hopper Celebration, a gathering of women in technology.

Furthering our partnerships with Minority Serving Institutions. Read more about our investment in building equity in computing education, beginning with historically Black colleges and universities (HBCUs).

Building pathways to Google for people with disabilities and veterans through dedicated career resources, including interview advice, hiring teams, and on-demand conversations with current Googlers.

Inviting candidates to connect directly with our employee resource groups to learn more about the day-to-day experience at Google and our hiring process.

By 2025, we've committed to:

30%
Improve leadership representation of underrepresented groups by 30%. And we're on track to meet this goal, for example YouTube's Black+ leadership has increased by 23% in the last year.

2X
Double the number of Black+ Googlers in non-leadership roles in the U.S. And we're already seeing progress — for example, at YouTube we realized 136%+ and 18%+ growth in Black+ and Latinx+ hires in tech, respectively.

2X
Double the number of Black+ directors across EMEA (Europe, Middle East, and Africa) by 2023.

10,000
Grow our presence in cities that contribute to a high quality of life for Black+ Googlers by adding 10,000 jobs in Atlanta, Chicago, New York, and Washington, D.C., as well as continuing to focus on recruiting and hiring Black+ Googlers in London.

IN THE WORLD

We're actively building more pathways to tech for Black and Latinx communities in the U.S., and expanding access to STEM opportunities around the globe.

Cultivating the next generation of Black and Latinx tech leaders through continued investments in Code Next and Tech Exchange.

Equipping students with digital skills through the launch of Grow with Google's HBCU Career Readiness Program.

Supporting Black and Latinx teachers with a $1 million Google.org grant, in addition to providing materials to make their classrooms more inclusive.

Growing opportunities for students from historically marginalized groups to pursue computer science research through 50 exploreCSR awards and career development for over 300 students with the CS Research Mentorship Program.

Offering more opportunities to jump-start a career in tech through our IT Residency Program with opportunities across Asia-Pacific (APAC), EMEA, and the U.S.

Created CS First Unplugged, an offline, no-device-needed activity designed to prioritize the needs of students learning at home, especially those in schools serving low-income communities, which have been disproportionately impacted by the pandemic. CS First Unplugged has been used by over 300,000 students all over the world, including in the U.S., Kenya, Nigeria, South Africa, and Japan.

IN THE WORLD

We're providing tools and support to empower women to succeed in tech and beyond.

Launched DigiPivot, a 22-week reskilling program in partnership with Avtar and the Centre for Executive Education at the Indian School of Business, to provide mentorship and programming for women in India to pivot into careers in digital marketing.

Launched the first global #IamRemarkable week in 2020, which reached 30,000 participants and 150+ companies across 70+ countries. To celebrate the power of diversity, inclusion, and allyship for women and underrepresented groups in the workplace. Designed to empower individuals to embrace their achievements, this digital experience featured 50+ influential speakers and business leaders, as well as 1,500+ self-promotion workshops.

Reached over 8,000 women in sub-Saharan Africa through a partnership with She Leads Africa. Our WomenWill program helped them navigate the negative socioeconomic impacts of COVID-19 through access to funding, digital skills, and financial literacy training, as well as mentorship and social networking.

Bringing the best of Google's programs, products, people, and technology to women-led tech startups across the U.S. and Canada through our Google for Startups Accelerator: Women Founders Program.

Reached 50,000 students in Israel with virtual Mind the Gap programming, which aims to empower underrepresented students, especially young women, to pursue careers in STEM. The program has also made its way to England, Brazil, Japan, Poland, Ireland, Spain, South Korea, and Switzerland.

"This work is not a one and done. It's not a tick-box exercise. And there is no silver bullet ... We know we've made some good progress, but we also know that there is so much more work to do."

Karina Govindji is the Senior Director of Diversity,
Equity & Inclusion for EMEA, LATAM, and Canada at Google.

Tailoring our retention efforts is necessary to address the root causes of higher attrition among Black+, Native American+, and Latinx+ Googlers.

SPOTLIGHT

Rachel & April
Hear our Head of the Retention & Progression Consultant Team, Rachel Spivey, and Head of Inclusion, April Alvarez, discuss the tailored retention and inclusion efforts we're investing in to help underrepresented Googlers stay and thrive.

Watch video or read transcript

Attrition by race/ethnicity

U.S. 2020 and 2021   ● 2020 ● 2021

Race/ethnicity	2020	2021
ASIAN+	80	85
BLACK+	112	121
LATINX+	97	105
NATIVE AMERICAN+	131	136
WHITE+	117	112

OVERALL ATTRITION = 100

Intersectional attrition

U.S. 2020 and 2021   ● 2020 ● 2021

		2020	2021
ASIAN+	WOMEN	59	66
	MEN	90	95
BLACK+	WOMEN	110	146
	MEN	114	106
LATINX+	WOMEN	93	81
	MEN	98	117
NATIVE AMERICAN+	WOMEN	123	148
	MEN	143	127
WHITE+	WOMEN	99	94
	MEN	124	119

OVERALL ATTRITION = 100
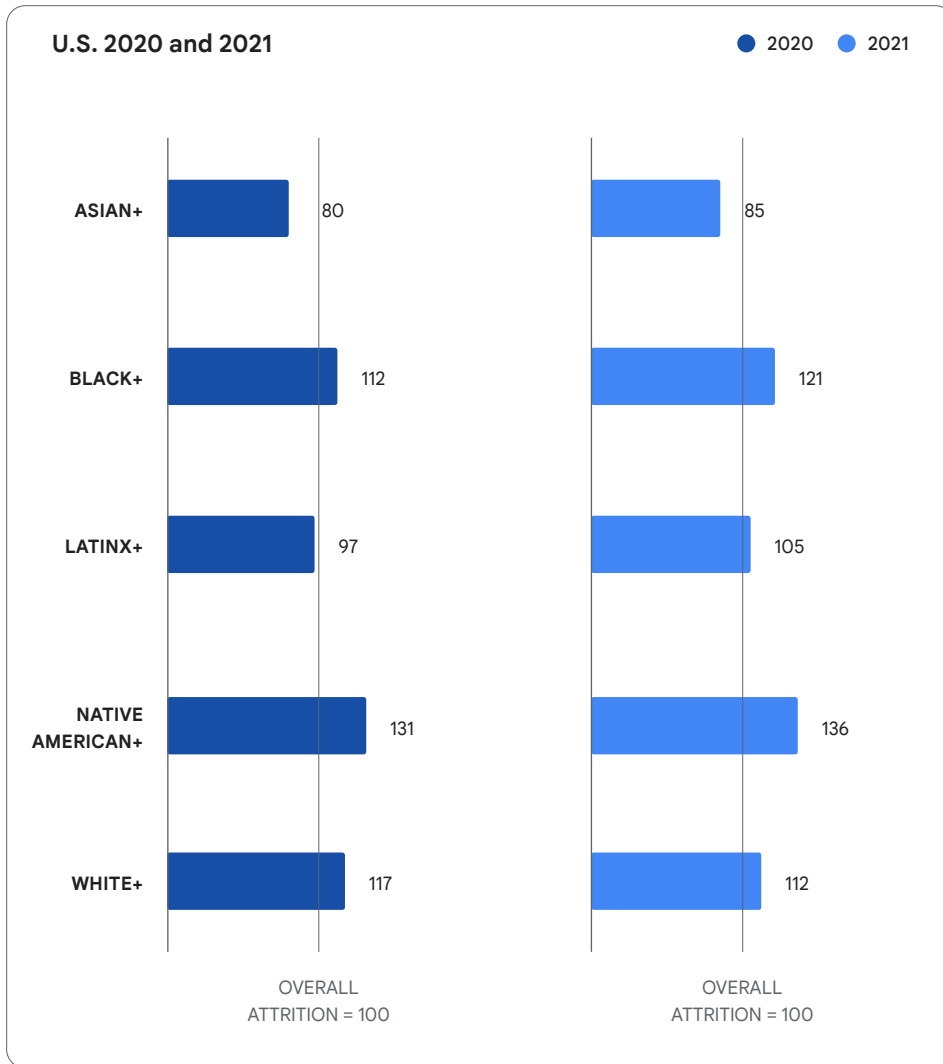
View our full dataset
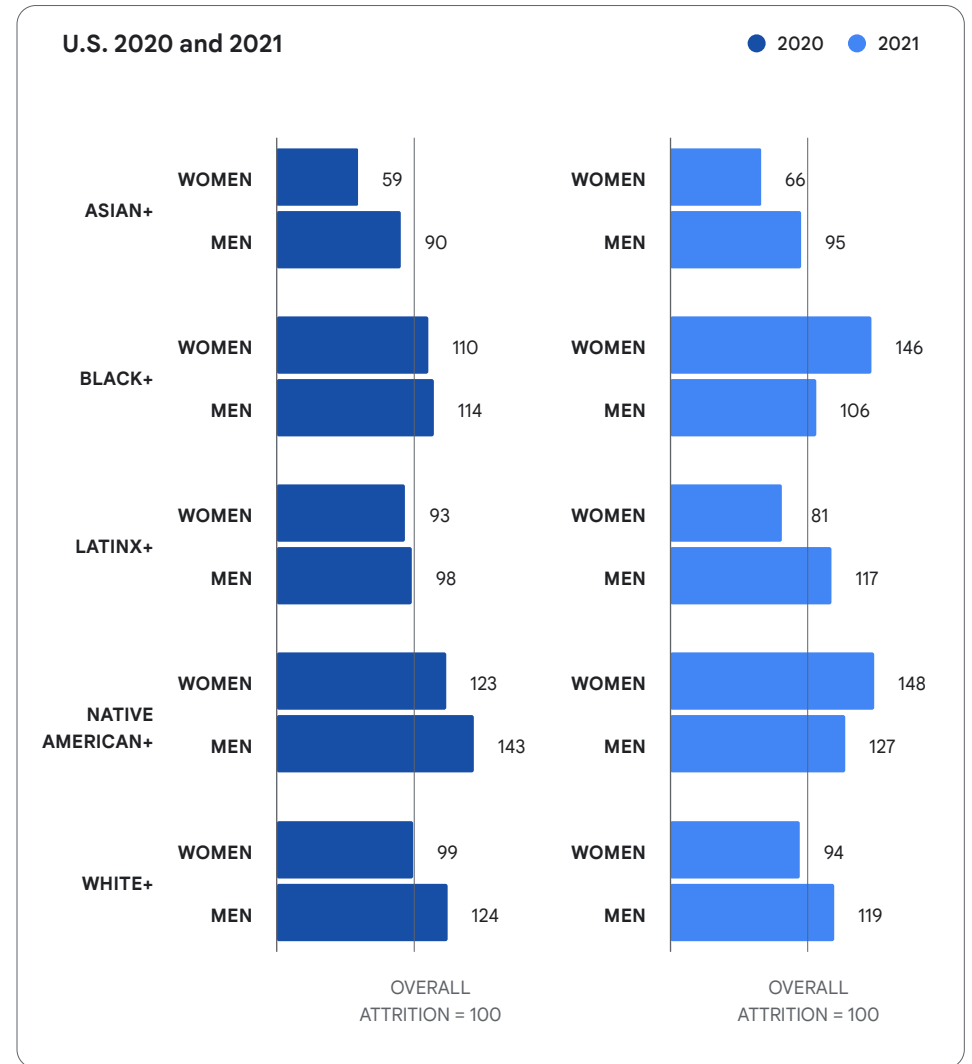
A note about our methodology

