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A Discourse Analysis of Diversity and Inclusion Terminology in the High-Tech Industry

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A Discourse Analysis of Diversity and Inclusion Terminology in the High-Tech Industry

A Research Thesis Presented to
The Graduate Faculty of the College of Arts and Sciences
Master's Program in International Studies

In Partial Fulfillment Of the Requirement for the Degree
Masters of Arts in International Studies

By Michelle Nader
University of San Francisco

December 2018

A Discourse Analysis of Diversity and Inclusion Terminology in the High-Tech Industry

In Partial Fulfillment of the Requirements for the Degree

MASTER OF ARTS
In
INTERNATIONAL STUDIES

by Michelle Nader
December 2018

UNIVERSITY OF SAN FRANCISCO

Under the guidance and approval of the committee, and approval by all the members, this thesis project has been accepted in partial fulfillment of the requirements for the degree.

APPROVED:

Adviser   Date

_____   _____

Academic Director   Date

_____   _____

Abstract:

The field of Diversity and Inclusion is a growing interest within the High-Tech industry, particularly within the San Francisco Bay Area of California. To combat misconceptions of Diversity and Inclusion, this thesis aims to define and analyze the language used at 20 companies in the High-Tech sector. The trends, nuances, and practices of how companies use language in their programming and data dictates the direction of the company. This thesis investigates the underlying complexities of where Diversity and Inclusion is within the industry today and goals for the future. Findings from this research suggest that companies can strengthen their Diversity and Inclusion commitments by focusing more on transparency of data and providing further insight into how they prioritize their initiatives.

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Acknowledgements:

Thank you to my professors and colleagues in the Master's of Arts in International Studies program. Your wisdom, insight, and empathy were influential in shaping this chapter of my life.

I would like to express my gratitude to my advisor, Dr. Kevin Lo, who provided continuous guidance. Your supervision was essential throughout this process and I cannot thank you enough for your support and reliable humor.

Thank you to my parents, siblings, and friends, for their love and encouragement. I am especially thankful to my partner Cory, whose unwavering support kept me balanced throughout this journey.

Terminology and Abbreviations:

- **Gender Identity** - The gender that a person identifies with, without regard to the sex assigned at birth. This phenomenon is intrapsychic (Smith, 2006).

- **Intersectionality** - When an individual aligns with more than one label of diversity

- **LGBT/LGBTQIA+** - A person who is a part of the Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Asexual, and allies community

- **Multiracial** - A person who identifies with two or more races

- **Sexual Orientation** - A individual's sexual preference to a person's gender identity (Green *et al.*, 2018)

- **Heterosexual** - A person who is attracted to a member of the opposite sex. Also known as "Straight."

- **Race / Racial Background** - A means to group individuals based on similar physical characteristics. It is an identity marker (Proctor, 2018).

- **Underrepresented Minority (URM)** - A person who comes from racial backgrounds of Hispanic/LatinX, African American/Black, American Indian/Pacific Islanders, or two or more races.

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I. Introduction

The Bay Area of San Francisco, California, otherwise, known as Silicon Valley, is known to have a concentration of corporate headquarters for some of the largest companies in the high-tech industry. Within this concentration, the field of Diversity and Inclusion (D&I) is a growing interest due to awareness around low numbers of diversity and lack of retention (Lien, 2018). The growing interest in D&I could either suggest that companies are taking initiative in fighting workplace injustice and developing inclusive company cultures, or that these companies are retroactively working to fix the numbers of diversity and low retention rates. Alongside this reason, there is now also a higher demand from public and private shareholders to hold companies accountable within the high-tech industry to make businesses as diverse as the populations that use their products (Herring, 2010). Furthermore, both the setbacks and advancements surrounding D&I are increasingly being highlighted throughout the industry (Atlassian, 2018).

As shareholders and employees push for D&I, there is an argument to be made around the benefits of D&I itself. Benefits can range from increasing internal innovation to refocusing the company's corporate social responsibility[1], or even just to remain competitive in the company's industry. In 2013, Deloitte published research around D&I, with the findings that D&I leads to better business performance. "Employees report better business performance in terms of ability to innovate (83%), responsiveness to changing customer needs (31%), and team collaboration (42%) (Sweigers & Toohey, 2013, p. 4)."

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[1] Corporate social responsibility is a means for companies to make business decisions that either lessen their negative impact and/or positively affect society and/or the environment (Keys *et al.*, 2009).

With the lack of scholarly analysis in this area, this research examines the trends and the

terminology in which various high-technology companies frame D&I.

Keywords and Terms

The terminology within the field of D&I varies across sectors. Generally

speaking, "Diversity" is understood to be the different external and internal

characteristics that make a person who they are. As an external identifier, diversity is

seen as gender identity, sexual orientation, racial background, age, and physical

disabilities (or different abilities) (Change Catalyst, 2017, p. 4). Internal identifiers

include but are not limited to cultural backgrounds, religious beliefs, economic classes,

and emotional disabilities. "Inclusion" does not only acknowledge and understand that

these differences exist, but it also finds value in this diversity. Inclusivity allows for

people not only to feel welcomed, but also to feel respected and supported to comfortably

thrive within their workplace (Change Catalyst, 2017, p. 4).

