Why representation matters

How to build it into your business

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At Google Cloud, we are committed to embedding diversity, equity, and inclusion (DEI) into everything we do, from how we build our products to how we build our workforce. From years of research studies, we know that greater diversity within a leadership and within companies is linked with more innovation, more efficiency, and greater likelihood of new product innovation.

Research shows that the business case for diversity is stronger than ever:

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Now, more than ever there is more urgency to incorporate diversity and inclusion into every aspect of your business. Not only because it enhances your ability to be responsive to users and customers, but because it builds trust and a sense of belonging for your employees.

36%

Companies with the most diverse executive teams are **36%** more likely to outperform their peers on profitability.
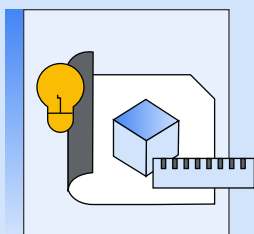
19%

Organizations with above-average diversity see **19%** higher innovation revenue.
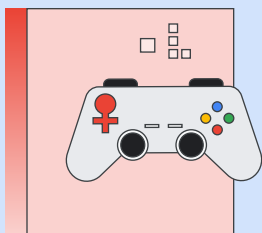
87%

Inclusive teams make better decisions **87%** of the time.

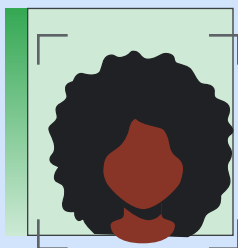# DEI initiatives help us all build better and make a difference

Product development:

56% of organizations still don't routinely test their digital products among people with disabilities. One billion people, or 15% of the world's population, experience some form of disability.
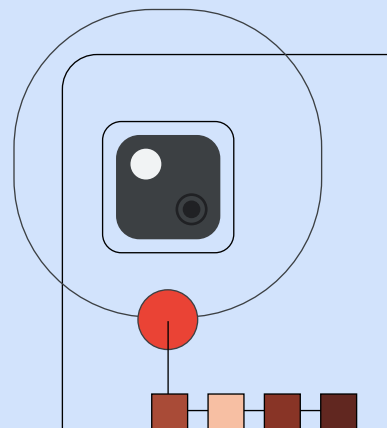
Gaming:

41% of video gamers are women but only 5% of games have female protagonists.

Technology:

Facial recognition algorithms are **10 to 100 times** more likely to better identify lighter-skinned faces.

Inside perspective:

We are on our own journey and we don't always get it right. During the creation of the camera for an early Pixel phone, we realized during testing that the sensors didn't produce high-quality pictures of darker skin tones. The sensors had been built to create photos for light skin based on the team building them.

When you integrate diversity, equity, and inclusion, you are more likely to serve your customers better and achieve better outcomes.

Best practice tip:

Design for the user who is *the least* like you.

We all have a responsibility to do better

Now, more than ever there is more urgency to incorporate diversity and inclusion into every aspect of your business. Not only because it enhances your ability to be responsive to users and customers, but because it builds trust and a sense of belonging for your employees.

78% of people believe that diversity and inclusion offer companies a competitive advantage.

Nearly seven out 10 job candidates view inclusion and diversity as a critical factor in their decision to accept a job.

More than half of employees would consider leaving a company if their employer didn't demonstrate a commitment to diversity.

When people feel connected and proud, they feel empowered to innovate and do their best work.

Google Cloud Insights

So, how do you build a representative workforce and inclusive teams? Here are six important things we have learned about building DEI into your business:

1. **Set aspirational goals.** It is vital for you to set objectives for how you envision your teams will represent users and how leadership will represent teams—make sure to share these goals widely, including with those outside your team.
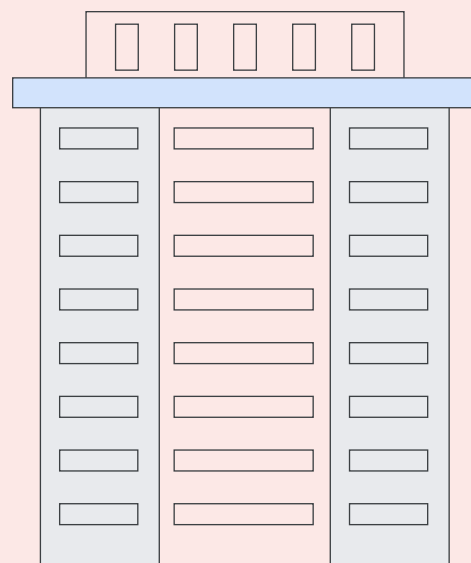
2. **Make DEI everyone's responsibility**. Diversity, equity, and inclusion isn't just an HR or leadership mission, these concepts impact everyone within an organization. It's important to make it a challenge and responsibility for every employee, and that means holding everyone accountable.

3. **Pay attention to how management deals with diversity.** Managers hire and grow talent, make key product and sales decisions, and are responsible for creating culture and systems at the core of your company. This means it is essential to integrate accountability for diversity, equity, and inclusion outcomes into every manager's role.

4. **Be intentional about measures to mitigate biases that show up in processes.** It's important to interrogate how all your processes including interviews, feedback, promotions, and more affect underrepresented groups at your company. It's helpful to consider a wide range of areas, including race, ethnicity, disability, sexual orientation, and genders.

5. **Let your data do the talking.** To achieve representation, data transparency is key for figuring out where you're at and what else you need to do. It's critical to measure for fairness across people, processes, and outcomes.

6. **Prioritize actions with the greatest impact.** It's impossible to do everything especially when you're growing quickly. Pre-identify a curated list of objectives that will have real impact and move the needle forward—and then test, measure, and iterate to make sure you're moving in the right direction.
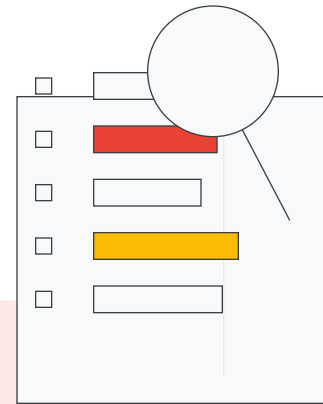
Inside perspective:

We've created a platform in Google Europe, Middle East, and Africa called "#It'sUpToMe". As advertised, this platform aims to encourage managers to make DEI a personal commitment and then tracks the progress against that commitment as part of our biannual performance review process.

Best practice tip:

Hold diversity and inclusion to the same standards as a core business objective.

People thrive when they feel connected

When people feel connected and proud, they feel empowered to innovate and do their best work. By comparison, when people don't feel like they belong, it takes a massive toll at every level of an organization. When we don't feel free to be ourselves, we waste energy on trying to fit in instead of sharing and contributing value.

At Google Cloud, creating space to build for equity and being honest about our own journey has enabled us to work towards making all our employees feel seen and understood. In turn, this has empowered them to do their very best work—and create products that work for everyone.

Inside perspective:

Google was one of the first tech companies to publish a granular set of data investigating our data from different angles in our **annual diversity report.** Our data collection is anchored on the fact that there are some underrepresented groups that have historically been discriminated against and excluded from opportunities.

Best practice tip:

Take a country-by-country approach to consider local nuance along with company values.

Google Cloud

Learn more at
diversity.google

Learn More

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If you would like more information on inclusive marketing, check out our
Inclusive Marketing Toolkit.