Attrition by gender

GLOBAL 2020 and 2021

● 2020   ● 2021

2020:
- WOMEN: 87
- MEN: 106

OVERALL ATTRITION = 100

2021:
- WOMEN: 84
- MEN: 107

OVERALL ATTRITION = 100

U.S. 2020 and 2021

2020:
- WOMEN: 82
- MEN: 108

OVERALL ATTRITION = 100

2021:
- WOMEN: 82
- MEN: 108

OVERALL ATTRITION = 100

EMEA 2021

● 2021

- WOMEN: 92
- MEN: 102

OVERALL ATTRITION = 100

APAC 2021

- WOMEN: 79
- MEN: 111

OVERALL ATTRITION = 100

AMERICAS 2021

- WOMEN: 97
- MEN: 101

OVERALL ATTRITION = 100
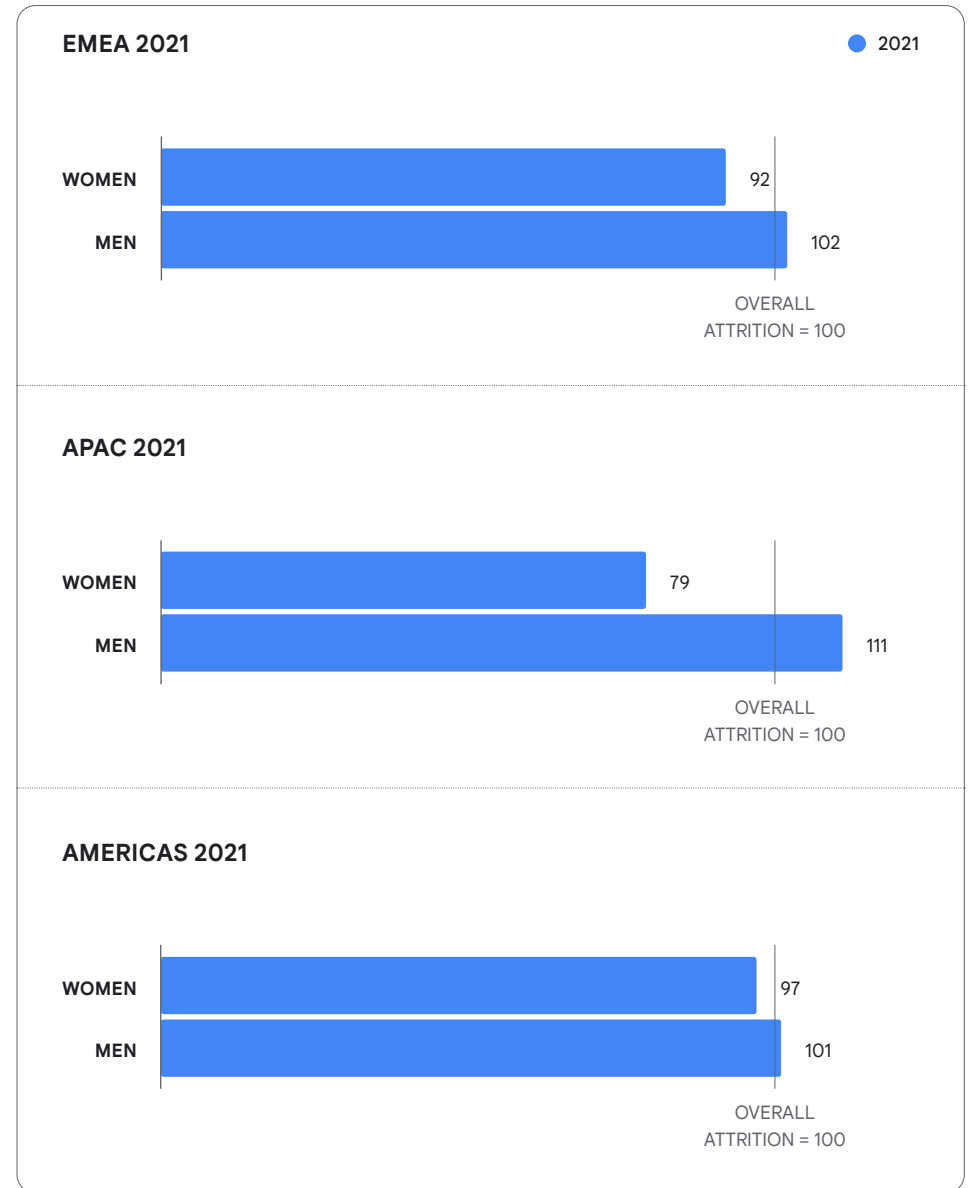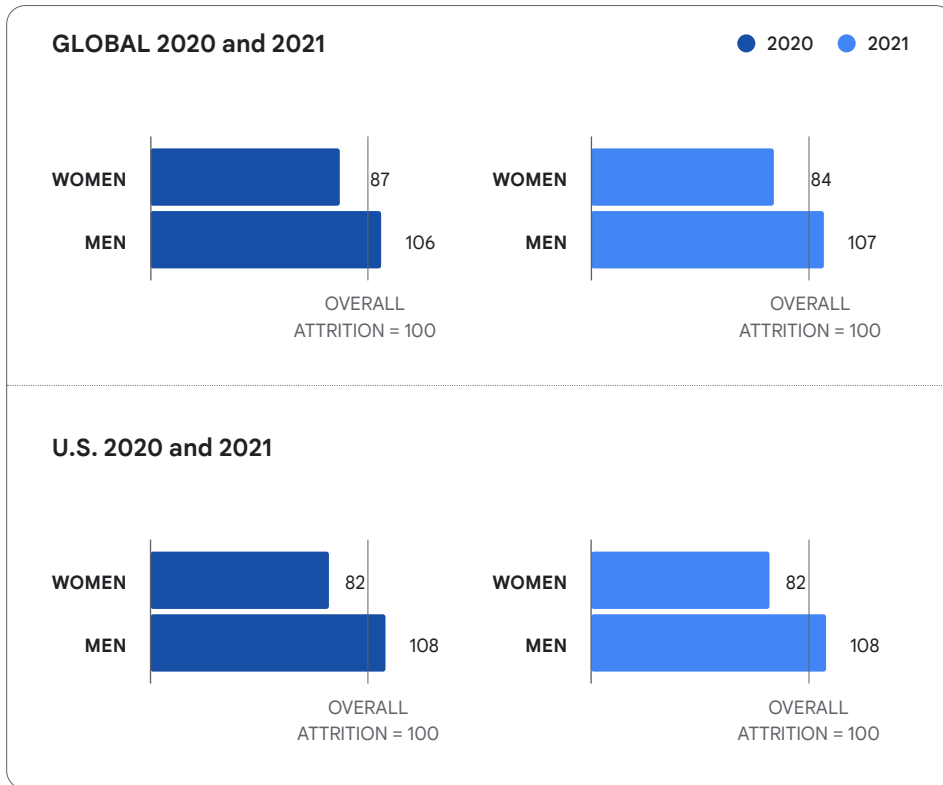
View our full dataset   A note about our methodology

WHAT'S WORKING

When it comes to our efforts to retain underrepresented talent, we have room for improvement. However, a few of the programs and practices we've implemented have shown promising results.

Doubled our Retention and Progression team so that every organization has someone dedicated to supporting underrepresented Googlers. We will triple this investment by 2022.

Engaging over 40,000 Googlers in our employee resource groups with programming aimed at mentorship, leadership development, and community building.

Participated in the #AmplifyMelanatedVoices movement by hosting a speaker series with academics and policymakers exploring topics such as colorism in Latin America and Afro-Latinx identity through HOLA, an employee resource group for Latinx Googlers.

Providing mentorship through our employee resource groups like Pathways to Sponsorship, a program to accelerate the career progression of women in technical leadership roles as well as leveraging the Latinx Leadership Council to play an active role in mentoring junior Latinx Googlers.

IN THE WORKPLACE

We're holding ourselves accountable for anti-racism at every level of the company, from leadership to all Googlers.

Incorporated diversity, equity, and inclusion evaluation considerations in all performance reviews at the VP level and above to drive leadership accountability.

Developing a range of global racial equity education programs for all Googlers and integrating DEI into our flagship training programs. For example, with over 23,000 new hires, or "Nooglers," joining Google in the last year, we embedded DEI content into our Noogler orientation program, so that everyone understands that they have a role to play in building a culture of respect and belonging from their first day at Google. As a result of the redesigned program, 97% of participants reported feeling more confident in describing how diversity contributes to success at Google.

Building relevant content for our offices all over the world. Across EMEA, we launched a speaker series, RE:EMEA, which hosted industry leaders and experts like Professor David Olusoga, Emma Dabiri, Professor Philomena Essed, Professor Dina Porat, Mohsin Zaidi, and more to share their perspectives and experiences with racial injustice in conversation with our leadership.

IN THE WORKPLACE

We're listening to what our underrepresented Googlers need and creating new initiatives to directly support them.

Hosted the first Standing in Solidarity: Black Community Support Session, in partnership with The Ladipo Group and Lyra Health, to create a safe space for Black Googlers to have conversations around mental health. These virtual sessions have become an ongoing series through 2021. As our Asian American and Pacific Islander (API) community grappled with increased violence and racism, we expanded these sessions to the API community as well.

Diversifying our network of mental health counselors all over the world. In the U.S., we are increasing representation of Black and Asian counselors by 2022.

Created Allyship Learning and Deep Dive Sessions reaching over 4,300 Googlers, with 84% reporting an increased understanding of racial bias, privilege, and empathy, as well as increased confidence in practicing allyship.

Sponsored a well-being program called "Be Well Bro" in partnership with our Black Googlers Network and external leaders to create a safe space for Black men to discuss mental health.

Customized financial planning and retirement planning sessions in partnership with the Greyglers, an employee resource group advocating for the needs of Googlers and users as they age.

Further reading
Learn more about how we partner with organizations to create a deeper sense of belonging in our workplace.

IN THE WORKPLACE

We're working to build a stronger sense of community and belonging.

Created new connections and a stronger sense of community among women of color across the company, by hosting our first Women of Color summit for over 20,000 Googlers across 100+ cities. The conference centered on transcending global boundaries, celebrating each other, empathizing with shared challenges, and giving space to stories of triumph and perseverance.