How differences are recognized at work should reflect the politically correct

terms, which undoubtedly respects the individual. This understanding demands

awareness towards diverse communities and the unique backgrounds they represent. This

can often be complicated, since appropriate terms change decade by decade, if not each

year (Oliver, 2017). These terms transform due to political change and growing

awareness through activism. Using the correct terms is necessary for companies, since

each term is used (or not used) based on the positive or negative historic connections of

each label. For instance, the terms *Native American, Native person, indigenous, and*

Indian American may seem interchangeable to some, though each label is implying something different within this culture (Oliver, 2017). Therefore, companies should always seek guidance from employees who represent the various ethnic and cultural groups the company aims to represent.

Individuals may also not be comfortable with being identified with labels all together. For instance, a person with dyslexia, which is an invisible difference, may not want to be identified at all. Moreover, just because a person may be easily recognized as a member of a different ethnic or gender group, that person may not be comfortable being a representative of such group. A slight change in diction can change the emphasis behind these labels. One could look at the example of understanding how to recognize a person with a physical disability. One could identify this person as a *person in a wheelchair*, rather than a *disabled person*. This simple rephrasing changes the context of the disability recognition, since the person's physical disability is not their sole identity. The phrasing of differences should never devalue, pity or isolate individuals or groups they are a part of (Bates, 2014).

Background / History

Various legislation in the last 65 years brought about laws that fought for anti-discrimination within the workplace; the Civil Rights Act and Affirmative Action were two of the greatest legislations for workplace equality. In particular, Title VII of the Civil Rights Act, which was enacted in 1964, declared that employers and unions are lawfully accountable to consider all possible applicants, and are unable to discriminate on

the basis of color, gender, race, religion, or national origin (Developments in the Law, 1971, p. 1111). "This act mandates that employers provide equal employment opportunities to people with similar qualifications and accomplishments (Herring, 2009, p. 209)." Though this law gave support for the enactment of Affirmative Action laws and developments surrounding biases, organizations' diversity efforts had yet to escape the limitations of focusing solely on quotas. These quotas were based on recruiting specific numbers of women and people of color as legal obligations (Kelly, 1998, p. 981). In the 1980s Affirmative Action practices became known as Diversity Management, and by the early 1990s, diversity initiatives had been adopted by 70% of Fortune 500 companies (Kelly, 1998; Wheeler, 1994).

In the 1990s, diversity research expanded from achieving these quotas to enhancing the quality of work-life for diverse persons. Early research around the benefits of diversity focused on the values of diverse thinking. It was noted that by 1990, getting women and people of color with the necessary skills into the workplace was no longer the primary problem. The issue is "later on that many of them plateau and lose their drive and quit or get fired. It's later on that their managers' inability to manage diversity hobbles them and the companies they work for" (Thomas, 1990, p. 108). This idea around diversity thinking proposed heterogeneous workspaces that supported the development for all of the workers, since it could lead to additional inputs and innovative thinking for teams and individuals. During this time, research on the benefits of diversity mainly focused on the benefits of the worker(s) and began to include tangible benefits for the companies such as the possibility for diverse hiring to lead to competitive advantages

in cost structures and through maintaining the highest quality human resources (Cox &

Blake, 1991).

As the technology sector started to grow rapidly in the early 2000s, the practice of

hiring a diverse workforce did not grow along with it. The lack of priority in diversity

went relatively unnoticed until 2008, when Mercury News, a newspaper based out of San

Jose, CA conducted public research around the racial makeup of employees at 20

high-tech companies in the Bay Area (Owens, 2013). CNN Money followed suit and both

news sources requested this data from the U.S. Department of Labor.

> "Ten companies were able to block the release of the data from the U.S. Department of Labor because they are not federal contractors: Facebook, LinkedIn, Netflix (NFLX), Twitter, Yelp, Zynga, Amazon, Groupon, Hulu and LivingSocial. Apple, Google, Hewlett-Packard (HPQ), IBM and Microsoft successfully appealed to the Labor Department to keep their information private, claiming that public release of the data would cause "competitive harm." (EBAY) data was released through the Freedom of Information Act, or FOIA, (YHOO), filing, providing the news organization with information from five of the 20 companies it originally contacted (Owens, 2013)."

Though diversity is seen as a strategic business decision, research around

inclusion initiatives is still lacking. Research conducted by Deloitte (2013) illustrates that

supporting diversity *with* inclusion practices will lead to positive business practices,

however academics and workplace experts still struggle to articulate a clear definition of

inclusion. Additionally, Deloitte's research addresses the fact that if companies do not

find the right balance of diversity *and* inclusion, then the pivotal moment for the

company could be missed. With the trends of high profile companies moving towards

launching and integrating more D&I initiatives, academic research is starting to

investigate the benefits of inclusion.

Personal Experience

As I enter my fourth year of living in the Bay Area, I am noticing my perceptions of the tech industry changing. When I first moved to the Bay Area, I was resentful of the tech industry -- as it is one of the industries within corporate America that has resulted in furthering the income gap for products that are not tangible. Especially in the Bay Area, we see negative effects of tech through the ever-increasing gentrified neighborhoods and companies and the highest rent for a one bedroom rental in the country (Worldwide Rental Price Index, 2015). As my time in the Bay Area continued, I began to question if the negative effects of tech could be challenged. To understand the tech industry more, I decided to start working at a startup tech company in Downtown San Francisco. Though it seems it is very easy to fall into the trap of convenience hiring[2], I believe that there can be a change in the tech industry's common homogenous way of hiring and maintaining their company culture.

