

## GMS D&I Manifesto: Driving Transformational Change in 2018

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### The Challenge

Since Google first published diversity stats in 2014, we've seen [persistent and significant gaps](#) in representation and experience for underrepresented groups (URGs) - women at L7+ and Black+ and Hispanic/Latinx at L4+. We also know that people of different backgrounds (socioeconomic, differently abled, various sexual orientations or gender identities, cultural minorities, etc.) are more likely to experience these types of gaps as well. Our goal to close these representation and experience gaps remains the same, but our approach needs to change. To tackle systemic challenges, we must make systemic changes.

As one of the most powerful corporations in the world, Google has the resources and the calling to create systemic change with measurable impact in this space. GMS has the opportunity to pioneer transformational change at Google, using the best research available combined with our unique expertise in programmatic innovation.

**Our Vision:** We want everyone and every business to succeed.

**Our Mission:** Ensure everyone in GMS benefits from working on a diverse team with an inclusive culture.



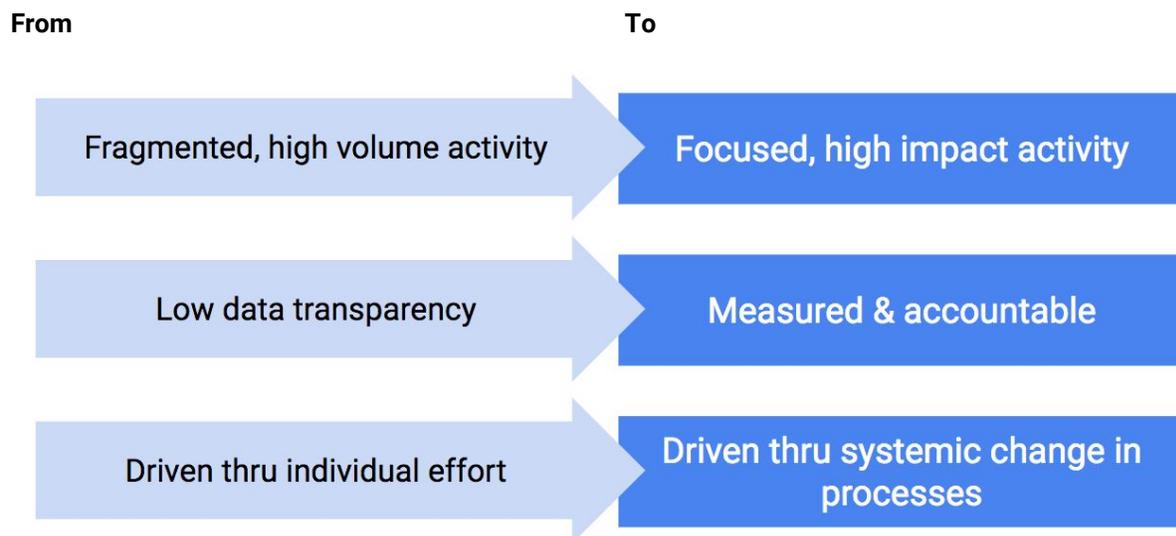
### Our Strategy

Our biggest areas of opportunity in GMS are to:

- **Action best practices across critical talent processes** ensuring diversity and equity,
  - Hiring
  - Retaining / Progressing (perf, promo, calibration)
- **Foster a more inclusive culture**, and
- **Empower managers** to lead diverse teams inclusively.

Measuring and reporting on the progress of our work regularly will create accountability and allow us to course-correct as necessary each quarter, in order to meet longer-term representation and culture goals<sup>1</sup>.

We will drive transformational change with this strategy by making some fundamental shifts in our approach:



<sup>1</sup> [See a case study of how our strategy is being applied to the hiring process.](#)

## GMS' Diversity & Inclusion Principles:

### We need an **inclusive culture** to attract and retain diverse talent.

Diversity and inclusion go hand-in-hand. Diverse teams are [higher performing teams](#), especially those with [inclusive skills](#). They can break traditional patterns of inequity, improve the experience for many individuals, and ultimately reduce attrition by ensuring everyone can be their best.

### Diversity, equity and inclusion is the **way we work**; how we approach people, processes & customers.

GMS is a customer success engine with 10 straight quarters of >20% growth - thanks to a combination of top talent utilizing programmatic innovation. We will leverage these strengths to apply systemic solutions to systemic D&I challenges. Our biggest areas of opportunity in GMS are to raise the standard of practice across critical talent processes (hiring, perf, promo, calibration) ensuring diversity and equity.

### Everyone contributes to creating change and fostering an inclusive culture.

Diversity and inclusion is often championed by those most disadvantaged - women and people from underrepresented groups. This leaves out those most needed to create transformational change - the majority. Since everyone benefits from diversity ([a key ingredient in higher performing teams](#)) and inclusion ([a skill set needed to effectively manage in today's workplace](#)), each one of us has an important role to play.

### Great leadership requires strong inclusion skills.

Our managers are the gatekeepers to Google's culture, processes and Googlers' experiences. We will empower our managers, helping them become the leaders of the future - adept at unleashing the best from both [rapidly diversifying workforces](#) and global [marketplaces](#).

### D&I is a **global issue**; be inclusive of global and regional challenges.

While the available data and location of our headquarters in California has created a US-centric narrative, we understand that diversity and inclusion is a key element of business performance and Googler experience across the globe. We will elevate the voices of *all* GMS-ers, across sites and regions, in this conversation, and bring them to the table in shaping our strategy for D&I.

## What is diversity and inclusion?

### Diversity is...

Diversity is the full range of human differences and similarities. Collectively, our unique attributes make a group diverse.

*Race. Ethnicity. Age. Beliefs. Gender identity. Sexual orientation. Physical abilities. Extro/Introversion. Socio-economic status. Neurodiversity. Experiences.*

### We create inclusion...

Inclusion is leveraging the diversity of backgrounds and perspectives of Googlers to strengthen our culture, create better products, and grow our business.

*Acceptance. Respect. Fairness. Shared values. Belonging. Psychological safety. Recognizing similarities. Honoring differences.*