Fostered positivity and building community through the launch of "Hey Sis," an outcome from the State of Black Women summit, which told the stories of 100 Black women at Google and celebrated their work and leadership company-wide.

Expanded #ItsUpToMe in EMEA to engage over 3,700 leaders and managers across over 30 countries to drive progress on Google's DEI goals in the workplace. The revised program includes more measures of accountability and allyship resources to drive systemic, behavioral change. Dedicated coaches help managers craft meaningful goals for their teams and hold leadership accountable for reaching them.

Leveraged the work of the Inter Belief Network employee resource group to create a corporate holiday calendar that is inclusive of multiple global religious communities.

Providing resources for cultural celebrations and opportunities for communities to come together. In partnership with the Iranian Googlers employee resource group, we hosted virtual cooking demonstrations, community meals, musical performances, and comedy nights to celebrate moments like Nowruz, the Iranian New Year.

IN THE WORLD

We're investing in the success of underrepresented communities beyond our walls.

SPOTLIGHT

"I knew I was standing among a fortress of women."

Tia McLaurin, Community Engagement Manager, Grow with Google

SPOTLIGHT

"Digital skills are a critical component of business survival during this time."

Penny Gage, NCAI Indian Country Digital Trainer

Since the early days of the COVID-19 pandemic, women have accounted for the majority of all lost jobs, and Black women have been particularly impacted, losing 154,000 jobs in December 2020 alone in the U.S. In response, nine female Googlers, led by Tia McLaurin, launched Black Women Lead, a Grow with Google initiative to train 100,000 Black women in digital skills by 2022. In partnership with Dress for Success, The Links Incorporated, and National Pan-Hellenic Council sororities, this program is part of Google's $15 million commitment to Black job seekers.

Closures of small businesses related to COVID-19 lead to serious economic challenges for business owners and the communities they serve, and disproportionately impact small businesses in communities of color — including in Indian Country. We supported the National Congress of American Indians to help sustain and create economic opportunities in tribal communities, providing $1.25 million in Google.org grants for immediate relief for hundreds of Indigenous-owned businesses and free Grow with Google training and support to more than 11,000 Indigenous business owners in the U.S. to access digital tools and skills needed to grow.

Sigma Gamma Rho Sorority Inc., one of six partner organizations of the Black Women Lead program, a Grow with Google initiative led by Tia McLaurin

"The business craves our insights …
they're eager to make change, eager to
understand what can we do better."

Rachel Spivey is the Head of the Retention & Progression
Consultant Team at Google.

Applying a systemic approach to racial equity is necessary to build sustainable change for our Black Googlers and users.

SPOTLIGHT

Marian, Cassandra, & Juan
Hear Vice President of Responsible AI and Human Centered technology, Marian Croak; Vice President of Customer Care & Vendor Management Office, Cassandra Johnson; and Treasurer of Google and Alphabet, Juan Rajlin, discuss Google's systemic approach to racial equity.

Watch video or read transcript

WHAT'S WORKING

We've made concrete, global commitments to racial equity company-wide, from hiring criteria to leadership accountability, community investments, and new product creation.

Created racial equity commitments and an Equity Program Management Office with input from members of our Black Leadership Advisory Group and Black Googlers Network employee resource group.

Further reading
Explore our comprehensive set of concrete racial equity commitments.

IN THE WORKPLACE

We're working directly with community leaders and representatives from our employee resource groups to create new internal programs that build a greater sense of belonging.

Building from an idea surfaced by Black Googlers, we introduced a student loan repayment program to help alleviate the economic burden of student debt for those most impacted, especially women and communities of color within the U.S.

Committing to more inclusive practices and policies — and revisiting them when we don't get them right. In years past, we enlisted Googlers' help to reduce instances of unauthorized visitors in offices, and we now realize this process is susceptible to bias. Our Global Security and Resilience team has since partnered with a cross-functional working group, conducted extensive research, listened to Black Googlers' experiences, and developed and tested new security procedures to ensure we maintain the safety and security of the Google community without relying on this type of enforcement.

Created a conversation guide to help managers and Googlers have conversations and show support for the Asian community in response to heightened incidents of xenophobia and racism.

IN THE WORKPLACE

We're creating more spaces for Googlers to share their stories and increase understanding of experiences with systemic inequity all over the world.

Photo by Garret Gooch

Hosted our first virtual Black Executive Leadership Roundtable in EMEA, "Breaking the Black Ceiling: Representative Leadership Goals, Roles, and the Next Generation," bringing together over 20 Black leaders to discuss real issues, share experiences, and learn from each other.

Launched a monthly internal panel discussion series led by our Women@Singapore group and APAC employee resource group leads. The program, "You Can't Ask That," drives awareness and understanding of the experiences of underrepresented groups across APAC.

Centering racial equity for all communities led our PRIDE@ and Trans@ employee resource groups to use Pride month to support and celebrate the Black community and embrace intersectionality in the journey for justice.

IN THE WORLD

In addition to the teams dedicated to making our core products like Search and Maps more inclusive, we assembled a product task force to prioritize and implement the 500+ product suggestions from Googlers all over the world to help Black users in the moments that matter most.

SPOTLIGHT
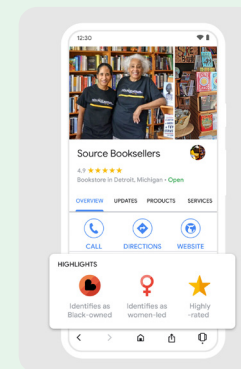
After witnessing a surge of online searches for Black-owned businesses in summer 2020, Google's product teams worked quickly to introduce new ways to help support Black business owners, including the addition of a Black-owned business attribute for merchants, which shows up when people use Google Search and Maps.

Further reading
Learn more about how we took action to support and honor the legacy of Black-owned businesses within Google Maps.

IN THE WORLD

We're helping to create economic opportunity for underrepresented communities all over the world, with a focus on Black entrepreneurship and skill-building.

Created a $175+ million economic opportunity package to support Black business owners, startup founders, job seekers, and developers in the U.S., including:

- $100 million to Black-led capital firms, startups, and organizations supporting Black entrepreneurs
- $50 million for small businesses serving the Black community
- $15 million in training to help Black job seekers grow their skills
- $10 million to build equity for the Black community in the developer ecosystem

Established a $1 million Black Founders Fund in Brazil and a $2 million Black Founders Fund in Europe

Doubling the size of our Grow With Google Digital Coaches program to provide free digital skills training for an additional +50,000 Black small businesses across 20 markets in the U.S.

Googler André Barrence, Head of Google for Startups, LATAM

Meet two of the 76 inspiring founders who have received funding from the Google for Startups Black Founders Fund in the U.S.:

SPOTLIGHT

Aquagenuity: Atlanta, GA
Doll Avant is a data scientist and social impact strategist who wanted to address the water-quality health crisis. She created Aquagenuity, a real-time water-quality aggregator that empowers individuals and businesses with critical health information about their water. Doll is an alumnus of the Google for Startups Founders Academy and recipient of the Google for Startups Black Founders Fund.

Cyber Pop-Up: Chicago, IL
Christine Izuakor is rethinking how businesses approach the cybersecurity industry. Cyber Pop-Up is an on-demand cybersecurity service platform powered by vetted and highly skilled freelance experts. Its unique model addresses diversity issues in the industry by expanding employment opportunities for underrepresented communities. Christine is a recipient of the Google for Startups Black Founders Fund.

IN THE WORLD

Entrepreneurs Maisha Burt and Allyson McDougal co-founded WorkChew, a service that offers its members the unique opportunity to co-work from local restaurants and hotels in their communities.

Partnering with the U.S. Black Chambers Inc. (USBC) to deliver trainings that help small businesses grow their presence online. With 145 affiliate chambers and 332,000 members across the country, USBC provides leadership and advocacy resources and initiatives to empower Black business owners.

Grazielle Cardoso receives her certificate in Digital Marketing after attending the Grow with Google program when it landed in Belo Horizonte, Brazil.

Trained over 3,700 Black entrepreneurs, students, and professionals on digital marketing skills through Black Ads Academy 2020 in Brazil.

Established the Reconciliation Action Plan to encourage every Googler to become an active contributor in driving equitable opportunity for Aboriginal and Torres Strait Islander peoples in Australia.

Launched the Angel Investing School, a four-week program for Googlers in the U.S. and EMEA, where participants learned the practice of angel investing. The program saw 24 investors from diverse backgrounds trained, with 20 who planned to make an investment in a Black-founded startup.

IN THE WORLD

We're helping to amplify Black voices worldwide.

Launched the #YouTubeBlack Voices Fund, a $100 million global commitment to fund programming focused on Black experiences, racial justice education, and to support Black YouTube creators and artists. The #YouTubeBlack Voices Class of 2021 provides dedicated partner support, seed funding, training, workshops, and networking for 132 creators hailing from Australia, Brazil, Kenya, Nigeria, South Africa, the U.K., and the U.S.

Partnered with Google Arts & Culture to honor the legacy of Black history all over the world. In Brazil, we partnered with Museu Afro Brasil to create an interactive online experience that drove awareness and understanding of the Afro-Brazilian experience. And in the U.K., we launched the first digital hub dedicated to telling stories of Black British history and culture.

IN THE WORLD

We're making direct investments to racial justice organizations that work toward criminal justice reform and empowering Black communities all over the world.

Donated $12 million in support of racial justice organizations like the Equal Justice Initiative, the Center for Policing Equity, and The Marsha P. Johnson Institute.

Committed $1.5 million to support racial justice organizations that empower Black communities across Europe and sub-Saharan Africa, with a particular focus on training and skill-building for entrepreneurs and Black youth.

"Being vulnerable is probably the hardest, but most amazing thing anyone can do, and I think a lot of leaders and a lot of Googlers have done that this past year … if I had to wrap up this past year, it's vulnerability, it's grace, but it's also growth."

Cassandra Johnson is the Vice President of Customer Care & Vendor Management Office at Google.

Strengthening our focus on people with disabilities helped us better recruit, hire, and build for this community.

SPOTLIGHT

Eve & KR

Hear our Senior Director of Accessibility and Disability Inclusion, Eve Andersson, and Head of Brand Accessibility, KR Liu, discuss our focus on making our workplace and world more equitable and accessible for the disability community.

Watch video or read transcript

WHAT'S WORKING

For every interview we offer, our Candidate Accommodations team works to make sure all candidates have the accommodations they need during interviews, including extended time, a sign language interpreter, CART captioning, and more.

MEASURING PROGRESS

We received a 100 score on the Disability Equality Index for the second year in a row for our efforts at disability inclusion in our workplace.

Google's Disability Alliance was named the 2020 Employee Resource Group of the Year by Disability:IN.

SPOTLIGHT

"Being deaf, the job search process can present some unique barriers. From my first interaction with Tricia, I knew this experience was going to be different. She went above and beyond to make sure I had everything I needed to be as successful as a hearing candidate."