There is a hiring discrepancy between the particularly large number of white males compared to females and people of color. The discrepancy is stark, and can be easily seen when walking through headquarters of various tech companies, or even the racial and gender similarities when walking on the streets of San Francisco. The U.S. Government is taking note and continues to monitor this difference. The Equal Employment Opportunity Commision shares that, "Compared to overall private industry, the high tech sector employed a larger share of whites (63.5 percent to 68.5 percent), Asian Americans (5.8 percent to 14 percent) and men (52 percent to 64 percent), and a

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[2]I use convenience hiring as a term to describe the practice of friends referring and hiring friends or in-network connections as colleagues.

smaller share of African Americans (14.4 percent to 7.4 percent), Hispanics (13.9 percent to 8 percent), and women (48 percent to 36 percent) (EEOC, 2014)."

The discrepancies that the EEOC highlights can have negative effects on a woman or person of color when they find a role at a company that is employed vastly by white men. This could foster a sense of Imposter Syndrome in the workplace, where people of difference do not feel comfortable in their role or team since they are not equally represented across the company. Imposter Syndrome is a phenomenon where people of difference do not feel they have earned the right to work, learn, or interact with their heterosexual white male colleagues; this feeling stems from the lack of representation of colleagues who come from the same background (Bernard, 2018). Making a workplace not only *diverse* through bringing different populations to the industry, but also *inclusive*, can increase opportunities for people of different backgrounds and identities to find a place to thrive within the tech industry.

As a female person of color working in a tech startup in San Francisco, I am interested in the pivotal moments when a new company moves towards diversity and inclusivity. I focused my research on this topic because I have been curious about how to implement D&I programs and initiatives at a company's infancy. This is because our company has doubled in size in the last seven months, and we are trying to manage this growth effectively. We have noticed the need to focus on diversity, starting with our recruiting practices. For example, we have received numerous applications for each one of the open positions. The candidates did vary, but the overwhelming response to the job postings from has been from white males. However, we could not assume this is simply

because there are more white male candidates interested in these roles, since we were hiring for different teams. It is because the company needs to diversify its hiring tactics and look for candidates in alternative areas, websites, and ways.

Startup tech companies can experience growth at any rate. In the case of the startup I work for, the fact that we grew in size so rapidly meant that prioritizing D&I could be easily lost. It was not until we began hiring a new employee every other week until we realized this. We began seeking informal guidance from consultants at more established companies in the high-tech sector. We questioned how to develop D&I initiatives when we were still a smaller enterprise. Since we were growing at a high rate, we were trying to decide if we should focus our time equally on D&I or if it would be more beneficial to center our attention more on diversity or on inclusion.

I noticed that companies of any size face similar issues of growth. In the case of recruitment, developing the *pipeline* could increase diverse pools of applicants. A pipeline of applicants refers to the various ways companies search for, recruit, and communicate with applicants -- as such, hiring managers should be aware of diverse applicant pipelines and how it consistently changes (Garcia, 2015). I am interested in identifying and understanding the different terms and tactics high-tech companies of all sizes take towards created a diverse and inclusive environment for their employees. My hypothesis is that companies of various sizes will need to implement different strategies. I am curious if the balance between diversity and inclusion should necessarily be different between companies just starting and those that are well established.

Thesis Question

Companies supporting D&I initiatives have been associated with increased sales revenue, more customers, greater market share, and greater relative profits (Herring, 2009). Despite the positive business results, there is limited research surrounding D&I in management, and the high-tech sector has even less. Through analyzing what each company publicizes about their D&I programs, I am hoping to understand,

- How do these companies frame D&I?

- What do these companies identify as the benefit(s) of D&I?

- Are there D&I trends across the industry and if so, what are they?

Methodology

I will be focusing on the D&I statements at 20 companies within the high-tech sector in the San Francisco Bay Area. I will be analyzing how each company addresses their improvements and setbacks regarding D&I, while interpreting the narratives they have created in their blogs, D&I webpages, opinion editorials, and public statements by their companies' representatives. I understand there are many other companies in Silicon Valley other than the ones considered in my study. I decided to concentrate the companies chosen on some of the most well-known, high-valuation companies. While looking at active examples of companies from small to large scale, I am able to analyze different approaches each company takes. The departments where D&I programs are located vary company to company. D&I could be in People Operations (or Human Resources); as one or two positions in the company; Diversity could be in Recruiting

without "Inclusion" at the company at all; or D&I can solely be in Marketing, where the company focuses on D&I as a Public Relations move. I must note that the D&I efforts of other companies that are smaller and newer, or even those that are among the first high-technology companies may look different than what I found.