Holly Slonaker

Further reading
Read about Holly's path to Google, as a program manager and member of the Disability Alliance employee resource group at Google, and her experience working with recruiter Tricia Martines throughout the interview process.

IN THE WORKPLACE

Changes in our recruiting and hiring practices can help us source and hire more people with disabilities.

Launched a dedicated Google Careers resource page specifically tailored to what a job seeker with a disability might find helpful.

Partnering with the Stanford Neurodiversity Project to provide prospective Google candidates who identify as autistic with coaching, career resources, and onboarding assistance.

Continuing our partnership with Lime Connect to help prepare and connect university students and professionals with disabilities to dynamic careers, scholarships, and internships.

Launched the first Disability Fundamentals for Managers training to increase understanding of disability and the need for inclusion. We have since open sourced the training to share this resource with the industry.

Dedicating teams to work on improving our internal workplace tools and ensuring they are designed with the highest accessibility standards from beginning to end. For example, we built a comprehensive training program for UX designers around how to build accessibility into internal tools from the start and how to become champions for accessibility throughout the design process.

IN THE WORLD

We're building technology with and for people with disabilities, and making our products more accessible around the world.

TalkBack braille keyboard helps people who are blind or low vision have the ability to type quickly without additional hardware.

Action Blocks is designed for people with speech and cognitive disabilities to make common tasks easier with customizable buttons on your Android home screen.
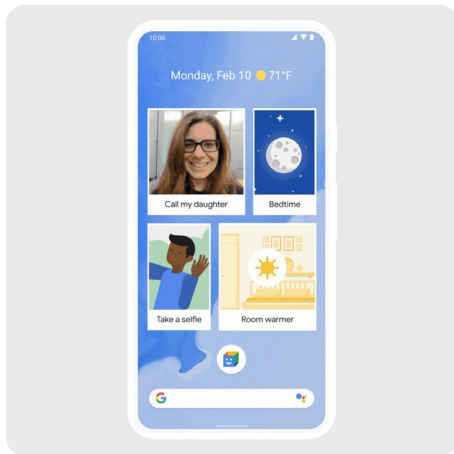
Sound Notifications on Android delivers important visual and haptic push notifications for those unable to hear them.

The Accessible Places feature in Google Maps allows people to easily see whether a destination is wheelchair accessible.
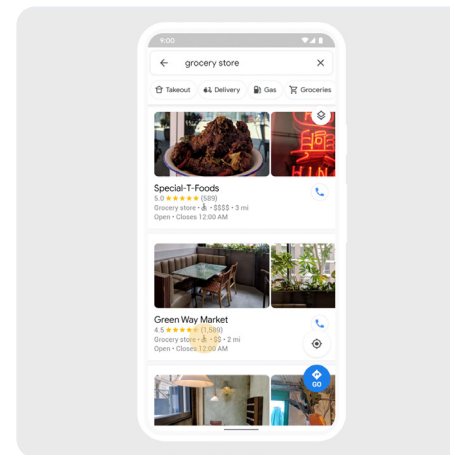
Chromebook and Google Workspace for Education are more accessible for learners who are deaf, hard of hearing, or need extra support to focus, with features like more colors for cursors on Chromebooks, more support for braille in Google Docs, and live captions in Google Slides and in Google Meet, as well as voice commands to carry out actions in Google Docs.

Our Chrome team partners with Igalia, an external engineering group, to build Linux screen reader support for Chrome browser, empowering developers who are blind to get the most out of Chrome on Linux.

IN THE WORLD

Champions Place, through Champions Community Foundation, is the first-of-its-kind, shared living residence for young adults with physical disabilities.

SPOTLIGHT

"These products have been most helpful in staying in touch with my family — we chat on my Nest Hub Max or use Google Meet on my Pixelbook. And I keep up with all of my shows on YouTube TV, which is easy to use with Chromecast."

Ryan Carroll, a resident of Champions Place

Further reading
Read about how Champions Place incorporates the latest in Google assistive technology for its residents.

IN THE WORLD

In the summer of 2020, two organizations — Diversify Photo and Black Disabled Creatives — used Google Sheets and Google Forms to build public databases of underrepresented artists and innovators, to help amplify and ensure these voices are heard in the creative world.

SPOTLIGHT

"One of the reasons why I did Black Disabled Creatives was so that the connections that I do have, or the connections that I have gained, so they can see that there's a lot more, there's a lot more of me out there. There's a whole, whole massive community that has been underrepresented, invisible, not because we wanted to be invisible, because they chose for us to be invisible and not give us opportunity because of fear."

Jillian Mercado, founder of Black Disabled Creatives

Further reading
Read about how these databases were built by word of mouth using Google tools.

"Our goal is to not only make Google a better place, but to raise the water for all boats so that the world can be a more inclusive place for people with disabilities."

Eve Andersson is the Senior Director of Accessibility and Disability Inclusion at Google.

Supporting those most impacted by COVID-19 highlighted a universal need for well-being solutions.

SPOTLIGHT

Anny & Stephanie

Hear our Regional Director of Market Human Resources in APAC, Anny Tampling, and Global Head of Inclusion for Women of Color, Stephanie LeBlanc, reflect on what we've learned about well-being as we've supported those most impacted by COVID-19 in our workforce.

Watch video or read transcript

Further reading
Learn about how we're providing helpful COVID-19 information and resources for everyone.

WHAT'S WORKING

We're providing immediate support to help Googlers take care of themselves and others.

For caregivers

Expanded Carer's leave from 4 to 14 weeks of paid time away from work to help support the many Googlers with caregiving duties, including those with children, those taking care of elderly, and those with family who have been impacted by COVID-19 and other events of 2020.

Expanded emergency and backup care options to reimburse the costs of a caregiver for up to 20 days.

For all Googlers

Provided a home office allowance to every Googler at the start of the pandemic, so they could create an ergonomic workspace that met their needs.

Provided Googlers with global days off to help everyone detach and recharge.

Launched several programs all over the world to support workers in accessing COVID-19 viral testing, including at-home testing services, reimbursement programs, and in-person testing services.

IN THE WORKPLACE

We're building sustainable solutions that prioritize our Googlers' health and well-being.

Increased our free mental health sessions to 35 sessions per year for Googlers and their families.

Providing 14 hours of free virtual developmental support for Googlers with children.

Providing support for parents with young adults who have substance issues, through the Partnership to End Addiction, with additional help from a coach as needed.

Transferred all of our health and performance courses from strictly in-person to online platforms to allow Googlers the opportunity to prioritize health, movement, and recharging, even while working from home.

Created an Asian Googler Network community support hub to centralize all COVID-19 programming, resources, and communications specific to the challenges faced by the Asian community.

IN THE WORLD

We're building for those disproportionately impacted by the COVID-19 crisis.

Collaborated with the Morehouse School of Medicine to create a Health Equity Tracker, allowing health practitioners and policymakers to analyze the impact of the pandemic on vulnerable populations and pursue more equitable responses.

Partnered with the National Domestic Workers Alliance to build an open source Cash Assistance Platform, raising $30+ million to be used by 50,000 workers for food, rent, medicine, and more.

Launched a $10 million Distance Learning Fund to support educators and parents. This includes a $1.8 million grant to launch the INCO Education Accelerator Fund in France, Greece, Italy, Spain, and Turkey, supporting 240,000 youth through 15,000 teachers.

Allocated 50,000 scholarships for Google Career Certificates for people from underserved communities as part of our commitment to the European Commission's Pact for Skills. Google.org gave an initial €4.6 million grant to INCO to work with local nonprofit partners across 17 European countries to distribute these scholarships. Together they will provide underserved groups with services like career advice, interview preparation, childcare vouchers, and language support to help them successfully complete their learning journey.

IN THE WORLD

Image source: Website of Tinh Thuong One Member Limited Liability Microfinance Institution (TYM).

Supported The Asia Foundation in Southeast Asia with $3.3 million for the Go Digital ASEAN initiative to equip 200,000 underserved small business owners, underemployed youth, and people with disabilities with digital skills and tools, ensuring 60% of the beneficiaries are women.

Helped NASSCOM Foundation in its goal to support 100,000 women farmers in India with access to digital and financial skills through a $500,000 grant.

Enabled Supply Nation in Australia to provide 200 Indigenous businesses with the skills to navigate the evolving commercial landscape through a $300,000 grant to support its capability building program.

Supported direct cash assistance to individuals and families through GiveDirectly's campaign across the U.S., which resulted in donations of more than $20 million (this includes Google.org seed funding, Googlers, and public donations). We also gave $2 million to UpTogether (formerly Family Independence Initiative) and provided grants to support nonprofits providing cash assistance to support vulnerable families in India through GiveIndia, part of $10 million we gave to direct cash efforts.

Working with Opportunity Finance Network (OFN) to allocate $180 million in loans from the Grow with Google Small Business Fund and Google.org grants to community partners serving minority- and women-owned small businesses across the U.S. $50 million of financing and grants from the fund has been committed to small businesses focused on the Black community.

Further reading
Learn more about how we're helping small business owners gain access to capital.

IN THE WORLD

The Google American Indian Network employee resource group supported the Harvard Honoring Nations team in launching the Nation Building Toolboxes based on Google Sites in 2018, which use a variety of Google tools to help tribal leaders and policymakers share stories of success with each other. In 2020, they created a COVID-19 toolbox on the site, which tribes like the Tohono O'odham GuVO District used to respond to the challenges facing Indian Country during the pandemic.

SPOTLIGHT

"It is our hope that the stories we share through Honoring Nations and the Nation Building Toolboxes arm leaders and policymakers with practical tools that help to strengthen their nations, on their own terms — and as Wet'suet'en Hereditary Chief Satsan says, 'put a new memory in the minds of our children.'"

Megan Minoka Hill (Oneida Nation of Wisconsin)

Further reading
Learn more about how tribal schools are embracing distance learning with Google tools.

"For the first time, you're really understanding what people were experiencing in their full lives, and I think as an organization we create a lot more empathy for that."

Anny Tampling is the Regional Director of Market Human Resources in APAC at Google.

Representation at Google can be viewed as a simple equation: hiring minus attrition. Though gains in representation are not evenly realized for all, our work in hiring is having an impact for women in tech all over the world and for Black+ and Latinx+ people in the U.S. For example, YouTube realized a 4% increase in global representation year over year for women in tech.

Setting the bar for transparency and data sharing

Data transparency is a critical contribution to creating systemic, industry-wide solutions. We were one of the first tech companies to start sharing our diversity data publicly in 2014, and today, we are proud to provide one of the largest, publicly available DEI data sets in the industry. As we move forward, we continue to expand our data set and publicly share our progress with the world.

Global race data

For the first time ever, we are publishing race data outside the U.S. This data has enabled us to expand and evolve our work in response to the unique historical and cultural contexts of race and gender around the world by creating custom and tailored programming and dedicated staff.