Significance / Importance of Study

As previously mentioned, D&I is new to the technology sector. As such, there has not been much research conducted around these topics in an academic setting. As D&I develops from being a fad in companies to an imperative in their business and workplace strategy, it is important to document and analyze the actions of these companies. We should be able to look at trends within a workplace to see what effects occurred from the steps taken around D&I. There is much information on D&I in universities, healthcare, and the workplace in general. In addition, there is much information and statistics around D&I in the High-Tech workplace through consulting firms or news articles. However, the way D&I is structured in tech can still be thoroughly explored using a scholarly framework. Examining D&I in this way would justify its importance and show how necessary it is at companies today. Additionally, a scholarly lens could provide alternative ways of seeing issues within the D&I field.

II. Literature Review:

A. Multiculturalism in Society and the Workplace

Multiculturalism grew within the workplace when diverse populations were given more political recognition in the United States. The Civil Rights movement brought about debates over racial inequality, which led to the development of Critical Race Theory (CRT). CRT is an academic approach to dissecting power dynamics amongst different racial groups in the U.S. "It is a movement comprising scholars committed to challenging and disrupting racism and its associated social, legal, political, and education consequences (McCoy & Rodricks, 2015, p. 5)." The practices described in this theory could be seen as a comparison of *the other* to the standard *status quo* (Said, 1994; Beauvoir, 1949; Fanon *et al.*, 1968). Typically white men held power in leadership roles across sectors prior to societal shifts in the U.S. For instance, in 1950 white men held 96% of seats in Congress (Soffen & Lu, 2016).

The three theorists, Edward Said, Simone de Beauvoir, and Franz Fanon propose that race, gender, and difference have been used by white men as mechanisms to obtain power. When decades passed and more women and people of color started to take on more influential roles in the workplace, comparisons of people of difference to white men did not cease (Shore *et al.,* 2009). When focusing on *the other*, one could identify the status quo of power during this era as being a white man. Women, Person(s) of Color, and anyone representing difference[3] would be automatically compared to a white man.

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[3] I refer to difference as different to that of a white man in this context.

While in a position of power, a woman cannot escape her femininity and the stereotypes that come with it, just as a Person of Color cannot escape the stereotypes of their ethnicity. The white man, however, is seen as neutral or unchallenged when in a position of power (Beauvoir, 1949). "As colour is the most obvious outward manifestation of race it has been made the criterion by which men are judged, irrespective of their social or educational attainments (Fanon 1952, pg. 118)." In other words, color, gender, and ethnicities are social constructs, though society understands these constructs to be conscious and subconscious justification to stereotype and make assumptions in the workplace.

Racial and gender stereotypes can change the way people see and interact with people of difference in the workplace, and these interactions can change the way the person experiences each day at work. In terms of power, for instance, it is uncommon to question a white man who is in a leadership position, because he is automatically assumed to be qualified for the position. As a woman in power, for instance, she will often be identified as a female CEO in the public eye, rather than solely a CEO -- which is how a white male would commonly be identified (McDonald *et al.,* 2018). Another example could be seen in a person of color aiming to break their own ethnic stereotype. A black man, for example, cannot just be a man who is black; a black man is judged based on his comparison to a white man (Fanon, 1968). Thus, he understands that when he is doing work, his work may be subconsciously judged based off of his racial background. The fact that he is black plays a large part in how the world perceives him. It will

continue to take years to break these false ontological barriers which subjugate racial and gender inferiority.

The Civil Rights movement brought attention to laws that affected social equality, and many of the laws could directly or indirectly influence the demographic of the workplace (Oppenheimer, 2016). One of these laws proposed Affirmative Action, which supported incorporating quotas to the workplace and requiring companies to hire specific numbers of people from diverse backgrounds. During the Reagan era in the 1980s, hiring quotas became voluntary. Companies had already created teams dedicated towards Affirmative Action, so industries began promoting multiculturalism in the workforce as a means for good business (Kelly & Dobbin, 1998). Research shows that this transition of Affirmative Action into Diversity Management in the 1980s led to a possible abandonment of the populations it was set to protect; it has not upheld the purpose of drawing in equal numbers of diverse employees in modern workplaces (Oppenheimer, 2016).

Phillips and O'Reilly (1998) did extensive research regarding diversity in organizations from the 1950s until its publication. At the time, workplaces becoming more multicultural was seen as inevitable due to changing demographics, and therefore managers would have to learn how to manage different group dynamics effectively (Phillips & O'Reilly, 1998). Categorizing people into different social groups can have varied outcomes, so in order to combat possible negative effects, companies must first understand that negative effects are a possibility if mismanaged (Phillips & O'Reilly, 1998).

B. Value of Diversity and Diversity Management

One argument that continues to be of importance is finding the value in diversity. To find this, organizations must recognize diverse identifiers and understand how to manage these differences (Cox & Blake 1991). One study found that "ethnically diverse groups composed of Asians, Blacks, Hispanics, and Anglos acted more cooperatively than all-Anglo groups, and those behavioral differences tended to increase when the situational cues favored cooperation" (Cox *et al.,* 1991, pg. 839). People who are multicultural tend to have more of a collectivist mentality, thinking more cooperatively rather than singularly. Inclusivity should include all races and differences, even Anglo-backgrounds. This improves group thinking, productivity and performance as it supports a learning environment (Stevens *et al.,* 2008). This way of thinking opposes the colorblind approach, which rather than embrace differences, does not recognize difference in people's backgrounds.

Thomas and Ely (1996) found that there are two paradigms that companies use when approaching diversity initiatives: the Discrimination-and-Fairness paradigm and the Access-and-Legitimacy paradigm. Discrimination-and-Fairness promotes diversity, but with a colorblind approach. Therefore, employees are all seen and treated the same. The Access-and-Legitimacy paradigm is a reactive approach by companies, in which they respond to instances and controversies with short-term programs and initiatives. Identifying these paradigms led the authors to create the "Learning-and-effectiveness paradigm," which views how our differences could bring in difference perspectives and

therefore contribute to the organization (Thomas & Ely, 1996). Reiterating Williams and O'Reilly's (1998) research that if we just increase diversity for diversity's sake, it can fail if not effectively managed.

Introducing different perspectives into the workplace could cause a range of reactions that companies and organizations should be able to manage effectively. Diversity management is good for business, as it contributes to profits and is a direct investment into the business (Herring, 2009). Those who implement diversity initiatives throughout the company notice financial improvements. "For every 10 percent increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8 percent (Hunt *et al.,* 2015)." If diversity management is seen as a competitive advantage, then creating a dominant heterogeneous culture would be good for the business and all employees (Thomas, 1990). Needs of various groups are in constant transition, and therefore we need to continue to educate ourselves on how to allow people of diverse backgrounds to thrive (Thomas, 1990), and to also continue practices of Affirmative Action, since without it, we cannot achieve a workplace norm of respecting heterogeneity.

The value in diversity could also be seen as valuing diversity of ideas. Companies that value diversity are more likely to take innovative risks in the market, as well as have a much greater likelihood of connecting with their target users and consumers (Hewlett *et al.*, 2013). One way value in diversity can be harnessed is through management and changing the narrative of diversity itself. We should be thinking of diverse peoples and attitudes as assets and should be phrasing it in this way. Changing this narrative not only

reveals the benefits of diverse persons in the workplace, but it also has lasting effects in a societal and communal sense; for instance, communities may change due to the economic advancements these work opportunities provide (Shore *et al.*, 2006).

Looking at the value in diversity and analyzing how this value benefits all persons resembles Derrick Bell's (1980) theory of Interest Convergence. With this theory, Bell claims that working for the interests of minority groups will be more effective if they are also aligned with helping the interests of majority groups (Bell, 1980)[4]. He furthers that attention should be paid on mutual benefit, since there is a lower probability that majority groups will choose to automatically act in the best interest of minority groups. Based on Interest Convergence theory, if companies focus their Diversity and Inclusion initiatives towards benefitting all employees rather than solely with minority groups, there could be less opposition towards implementing the initiatives.

All too often, research shares that D&I initiatives should be implemented for the sake of profits. However, companies should also aim to create equitable workplace environments for the inherent value it will bring, rather than for the sole benefits of business incentives and profits. Understanding the varied benefits of D&I will strengthen the case for it. "Positive (not just tolerant) attitudes toward a group other than one's own — in teams and organizations, we can better predict positive outcomes such as open communication, feelings of inclusion, mentoring across genders and ethnicity, and "bringing one's whole self" to work (Pittinsky, 2016, p. 5). Diversity in teams changes

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[4] In Derrick Bell's (1980) research, he focused on Interest Convergence surrounding Brown vs. Board of Education case. The underlying aim for integration of black students into white schools was proposed with the hopes that it would eventually end segregation across institutions. He found white parents were more likely to support integration when arguments around segregation were contextually written regarding the benefit black and white students.

the dynamics amongst employees, which inevitably changes the dynamic of work

investment and output.

C. Issues and Implicit Bias

Despite the vast improvements with incorporating diverse persons in the

workplace, there have been issues with doing so effectively to benefit all populations.

The consideration to hire more diverse talent often faces a legal conundrum: on one hand,

the law states that companies should never discriminate against any race, gender, or

ethnicity, but it also supports hiring people of specific diverse backgrounds. In other

words, when companies focus on hiring specific genders, racial backgrounds and people

of difference, they are evidently hiring with the intention to overlook the majority

population in the tech industry, which are white and asian males. This intentional

overlook could lead to issues and claims of reverse discrimination. Reverse

discrimination is the practice of discriminating against the majority population in favor of

the minority population (Dutton, 1976). In 2017, YouTube faced reverse discrimination

lawsuits when the company claimed that they would not be hiring white and asian males

for technical roles (Grind & MacMillan, 2018). Companies need to be aware that they

will inevitably face setbacks if they do not focus their diversity goals to incorporate all

backgrounds.

Companies will face issues when they do not effectively modernize their D&I

initiatives. Anti-discrimination laws of the 1960s and 1970s are outdated and are not

well-equipped to handle the subtle discrimination and unconscious bias that exists today

(Ford, 2015). Some arguments describe D&I initiatives as diversity doublespeak, and are accused of being contradictory as well. "Diversity doublespeak" is used to describe how consistent discrimination is hidden behind diversity initiatives (Wade, 2014). When companies solely speak about diversity (or lack thereof), they are doing themselves a disservice since they are not actually speaking on the issues that are causing discrimination.