Defining racial and ethnic categories is particularly complex. In this report, the objective is to create categories that address significant global patterns of racial and ethnic dynamics. In some instances, this data set is limited due to various government protections around the world and the desire to protect Googler confidentiality.

More inclusive demographic data

Since 2019, we have intentionally expanded our employee demographic data to be more inclusive. As our data set has grown, so too have our use cases. Last year's report announced company-wide goals on product accessibility and disability inclusion in our workforce. This year's report highlights how this data has been used to weave intersectionality throughout our approach to this work.

Of the 67% of employees who have self-identified globally, we see that:

- 6.9% self-identified as LGBQ+ and/or Trans+
- 5.6% self-identified as having a disability
- 5.2% self-identified as being, or having been, members of the military
- <1% self-identified as non-binary

View all of our historical data

This year, we're making it even easier for researchers, community organizations, and industry groups to leverage our data. External research shows that only industry-wide systemic solutions will create sustainable change. We believe that data transparency and standardization is an important step in service of collective action.

Analyze all of our data in BigQuery

Representation by race/ethnicity

U.S. 2020 and 2021
● 2020   ● 2021

Category	2020	2021
ASIAN+	41.9%	42.3%
BLACK+	3.7%	4.4%
LATINX+	5.9%	6.4%
NATIVE AMERICAN+	0.8%	0.8%
WHITE+	51.7%	50.4%

APAC 2021
● 2021

Category	2021
ASIAN+	85.8%
BLACK/ AFRICAN+	0.5%
HISPANIC/ LATINO/ LATINX+	1.1%
INDIGENOUS+	0.2%
MIDDLE EASTERN OR NORTH AFRICAN+	0.6%
WHITE OR EUROPEAN+	13.8%

EMEA 2021
● 2021

Category	2021
ASIAN+	10.9%
BLACK/ AFRICAN+	2.8%
HISPANIC/ LATINO/ LATINX+	3.8%
INDIGENOUS+	0.3%
MIDDLE EASTERN OR NORTH AFRICAN+	7.3%
WHITE OR EUROPEAN+	80.4%

AMERICAS 2021
● 2021

Category	2021
ASIAN+	21.8%
BLACK/ AFRICAN+	3.9%
HISPANIC/ LATINO/ LATINX+	33.3%
INDIGENOUS+	1.0%
MIDDLE EASTERN OR NORTH AFRICAN+	4.8%
WHITE OR EUROPEAN+	48.2%

View our full dataset

A note about our methodology

Representation by gender

GLOBAL 2020 and 2021

● 2020   ● 2021

WOMEN
32.0%
32.5%

MEN
68.0%
67.5%

U.S. 2020 and 2021

WOMEN
31.6%
32.2%

MEN
68.4%
67.8%

EMEA 2021

● 2021

WOMEN
32.7%

MEN
67.3%

APAC 2021

WOMEN
34.6%

MEN
65.4%

AMERICAS 2021

WOMEN
31.0%

MEN
69.0%
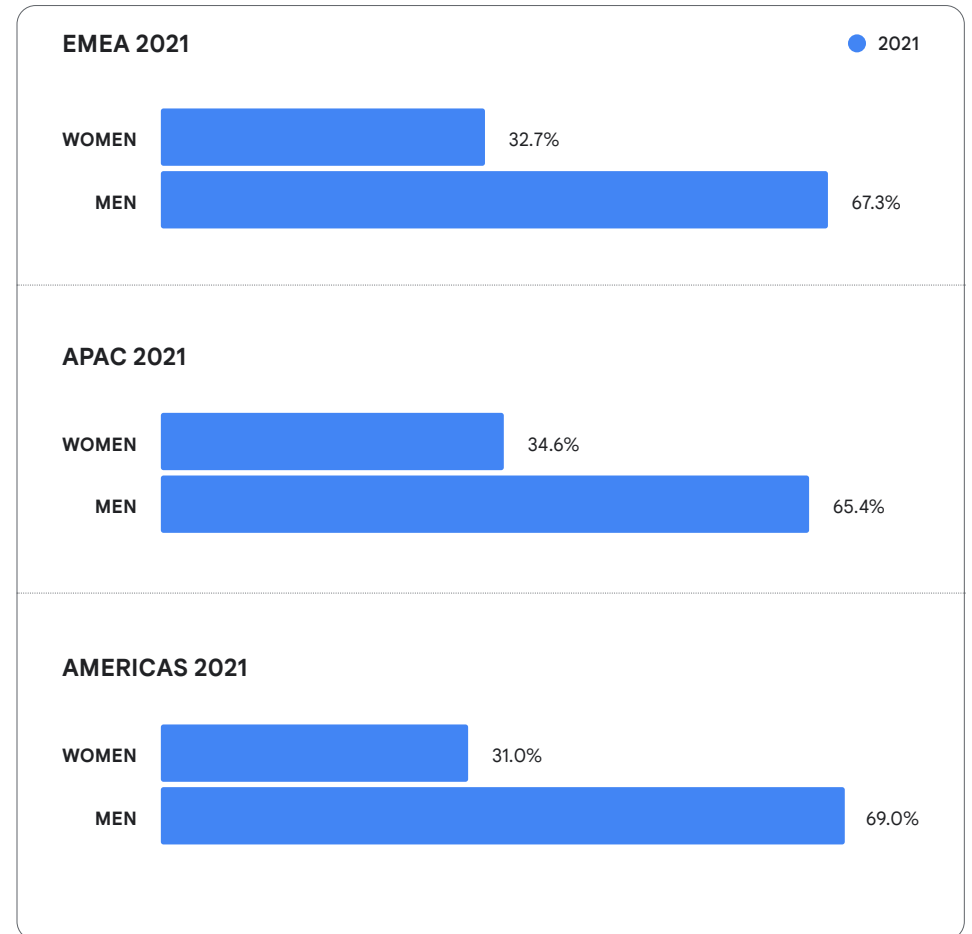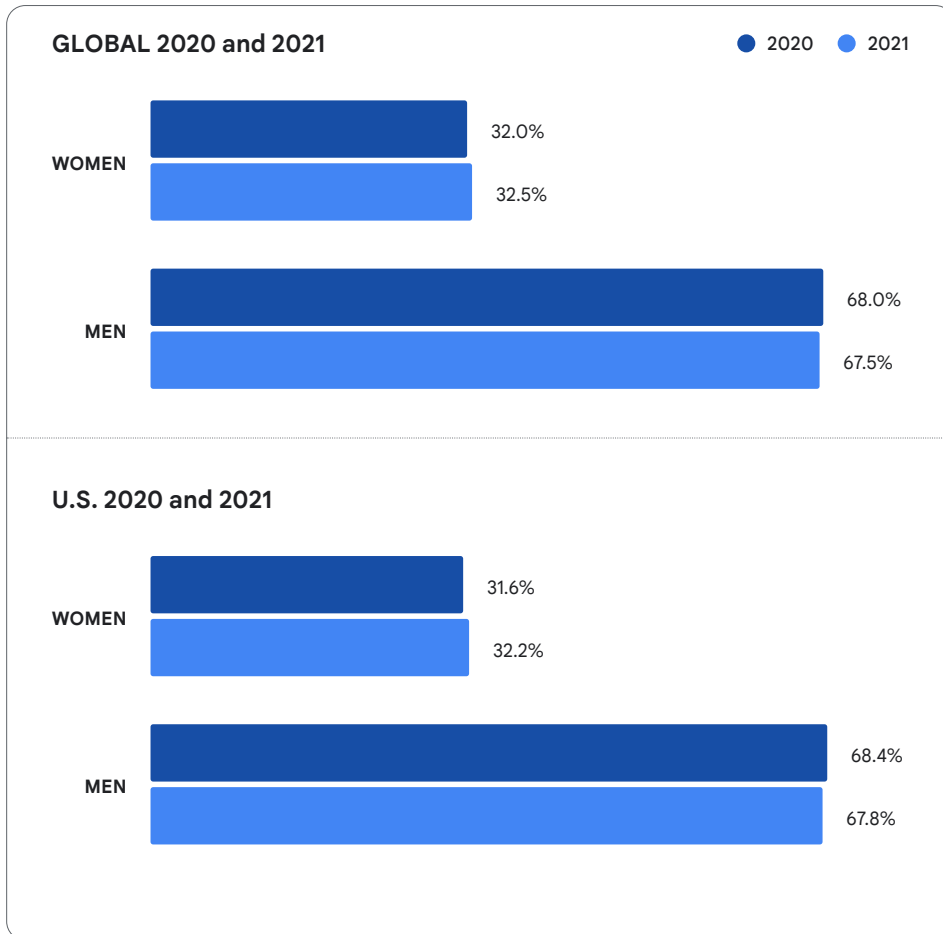
View our full dataset   A note about our methodology

Intersectional representation

U.S. 2020 and 2021   ● 2020 ● 2021

27.7% MEN / 27.7% MEN	2.1% MEN / 2.6% MEN	3.9% MEN / 4.2% MEN	0.5% MEN / 0.5% MEN	36.5% MEN / 35.4% MEN
14.2% WOMEN / 14.6% WOMEN	1.6% WOMEN / 1.8% WOMEN	2.0% WOMEN / 2.2% WOMEN	0.3% WOMEN / 0.3% WOMEN	15.2% WOMEN / 15.0% WOMEN
ASIAN+	BLACK+	LATINX+	NATIVE AMERICAN+	WHITE+

View our full dataset   A note about our methodology

Leadership representation by race/ethnicity

U.S. 2020 and 2021

● 2020 ● 2021

	ASIAN+	BLACK+	LATINX+	NATIVE AMERICAN+	WHITE+
2020	29.6%	2.6%	3.7%	0.5%	65.9%
2021	29.4%	3.0%	3.9%	0.6%	65.5%

APAC 2021

● 2021

ASIAN+	BLACK/ AFRICAN+	HISPANIC / LATINO / LATINX+	INDIGENOUS+	MIDDLE EASTERN OR NORTH AFRICAN+	WHITE OR EUROPEAN+
70.8%	N/A	N/A	N/A	N/A	28.8%

EMEA 2021

● 2021

ASIAN+	BLACK/ AFRICAN+	HISPANIC/ LATINO/ LATINX+	INDIGENOUS+	MIDDLE EASTERN OR NORTH AFRICAN+	WHITE OR EUROPEAN+
6.6%	3.3%	N/A	N/A	4.5%	87.7%

View our full dataset

AMERICAS 2021

● 2021

ASIAN+	BLACK/ AFRICAN+	HISPANIC/ LATINO/ LATINX+	INDIGENOUS+	MIDDLE EASTERN OR NORTH AFRICAN+	WHITE OR EUROPEAN+
N/A	N/A	43.8%	N/A	N/A	50.0%

A note about our methodology

Leadership representation by gender

GLOBAL 2020 and 2021
● 2020 ● 2021

WOMEN
26.7%
28.1%

MEN
73.3%
71.9%

U.S. 2020 and 2021

WOMEN
26.9%
28.1%

MEN
73.1%
71.9%

EMEA 2021
● 2021

WOMEN
26.9%

MEN
73.1%

APAC 2021

WOMEN
29.2%

MEN
70.8%

AMERICAS 2021

WOMEN
29.8%

MEN
70.2%

View our full dataset   A note about our methodology

Leadership intersectional representation

U.S. 2020 and 2021

● 2020   ● 2021

49.1%
MEN

47.7%
MEN

16.8%
WOMEN

17.8%
WOMEN

21.1%
MEN

20.7%
MEN

8.5%
WOMEN

8.7%
WOMEN

1.5%
MEN

1.8%
MEN

2.2%
MEN

2.5%
MEN

0.2%
MEN

N/A
MEN

1.1%
WOMEN

1.3%
WOMEN

1.5%
WOMEN

1.4%
WOMEN

0.3%
WOMEN

N/A
WOMEN

ASIAN+   BLACK+   LATINX+   NATIVE
AMERICAN+   WHITE+

View our full dataset   A note about our methodology

Building diversity, equity, and inclusion into our workplace, products, and programs is at the heart of creating a more helpful Google for everyone. When we get this right, we ensure that everyone feels like they belong at Google and beyond.

In order to tackle structural inequities we face as a society, we must take a systems-level approach. This means mobilizing every aspect of the company — from doubling down on the successful changes we've made to hiring, to creating a stronger culture of belonging, to continuing to build products and invest in communities in ways that are truly helpful — in order to drive meaningful and lasting change for everyone. And we're excited to build on the goals we've set for ourselves, such as increasing representation of underrepresented groups by 30% by 2025 and expanding hiring in cities that contribute to a high quality of life for Black+ Googlers all over the world.

We will continue to build with and for underrepresented groups where structural and systemic barriers to belonging are the highest, as well as co-create solutions to address racial equity, gender equity, and accessibility with experts and leaders around the world.

And we will continue to hold ourselves accountable. In addition to this report, we will share regular progress with Alphabet's board through transparency reports covering representation, hiring, retention, performance, and promotion equity.

2020 has left us more committed than ever to creating a workplace and world where we all feel a sense of belonging. We hope you'll join us on this ongoing journey of listening, learning, and taking action.

A note about our methodology

All reporting on gender, unless otherwise stated, reflects global data. Google also reports on global non-binary gender, using global self-reported data. We do not collect data where it is expressly prohibited by local law or would put our employees' safety at risk. Data can be found in "Representation at Google."

All reporting on race, unless otherwise stated, reflects U.S. data. Google also reports on global race data, using global self-reported data. In these instances, some race categories have changed to be more globally relevant. We do not collect data where it is expressly prohibited by local law or would put our employees' safety at risk. Data can be found in "Representation at Google."

In our 2019 Diversity Annual Report, we began counting multiracial people as a member of all the racial categories they identify with. This system used in the report is called the "plus system" (indicated by the + sign) because multiracial people are "plussed in" to each racial category they identify with. To see this data using U.S. government reporting categories, view our EEO-1. In some cases, due to rounding and how we count multiracial people, the individual percentages may not add up exactly to the overall percentage.

In some cases, due to rounding and how we count multiracial people, the individual percentages may not add up exactly to the overall percentage.

Some data may be intentionally redacted due to security and privacy restrictions regarding smaller n-counts. In those cases, the data is marked N/A.

"Native American+" includes Native Americans, Alaska Natives, Native Hawaiian and Other Pacific Islanders as categorized by U.S. government reporting standards.

"Americas" includes all countries in North and South America in which we operate, excluding the U.S.

Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Hiring

OVERALL	ASIAN+	BLACK+	HISPANIC/ LATINX+	NATIVE AMERICAN+	WHITE+		U.S. FEMALE	U.S. MALE		GLOBAL FEMALE	GLOBAL MALE
2015 REPORT	34.9%	3.5%	5.9%	0.9%	59.3%		29.4%	70.6%		30.7%	69.3%
2016 REPORT	37.4%	4.3%	6.5%	0.7%	54.9%		29.4%	70.6%		30.6%	69.4%
2017 REPORT	43.0%	3.7%	5.8%	0.6%	51.1%		30.4%	69.6%		31.6%	68.4%
2018 REPORT	43.8%	4.1%	6.3%	0.8%	49.7%		30.4%	69.6%		31.3%	68.7%
2019 REPORT	43.9%	4.8%	6.8%	1.1%	48.5%		34.9%	65.1%		33.2%	66.8%
2020 REPORT	48.5%	5.5%	6.6%	0.8%	43.1%		32.1%	67.9%		32.5%	67.5%
2021 REPORT	42.8%	8.8%	8.8%	0.7%	44.5%		33.1%	66.9%		33.7%	66.3%

TECH	ASIAN+	BLACK+	HISPANIC/ LATINX+	NATIVE AMERICAN+	WHITE+		U.S. FEMALE	U.S. MALE		GLOBAL FEMALE	GLOBAL MALE
2015 REPORT	38.6%	2.0%	4.8%	0.9%	57.8%		21.8%	78.2%		20.8%	79.2%
2016 REPORT	42.5%	2.5%	4.5%	0.4%	53.1%		22.7%	77.3%		22.1%	77.9%
2017 REPORT	48.1%	2.2%	4.9%	0.5%	48.1%		24.4%	75.6%		23.6%	76.4%
2018 REPORT	49.7%	2.6%	4.9%	0.7%	46.0%		25.4%	74.6%		24.6%	75.4%
2019 REPORT	51.8%	2.8%	5.3%	0.8%	43.5%		27.3%	72.7%		25.7%	74.3%
2020 REPORT	55.5%	3.5%	5.5%	0.7%	38.7%		26.7%	73.3%		25.6%	74.4%
2021 REPORT	51.3%	6.2%	8.4%	0.6%	39.0%		28.9%	71.1%		27.9%	72.1%

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Hiring

NON-TECH	ASIAN+	BLACK+	HISPANIC/ LATINX+	NATIVE AMERICAN+	WHITE+	U.S. FEMALE	U.S. MALE	GLOBAL FEMALE	GLOBAL MALE
2015 REPORT	25.5%	7.3%	8.8%	1.0%	63.3%	48.9%	51.1%	46.0%	54.0%
2016 REPORT	24.7%	9.0%	11.3%	1.5%	59.6%	45.9%	54.1%	44.2%	55.8%
2017 REPORT	27.6%	8.2%	8.6%	0.9%	60.6%	48.7%	51.3%	46.8%	53.2%
2018 REPORT	26.2%	8.4%	10.4%	1.1%	60.4%	45.2%	54.8%	43.9%	56.1%
2019 REPORT	26.3%	9.2%	10.2%	1.6%	59.3%	51.6%	48.4%	47.2%	52.8%
2020 REPORT	29.9%	10.6%	9.6%	1.2%	54.8%	46.6%	53.4%	43.9%	56.1%
2021 REPORT	26.5%	13.7%	9.5%	1.0%	55.2%	41.4%	58.6%	41.1%	58.9%

LEADERSHIP	ASIAN+	BLACK+	HISPANIC/ LATINX+	NATIVE AMERICAN+	WHITE+	U.S. FEMALE	U.S. MALE	GLOBAL FEMALE	GLOBAL MALE
2015 REPORT	28.0%	4.8%	2.4%	0.0%	68.3%	28.9%	71.1%	30.1%	69.9%
2016 REPORT	25.3%	2.3%	3.4%	0.0%	69.0%	23.0%	77.0%	25.7%	74.3%
2017 REPORT	33.1%	1.5%	2.3%	1.5%	64.6%	27.5%	72.5%	29.6%	70.4%
2018 REPORT	27.7%	5.7%	4.3%	1.4%	63.1%	28.4%	71.6%	29.4%	70.6%
2019 REPORT	32.7%	3.6%	5.1%	0.5%	59.7%	26.0%	74.0%	25.9%	74.1%
2020 REPORT	28.0%	3.6%	4.4%	0.7%	66.2%	24.6%	75.4%	26.1%	73.9%
2021 REPORT	23.7%	7.1%	5.8%	N/A	65.8%	30.4%	69.6%	28.9%	71.1%

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Intersectional hiring

OVERALL	FEMALE — ASIAN+	FEMALE — BLACK+	FEMALE — HISPANIC/ LATINX+	FEMALE — NATIVE AMERICAN+	FEMALE — WHITE+	MALE — ASIAN+	MALE — BLACK+	MALE — HISPANIC/ LATINX+	MALE — NATIVE AMERICAN+	MALE — WHITE+
2015 REPORT	11.6%	1.2%	1.9%	0.4%	16.0%	23.3%	2.3%	4.0%	0.5%	43.3%
2016 REPORT	12.2%	1.6%	2.1%	0.3%	14.8%	25.2%	2.7%	4.4%	0.4%	40.1%
2017 REPORT	14.2%	1.7%	1.8%	0.2%	14.1%	28.9%	2.0%	4.0%	0.4%	37.0%
2018 REPORT	14.2%	1.4%	2.0%	0.2%	14.4%	29.6%	2.6%	4.3%	0.6%	35.3%
2019 REPORT	15.6%	2.2%	2.7%	0.5%	16.2%	28.3%	2.6%	4.1%	0.5%	32.3%
2020 REPORT	16.1%	2.3%	2.3%	0.4%	13.0%	32.4%	3.2%	4.3%	0.4%	30.1%
2021 REPORT	15.2%	3.4%	2.5%	0.3%	13.7%	27.7%	5.4%	6.2%	0.5%	30.8%

TECH	FEMALE — ASIAN+	FEMALE — BLACK+	FEMALE — HISPANIC/ LATINX+	FEMALE — NATIVE AMERICAN+	FEMALE — WHITE+	MALE — ASIAN+	MALE — BLACK+	MALE — HISPANIC/ LATINX+	MALE — NATIVE AMERICAN+	MALE — WHITE+
2015 REPORT	10.9%	0.4%	0.9%	0.3%	10.2%	27.7%	1.6%	3.8%	0.6%	47.5%
2016 REPORT	12.2%	0.6%	0.9%	0.1%	9.8%	30.3%	1.9%	3.6%	0.3%	43.3%
2017 REPORT	14.2%	0.7%	1.0%	0.1%	9.5%	33.7%	1.6%	3.9%	0.4%	38.6%
2018 REPORT	14.4%	0.6%	1.1%	0.1%	10.4%	35.2%	2.0%	3.8%	0.6%	35.6%
2019 REPORT	15.9%	0.8%	1.4%	0.3%	10.3%	35.9%	2.0%	3.9%	0.5%	33.3%
2020 REPORT	16.5%	1.0%	1.4%	0.3%	8.9%	39.0%	2.5%	4.1%	0.4%	29.8%
2021 REPORT	17.1%	1.8%	1.8%	0.2%	9.6%	34.2%	4.4%	6.6%	0.4%	29.4%