When companies do not address root causes or even address basic level discrimination, their employees will undeniably react to these issues. Ronen and Pines (2008) focuses on female and male engineers and each of their levels of stress and frequencies of burnout in the workplace within the high-tech industry. It was found that female and male engineers in the high-tech industry experience burnout from work differently. Women, are more likely to have smaller peer groups at work and face higher probability of discrimination. Additionally, women are more likely to face family-related pressures and therefore, time-related pressures (Ronen & Pines 2008). Due to implicit bias and subtle discrimination in the workplace, female engineers are more likely to face burnout. This could mean that these employees miss more days of work (Avery *et al.,* 2007), that their quality of work is negatively affected, or even that they feel such a level of discomfort that pushes them to leave the company altogether (ASHE Higher Education Report, 2009).

Subtle discrimination contributes to why there are higher turnover rates for employees who do not fall into the category of the major hegemonic group in the high-tech industry. This group is predominantly men (83%) who are white or Asian(94%)
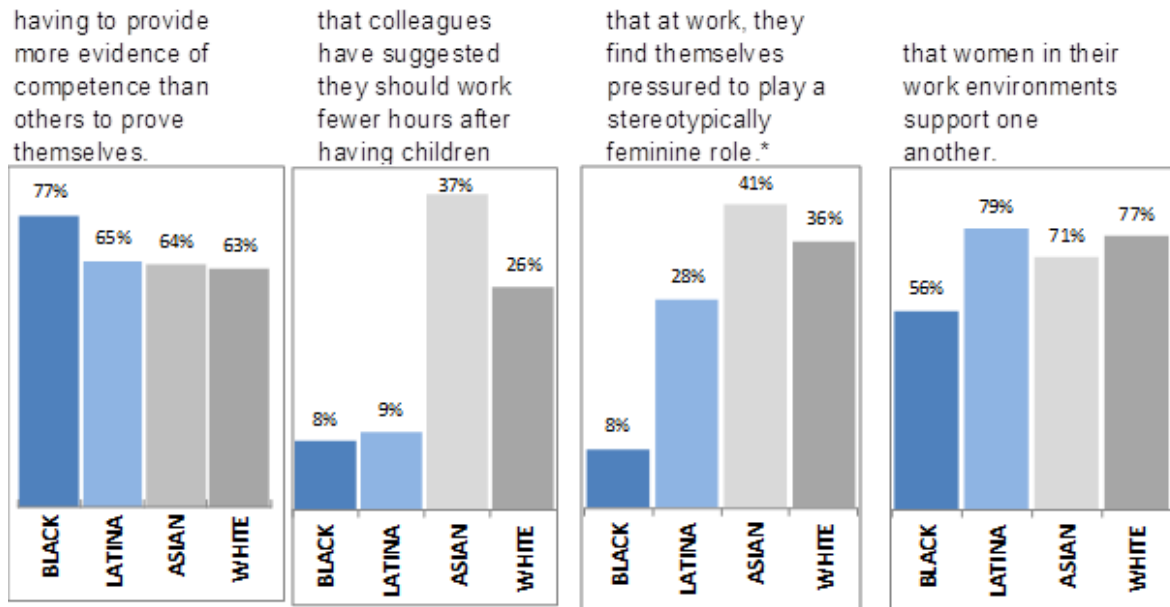
(Ronen & Pines 2008). Unfair treatment was twice as likely to be the reason employees left the company over being recruited elsewhere. The Kapor Center, an organization that focuses on making the high-tech industry a more equitable industry, conducted a survey of 2,000 adults who left the tech sector within the last three years. The findings from their surveys were astonishing, as they found measurable differences of reasons why diverse groups left their jobs. The Kapor Center found that "LGBT employees were most likely to be bullied (20%) and experience public humiliation or embarrassment (24%); Underrepresented men and women of color experienced stereotyping at twice the rate of White and Asian men and women; 30% of underrepresented women of color were passed over for promotion (Scott *et al.*, 2017)." The rates of unjust treatment, subconscious stereotyping, and exclusion are just a few examples of how a company creates an inequitable work culture. Moreover, it exemplifies the reasons why employees may leave their workplace due to bias.

In Figure 1 below, data collected by the U.S. Equal Employment Opportunity Commission shows that despite different racial backgrounds[5], women are faced with common feelings of having to prove themselves in their workplace (EEOC, 2014). On the other hand, women also have a greater possibility to "support one another" in their workplace. As such, if there are increased numbers of women in the high-tech workplace, this could correlate with higher numbers of inclusive behavior.

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[5] This EEO Study focused women with the racial backgrounds of Black, Latina, Asian and White

Figure 1: Taken from the U.S. Equal Employment Opportunity Commission

Percent of U.S. Women Who Report...

having to provide more evidence of competence than others to prove themselves.

that colleagues have suggested they should work fewer hours after having children

that at work, they find themselves pressured to play a stereotypically feminine role.*

that women in their work environments support one another.

	BLACK	LATINA	ASIAN	WHITE
having to provide more evidence of competence	77%	65%	64%	63%
colleagues suggested fewer hours after children	8%	9%	37%	26%
pressured to play a stereotypically feminine role*	8%	28%	41%	36%
women support one another	56%	79%	71%	77%

D. Incorporating Inclusion

Companies may move from focusing solely on Diversity and into placing importance on inclusivity in their initiatives. There are various ways companies can approach inclusion, and it should move past training and creating more awareness (Bourke *et al.,* 2017). When we focus on fostering relationships within an organization and creating positive learning and development goals for all employees, Inclusion builds a sense of trust within the organization (Downey *et al.*, 2015). Additionally, employees feel empowered within the organization and gain faith from the fact that colleagues and their company are making decisions in their best interest. These initiatives build a stronger foundation for internal and organizational development. Mor Barak and Levin (2002) identified that companies must do proper assessment of the inclusivity issues

within diverse work groups, otherwise, these programs could have the opposite reaction. "Once a thorough organizational diversity diagnosis is conducted, the organization can target specific policies and practices that need to be changed in order to ensure fair and inclusive treatment of women, members of racial and ethnic minority groups and other individuals who are different from the organization's mainstream (Mor Barak & Levin, 2002, p. 151)." Some areas to improve inclusivity could be mentoring, resource groups and training programs.

Companies should look past the surface to identify the underlying biases that exist within the framework of a workplace (Bourke *et al.,* 2014); going further, when companies proactively respond to people when they feel their ideas are suppressed, this transparency helps people feel included (Sweigers & Toohey, 2013). The company Asana focuses on how the organization is measuring inclusion. Asana puts emphasis on transparency within the company, as well as externally revealing specific statistics and goals as it will force the company to remain accountable to their employees and the public. The company finds that documenting metrics on D&I is imperative and suggest annual or bi-annual surveys to understand progress (Pao, 2017). Incorporating inclusion at a company should not just be internally focused, as acts of inclusion can even take place outside of the workplace. For example, there have been positive effects of technical companies contributing and supporting students of color, years before they even enter the workforce (Garcia, 2015).

E. Programming and Initiatives

There has been research on supporting diversity within management and with colleagues (Kaleev *et al.,* 2006; Avery *et al.,* 2007), within work group dynamics (Mor Barak & Levin, 2002), and on positive outcomes within the organization as a whole (Hewlett *et al.*, 2013; Herring, 2009; Thomas & Ely, 1996). Diversity programs vary at each company. Research shows that there are a number of initiatives that can be found across different industries. These are seen as affirmative action plans, mentoring programs, and networking programs (Kaleev *et al.,* 2006). However, diversity training may not always work despite the investment of time and money (Homan *et al.,* 2015). This is because companies should be outcome-oriented rather than implementing diversity for superficial reasons.

Research shows that recognizing the companies' self-interest and monitoring these outcomes would allow for initiatives to become more sustainable (Nishii, 2017). There is a necessity to have buy-in and commitment from all levels of the company, from management to employees. Programs can include 'targeted recruiting, [additional] learning opportunities, mentoring, [and increased] transparency' (Nishii, 2017). Companies need to create awareness that diversity exists and recognize these differences, have clear motivation for inclusive behavior, and set up opportunity structures so employees have a clear pathway to thrive.

As D&I programs are developed to address social inequalities that have been long ignored in the workplace, they will inevitably uncover the complexities of recruiting, retainment, and the social priorities of the company. The debates over what programs are

sustainable and successful likely will not cease, as it holds companies accountable for the

promises they make around D&I. Finding the balance between avoiding discrimination

issues and initiating advancements should be an imperative at every company since the

field of D&I is here to stay within the corporate sector. The most effective thing a

company can do is identify ways to manage diversity and inclusion effectively.

Moreover, companies should understand that the D&I language they use is more

influential to their employees and public and private stakeholders than they may

understand. The power of D&I language will be addressed in my research in the

following sections.

Methodology:

A. Research Design:

The purpose of this research was to provide contextual analysis and a background in different D&I initiatives at companies across the high-tech industry in San Francisco. This insight would document the trends of D&I practices within the industry and analyze how various companies frame D&I. This research utilized discourse analysis as the research method. Public information was documented on companies across the high-tech industry in San Francisco regarding their Diversity and Inclusion programs. I chose to focus on 20 companies consisting of over 1,000 employees that have already established D&I programs. Furthermore, I focused on documenting the initiatives they have created and how these companies phrase their goals and diversity numbers.

I chose to use discourse analysis as a methodological approach because it would help with dissecting the complexities of where D&I is today in the high-tech industry. The high-tech industry consistently has issues with diversity numbers and controversies related to discrimination within all levels of the organization (Scott *et al.*, 2017). D&I incorporates discourses of race, gender, sexual orientation, disability, and any other difference*,* and how these differences are represented. A discursive study, such as this one, helps us understand what the conversation is around diverse representation within the workplace. Through analyzing information made public by companies, we can see what each company is prioritizing, and understand what their D&I messages are through the phrasing of these initiatives.

B. Data:

The research was conducted through obtaining and analyzing information that 20

companies have published on their D&I practices. This information originally was going

to stem from D&I pages on company websites company blog posts, opinion-editorials by

company employees, and through analyzing interviews recorded and published online. As

my research continued, I found that all 20 companies have released diversity reports in

various forms within the last two years. As such, I narrowed my discourse analysis to

focus solely on these reports conducted by each company.