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Intersectional hiring

NON-TECH	FEMALE — ASIAN+	FEMALE — BLACK+	FEMALE — HISPANIC/ LATINX+	FEMALE — NATIVE AMERICAN+	FEMALE — WHITE+		MALE — ASIAN+	MALE — BLACK+	MALE — HISPANIC/ LATINX+	MALE — NATIVE AMERICAN+	MALE — WHITE+
2015 REPORT	13.4%	3.4%	4.4%	0.6%	30.7%		12.1%	3.9%	4.4%	0.4%	32.5%
2016 REPORT	12.4%	4.0%	5.0%	0.7%	27.0%		12.3%	4.9%	6.2%	0.7%	32.6%
2017 REPORT	14.1%	4.6%	4.2%	0.4%	28.2%		13.4%	3.6%	4.4%	0.5%	32.3%
2018 REPORT	13.4%	3.9%	4.6%	0.6%	26.0%		12.8%	4.4%	5.8%	0.5%	34.4%
2019 REPORT	14.8%	5.2%	5.6%	1.0%	29.2%		11.5%	4.0%	4.7%	0.6%	30.2%
2020 REPORT	15.2%	5.6%	4.6%	0.7%	23.8%		14.6%	5.1%	5.1%	0.6%	31.0%
2021 REPORT	11.5%	6.4%	4.0%	0.4%	21.7%		15.1%	7.2%	5.6%	0.7%	33.6%

LEADERSHIP	FEMALE — ASIAN+	FEMALE — BLACK+	FEMALE — HISPANIC/ LATINX+	FEMALE — NATIVE AMERICAN+	FEMALE — WHITE+		MALE — ASIAN+	MALE — BLACK+	MALE — HISPANIC/ LATINX+	MALE — NATIVE AMERICAN+	MALE — WHITE+
2015 REPORT	10.8%	3.6%	0.0%	0.0%	15.7%		18.1%	1.2%	2.4%	0.0%	51.8%
2016 REPORT	4.6%	0.0%	2.3%	0.0%	16.1%		20.7%	2.3%	1.1%	0.0%	52.9%
2017 REPORT	10.8%	0.8%	0.8%	0.0%	15.4%		22.3%	0.8%	1.5%	1.5%	49.2%
2018 REPORT	9.9%	2.1%	0.7%	0.0%	17.0%		17.7%	3.5%	3.5%	1.4%	46.1%
2019 REPORT	7.1%	0.5%	3.1%	0.5%	16.3%		25.5%	3.1%	2.0%	0.0%	43.4%
2020 REPORT	5.8%	1.1%	2.2%	0.0%	17.8%		22.2%	2.6%	2.2%	0.7%	48.4%
2021 REPORT	6.8%	2.6%	N/A	N/A	20.8%		16.8%	4.5%	4.5%	N/A	45.0%

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Hiring by region

OVERALL	FEMALE	MALE
AMERICAS (NON-U.S.)	28.5%	71.5%
APAC	36.4%	63.6%
EMEA	33.9%	66.1%

TECH	FEMALE	MALE
AMERICAS (NON-U.S.)	23.2%	76.8%
APAC	25.0%	75.0%
EMEA	27.9%	72.1%

NON-TECH	FEMALE	MALE
AMERICAS (NON-U.S.)	34.1%	65.9%
APAC	43.4%	56.7%
EMEA	38.9%	61.1%

LEADERSHIP	FEMALE	MALE
AMERICAS (NON-U.S.)	N/A	75.0%
APAC	20.8%	79.2%
EMEA	28.8%	71.2%

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Attrition index

OVERALL	ASIAN+	BLACK+	HISPANIC/ LATINX+	NATIVE AMERICAN+	WHITE+	U.S. FEMALE	U.S. MALE	GLOBAL FEMALE	GLOBAL MALE
2018 REPORT	85	122	110	97	110	90	105	94	103
2019 REPORT	81	112	106	104	110	86	105	90	104
2020 REPORT	80	112	97	131	117	82	108	87	106
2021 REPORT	85	121	105	136	112	82	108	84	107

TECH	ASIAN+	BLACK+	HISPANIC/ LATINX+	NATIVE AMERICAN+	WHITE+	U.S. FEMALE	U.S. MALE	GLOBAL FEMALE	GLOBAL MALE
2018 REPORT	84	155	120	71	115	81	107	84	105
2019 REPORT	80	120	110	104	114	76	106	78	107
2020 REPORT	79	121	101	116	122	79	107	83	105
2021 REPORT	86	130	110	103	115	76	108	78	107

NON-TECH	ASIAN+	BLACK+	HISPANIC/ LATINX+	NATIVE AMERICAN+	WHITE+	U.S. FEMALE	U.S. MALE	GLOBAL FEMALE	GLOBAL MALE
2018 REPORT	97	92	102	181	101	93	108	94	106
2019 REPORT	93	96	102	116	104	95	107	92	107
2020 REPORT	85	103	87	133	106	82	117	88	110
2021 REPORT	80	121	96	183	106	90	109	87	110

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Intersectional attrition index

OVERALL	FEMALE— ASIAN+	FEMALE— BLACK+	FEMALE— HISPANIC/ LATINX+	FEMALE— NATIVE AMERICAN+	FEMALE— WHITE+		MALE— ASIAN+	MALE— BLACK+	MALE— HISPANIC/ LATINX+	MALE— NATIVE AMERICAN+	MALE — WHITE+
2018 REPORT	73	90	92	100	103		92	145	117	140	112
2019 REPORT	71	92	90	112	94		87	125	113	104	117
2020 REPORT	59	110	93	123	99		90	114	98	143	124
2021 REPORT	66	146	81	148	94		95	106	117	127	119

TECH	FEMALE — ASIAN+	FEMALE — BLACK+	FEMALE — HISPANIC/ LATINX+	FEMALE — NATIVE AMERICAN+	FEMALE — WHITE+		MALE — ASIAN+	MALE — BLACK+	MALE — HISPANIC/ LATINX+	MALE — NATIVE AMERICAN+	MALE — WHITE+
2018 REPORT	65	124	118	31	102		93	160	122	89	118
2019 REPORT	60	84	86	132	90		88	136	112	96	120
2020 REPORT	50	107	88	70	116		91	127	105	140	124
2021 REPORT	62	190	78	N/A	94		96	110	120	N/A	120

NON-TECH	FEMALE — ASIAN+	FEMALE — BLACK+	FEMALE — HISPANIC/ LATINX+	FEMALE — NATIVE AMERICAN+	FEMALE — WHITE+		MALE — ASIAN+	MALE — BLACK+	MALE — HISPANIC/ LATINX+	MALE — NATIVE AMERICAN+	MALE — WHITE+
2018 REPORT	88	68	78	124	96		108	122	115	140	106
2019 REPORT	95	86	86	80	95		91	107	120	191	113
2020 REPORT	78	106	89	130	81		93	98	83	127	130
2021 REPORT	75	137	79	141	94		87	104	107	246	116

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Attrition index by region

OVERALL	FEMALE	MALE
AMERICAS (NON-U.S.)	97	101
APAC	79	111
EMEA	92	102

TECH	FEMALE	MALE
AMERICAS (NON-U.S.)	N/A	108
APAC	79	106
EMEA	94	103

NON-TECH	FEMALE	MALE
AMERICAS (NON-U.S.)	97	104
APAC	75	118
EMEA	91	105

Workforce representation

OVERALL	ASIAN+	BLACK+	HISPANIC/ LATINX+	NATIVE AMERICAN+	WHITE+		U.S. FEMALE	U.S. MALE		GLOBAL FEMALE	GLOBAL MALE
2014 REPORT	31.5%	2.4%	4.5%	1.0%	64.5%		29.0%	71.0%		30.6%	69.4%
2015 REPORT	32.7%	2.5%	4.9%	1.0%	62.9%		29.2%	70.8%		30.6%	69.4%
2016 REPORT	33.9%	2.8%	5.2%	0.8%	61.0%		29.3%	70.7%		30.6%	69.4%
2017 REPORT	36.3%	2.8%	5.3%	0.8%	58.5%		29.5%	70.5%		30.8%	69.2%
2018 REPORT	38.1%	3.0%	5.3%	0.8%	56.6%		29.8%	70.2%		30.9%	69.1%
2019 REPORT	39.8%	3.3%	5.7%	0.8%	54.4%		31.0%	69.0%		31.6%	68.4%
2020 REPORT	41.9%	3.7%	5.9%	0.8%	51.7%		31.6%	68.4%		32.0%	68.0%
2021 REPORT	42.3%	4.4%	6.4%	0.8%	50.4%		32.2%	67.8%		32.5%	67.5%

TECH	ASIAN+	BLACK+	HISPANIC/ LATINX+	NATIVE AMERICAN+	WHITE+		U.S. FEMALE	U.S. MALE		GLOBAL FEMALE	GLOBAL MALE
2014 REPORT	35.1%	1.5%	3.6%	0.8%	62.3%		17.4%	82.6%		16.6%	83.4%
2015 REPORT	36.4%	1.6%	4.0%	0.8%	60.6%		18.9%	81.1%		18.0%	82.0%
2016 REPORT	38.1%	1.7%	4.1%	0.6%	58.7%		20.0%	80.0%		19.1%	80.9%
2017 REPORT	40.6%	1.8%	4.2%	0.6%	56.1%		21.1%	78.9%		20.2%	79.8%
2018 REPORT	42.8%	1.9%	4.3%	0.6%	53.6%		22.4%	77.6%		21.4%	78.6%
2019 REPORT	45.1%	2.1%	4.5%	0.7%	51.1%		23.8%	76.2%		22.9%	77.1%
2020 REPORT	47.6%	2.4%	4.8%	0.7%	48.1%		24.7%	75.3%		23.6%	76.4%
2021 REPORT	48.3%	2.9%	5.3%	0.7%	46.6%		25.7%	74.3%		24.6%	75.4%

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Workforce representation

NON-TECH	ASIAN+	BLACK+	HISPANIC/ LATINX+	NATIVE AMERICAN+	WHITE+	U.S. FEMALE	U.S. MALE	GLOBAL FEMALE	GLOBAL MALE
2014 REPORT	24.6%	4.1%	6.3%	1.6%	68.7%	51.6%	48.4%	48.1%	51.9%
2015 REPORT	24.5%	4.6%	7.0%	1.4%	67.9%	51.4%	48.6%	48.1%	51.9%
2016 REPORT	24.2%	5.2%	7.8%	1.4%	66.4%	51.1%	48.8%	48.1%	51.9%
2017 REPORT	25.1%	5.5%	7.9%	1.2%	65.3%	50.9%	49.1%	48.4%	51.6%
2018 REPORT	25.0%	5.8%	8.4%	1.1%	64.7%	50.2%	49.8%	47.8%	52.2%
2019 REPORT	25.4%	6.6%	8.9%	1.2%	63.3%	50.7%	49.3%	47.9%	52.1%
2020 REPORT	26.6%	7.2%	9.1%	1.2%	61.5%	50.3%	49.7%	47.4%	52.6%
2021 REPORT	26.7%	8.4%	9.3%	1.2%	60.4%	48.8%	51.2%	46.4%	53.6%

LEADERSHIP	ASIAN+	BLACK+	HISPANIC/ LATINX+	NATIVE AMERICAN+	WHITE+	U.S. FEMALE	U.S. MALE	GLOBAL FEMALE	GLOBAL MALE
2014 REPORT	24.2%	1.7%	2.2%	0.6%	73.2%	20.6%	79.4%	20.8%	79.2%
2015 REPORT	25.0%	2.0%	2.0%	0.9%	72.2%	23.2%	76.8%	22.9%	77.1%
2016 REPORT	25.8%	1.8%	2.1%	0.7%	71.3%	24.0%	76.0%	24.2%	75.8%
2017 REPORT	27.1%	2.0%	2.4%	0.8%	69.6%	24.2%	75.8%	24.5%	75.5%
2018 REPORT	27.3%	2.4%	2.7%	0.8%	68.9%	25.3%	74.7%	25.5%	74.5%
2019 REPORT	28.9%	2.6%	3.3%	0.7%	66.6%	26.4%	73.6%	26.1%	73.9%
2020 REPORT	29.6%	2.6%	3.7%	0.5%	65.9%	26.9%	73.1%	26.7%	73.3%
2021 REPORT	29.4%	3.0%	3.9%	0.6%	65.5%	28.1%	71.9%	28.1%	71.9%

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Intersectional workforce representation

OVERALL	FEMALE — ASIAN+	FEMALE — BLACK+	FEMALE — HISPANIC/ LATINX+	FEMALE — NATIVE AMERICAN+	FEMALE — WHITE+		MALE — ASIAN+	MALE — BLACK+	MALE — HISPANIC/ LATINX+	MALE — NATIVE AMERICAN+	MALE — WHITE+
2014 REPORT	10.0%	1.1%	1.5%	0.5%	17.6%		21.4%	1.3%	3.0%	0.6%	47.0%
2015 REPORT	10.5%	1.0%	1.6%	0.4%	17.1%		22.1%	1.5%	3.3%	0.5%	45.9%
2016 REPORT	11.0%	1.1%	1.7%	0.4%	16.5%		22.9%	1.7%	3.5%	0.5%	44.6%
2017 REPORT	11.8%	1.2%	1.7%	0.3%	15.9%		24.4%	1.7%	3.6%	0.4%	42.8%
2018 REPORT	12.5%	1.2%	1.7%	0.3%	15.5%		25.7%	1.8%	3.6%	0.5%	41.1%
2019 REPORT	13.3%	1.4%	2.0%	0.3%	15.7%		26.4%	1.9%	3.8%	0.5%	38.8%
2020 REPORT	14.2%	1.6%	2.0%	0.3%	15.2%		27.7%	2.1%	3.9%	0.5%	36.5%
2021 REPORT	14.6%	1.8%	2.2%	0.3%	15.0%		27.7%	2.6%	4.2%	0.5%	35.4%

TECH	FEMALE — ASIAN+	FEMALE — BLACK+	FEMALE — HISPANIC/ LATINX+	FEMALE — NATIVE AMERICAN+	FEMALE — WHITE+		MALE — ASIAN+	MALE — BLACK+	MALE — HISPANIC/ LATINX+	MALE — NATIVE AMERICAN+	MALE — WHITE+
2014 REPORT	8.3%	0.4%	0.5%	0.2%	8.6%		26.8%	1.1%	3.0%	0.6%	53.8%
2015 REPORT	9.1%	0.4%	0.7%	0.2%	9.0%		27.3%	1.3%	3.3%	0.5%	51.7%
2016 REPORT	10.1%	0.4%	0.7%	0.2%	9.2%		28.0%	1.3%	3.3%	0.4%	49.5%
2017 REPORT	11.2%	0.5%	0.8%	0.2%	9.3%		29.5%	1.3%	3.4%	0.4%	46.7%
2018 REPORT	12.1%	0.5%	0.9%	0.2%	9.6%		30.7%	1.4%	3.4%	0.5%	44.0%
2019 REPORT	13.2%	0.6%	1.0%	0.2%	9.9%		31.9%	1.5%	3.5%	0.5%	41.3%
2020 REPORT	14.2%	0.7%	1.1%	0.2%	9.6%		33.4%	1.7%	3.7%	0.5%	38.5%
2021 REPORT	14.9%	0.9%	1.3%	0.2%	9.7%		33.5%	2.1%	4.0%	0.5%	36.9%

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Intersectional workforce representation

NON-TECH	FEMALE — ASIAN+	FEMALE — BLACK+	FEMALE — HISPANIC/ LATINX+	FEMALE — NATIVE AMERICAN+	FEMALE — WHITE+	MALE — ASIAN+	MALE — BLACK+	MALE — HISPANIC/ LATINX+	MALE — NATIVE AMERICAN+	MALE — WHITE+
2014 REPORT	13.3%	2.4%	3.3%	1.0%	35.1%	11.0%	1.7%	3.0%	0.6%	33.8%
2015 REPORT	13.4%	2.5%	3.6%	0.9%	34.3%	10.9%	2.1%	3.4%	0.6%	33.6%
2016 REPORT	13.2%	2.7%	3.9%	0.8%	33.4%	10.9%	2.5%	3.9%	0.5%	33.1%
2017 REPORT	13.6%	2.9%	3.8%	0.7%	32.7%	11.5%	2.5%	4.1%	0.5%	32.6%
2018 REPORT	13.4%	3.1%	4.0%	0.7%	31.8%	11.7%	2.8%	4.4%	0.5%	32.9%
2019 REPORT	13.7%	3.6%	4.5%	0.7%	31.3%	11.7%	3.0%	4.4%	0.5%	32.0%
2020 REPORT	14.3%	3.9%	4.5%	0.7%	30.3%	12.4%	3.3%	4.6%	0.5%	31.2%
2021 REPORT	13.8%	4.3%	4.5%	0.6%	28.9%	12.9%	4.0%	4.8%	0.5%	31.5%

LEADERSHIP	FEMALE — ASIAN+	FEMALE — BLACK+	FEMALE — HISPANIC/ LATINX+	FEMALE — NATIVE AMERICAN+	FEMALE — WHITE+	MALE — ASIAN+	MALE — BLACK+	MALE — HISPANIC/ LATINX+	MALE — NATIVE AMERICAN+	MALE — WHITE+
2014 REPORT	6.1%	1.0%	0.4%	0.1%	14.3%	18.4%	0.8%	1.8%	0.6%	58.6%
2015 REPORT	7.2%	1.2%	0.5%	0.3%	15.0%	17.9%	0.8%	1.5%	0.6%	57.2%
2016 REPORT	7.5%	1.0%	0.6%	0.3%	15.2%	18.4%	0.8%	1.4%	0.3%	56.2%
2017 REPORT	7.2%	1.1%	0.8%	0.4%	15.7%	20.1%	0.9%	1.6%	0.4%	53.8%
2018 REPORT	7.3%	1.3%	0.7%	0.4%	16.4%	20.0%	1.1%	1.9%	0.4%	52.4%
2019 REPORT	8.1%	1.1%	1.3%	0.4%	16.5%	20.9%	1.5%	2.0%	0.3%	50.1%
2020 REPORT	8.5%	1.1%	1.5%	0.3%	16.8%	21.1%	1.5%	2.2%	0.2%	49.1%
2021 REPORT	8.7%	1.3%	1.4%	N/A	17.8%	20.7%	1.8%	2.5%	N/A	47.7%

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Workforce representation by region

OVERALL	ASIAN+	BLACK/ AFRICAN+	HISPANIC/ LATINO/ LATINX+	INDIGENOUS+	MIDDLE EASTERN OR NORTH AFRICAN+	WHITE OR EUROPEAN+	FEMALE	MALE
AMERICAS (NON-U.S.)	21.8%	3.9%	33.3%	1.0%	4.8%	48.2%	31.0%	69.0%
APAC	85.8%	0.5%	1.1%	0.2%	0.6%	13.8%	34.6%	65.4%
EMEA	10.9%	2.8%	3.8%	0.3%	7.3%	80.4%	32.7%	67.3%

TECH	ASIAN+	BLACK/ AFRICAN+	HISPANIC/ LATINO/ LATINX+	INDIGENOUS+	MIDDLE EASTERN OR NORTH AFRICAN+	WHITE OR EUROPEAN+	FEMALE	MALE
AMERICAS (NON-U.S.)	30.4%	3.2%	19.2%	0.8%	6.5%	50.1%	20.4%	79.6%
APAC	89.2%	0.4%	0.7%	N/A	0.5%	10.6%	22.5%	77.5%
EMEA	11.3%	1.9%	3.9%	0.3%	7.9%	80.5%	21.0%	79.0%

NON-TECH	ASIAN+	BLACK/ AFRICAN+	HISPANIC/ LATINO/ LATINX+	INDIGENOUS+	MIDDLE EASTERN OR NORTH AFRICAN+	WHITE OR EUROPEAN+	FEMALE	MALE
AMERICAS (NON-U.S.)	14.7%	4.6%	45.0%	1.2%	3.3%	46.7%	39.7%	60.3%
APAC	82.0%	0.5%	1.6%	0.3%	0.7%	17.3%	44.3%	55.7%
EMEA	10.5%	3.7%	3.6%	0.4%	6.7%	80.3%	44.4%	55.6%

LEADERSHIP	ASIAN+	BLACK/ AFRICAN+	HISPANIC/ LATINO/ LATINX+	INDIGENOUS+	MIDDLE EASTERN OR NORTH AFRICAN+	WHITE OR EUROPEAN+	FEMALE	MALE
AMERICAS (NON-U.S.)	N/A	N/A	43.8%	N/A	N/A	50.0%	29.8%	70.2%
APAC	70.8%	N/A	N/A	N/A	N/A	28.8%	29.2%	70.8%
EMEA	6.6%	3.3%	N/A	N/A	4.5%	87.7%	26.9%	73.1%

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.

Self-identification

METRIC	2021 REPORT	2020 REPORT	2019 REPORT
GLOBAL % SELF-IDENTIFIED AS LGBQ+ AND/OR TRANS+	6.9%	7.1%	8.5%
GLOBAL % SELF-IDENTIFIED AS HAVING A DISABILITY	5.6%	6.1%	7.5%
GLOBAL % SELF-IDENTIFIED AS BEING, OR HAVING BEEN, MEMBERS OF THE MILITARY	5.2%	5.5%	5.2%
GLOBAL % SELF-IDENTIFIED AS NON-BINARY	<1%	<1%	<1%

*Historical numbers may differ slightly due to rounding and corrections in methodology year over year.