Table 1. List of 20 companies, their product focus, and employee size

Company	Product	Employee Size	Company	Product	Employee Size
Airbnb	Hospitality	3,100	Microsoft	Internet-related Services and Products	131,000
Apple	Consumer Electronics and Computer Software	130,000	Pinterest	Social Media	800+
Cisco	Telecommunications	73,000	Salesforce	Customer Management	30,000
Dropbox	File Hosting	1,500	Slack	Communications	1,000+
Ebay	E-Commerce	14,000	Square	Financial Services	2,000
Facebook	Social Networking	25,000	Twilio	Cloud Communications Platform	1,100
Google	Internet-related Services and Products	85,000	Uber	Transportation and Ride-share	12,000
Intel	Semiconductor Computer Circuits	102,000	Workday	Financial and Human Capital Management	8,200
Intuit	Business and Financial Software	8,200	Yelp	Local Search Service	4,400
Lyft	Transportation and Ride-share	1,600	Zendesk	Customer Service and Engagement	2,000

These 20 companies were chosen because they represent an array of services across the high-tech industry. Furthermore, the number of employees of each of the companies vary in scope in order to see if there was consistency across mid-large sized companies. From each company's public Diversity Report, I documented and analyzed information on,

- **D&I statements;**

- **Mentioned strategies;**

- **Emphasized Taglines;**

- **Explicit D&I Mission Statement (if applicable);**

- **Where on the website the company details D&I;**

- **Their diversity numbers (if applicable);**

From each of these areas, I was able to recognize the language used, the priorities of each company, and how they align throughout the industry.

Data Analysis :

Information was collected from publicly released diversity data reports from each of 20 companies in the high-tech industry. When looking at the terminology used to describe their approaches to D&I, you can see that few companies strayed from the norm of using the typical phrasing, "Diversity and Inclusion." As mentioned in previous sections, the word "Diversity," is understood as the unique identifiers that make a person who they are. "Diversity" paired with "Inclusion" implies particular focus on incorporating people with unique identifiers in their organization. "Inclusion" is accepted as a practice in which companies place value in this diversity. When analyzing the word, "Inclusion," it inherently suggests that individuals are inevitably excluded and thus need to be invited to be included. The issue with this connotation is that it does not address that the individual is already working at the company. You may find the way each company addresses their phrasing of "Diversity and Inclusion" in Table 2 below.

Table 2. Companies and their emphasized D&I tagline and terminology

| Company	D&I Terminology Used	Emphasized Tagline	Writing Style
Airbnb	Diversity and Belonging	Belonging is at our Core.	Collaborative
Apple	Inclusion and Diversity	Humanity is plural, not singular.	Collaborative
Cisco	Inclusion and Collaboration	Inclusion is the power of people—connected	Collaborative
Dropbox	Diversity, Equity, and Inclusion	Be Yourself	Individuality
Ebay	Diversity and Inclusion	Showing up makes a difference	Equality
Facebook	Diversity	Building a culture of inclusion and authenticity	Individuality
Google	Diversity and Inclusion	From unconscious bias to conscious action	Equality

Intel	Diversity and Inclusion	Be proud. But not satisfied.	Equality
Intuit	Diversity, Inclusion & Belonging	It's not just something we do. It's part of who we are.	Collaborative
Lyft	Inclusion and Diversity	Standing Up for Every Seat	Equality
Microsoft	Global Diversity and Inclusion	Different perspectives empower us all to achieve more.	Individuality
Pinterest	Diversity and Inclusion	Building a Pinterest for Everyone.	Collaborative
Salesforce	Equality for all	We're greater when we're equal.	Equality
Slack	Diversity and Inclusion	Representation and inclusion	Individuality
Square	Diversity and Inclusion	Diversity beyond gender and race	Equality
Twilio	Diversity and Inclusion	Equitable Approach	Equality
Uber	Diversity and Inclusion	Continuing to stand up for what's right	Equality
Workday	Belonging and Diversity	Putting our values to work.	Equality
Yelp	Diversity, Inclusiveness	Our Belief in Inclusiveness	Individuality
Zendesk	Diversity and Inclusion	Open to All	Equality

The taglines are chosen based off of the clear bolding and emphasizing done by the companies in their diversity reports. These taglines were either the first section or the first page of the diversity reports. The taglines represent a focus of each company, and the prose they constructed and placed under and next to these taglines supported this focus. Examples of companies emphasizing a tagline (that was chosen) can be seen in Appendix A.1-A.7. Though utilizing similar language, each company wrote stylistically different throughout their reports. The style they wrote in represented a D&I focus as collaborative (business benefit), equality (social benefit), or individuality (personal benefit). I determined the styles each company wrote in based on recording how many collaboration, equality, or individuality statements were made in emphasized taglines'

section. An example of how writing styles were found and analyzed can be found in Appendix B.1 and B.3-B.7. Appendix B.2 shows the process of how the writing styles of each company were logged.

In addition to using buzzwords and specific terminology in how they describe their programs and focuses, high-tech companies are publicizing keywords in their diversity data counts. The seemingly logical first step for companies to focus on D&I is to see where they are now. The equality discourse of the high-tech sector consistently falls back to representation and retention. This is seen through the dedication by all twenty companies to focus employee time and funds on monitoring diversity rates across the company. The charts analyzed included data points they found represent the scope of their organization. The figures that varied in these charts were the categories each company focused on, which are seen in Figure 2.

Figure 2. Categories Recorded in Companies' Diversity Data
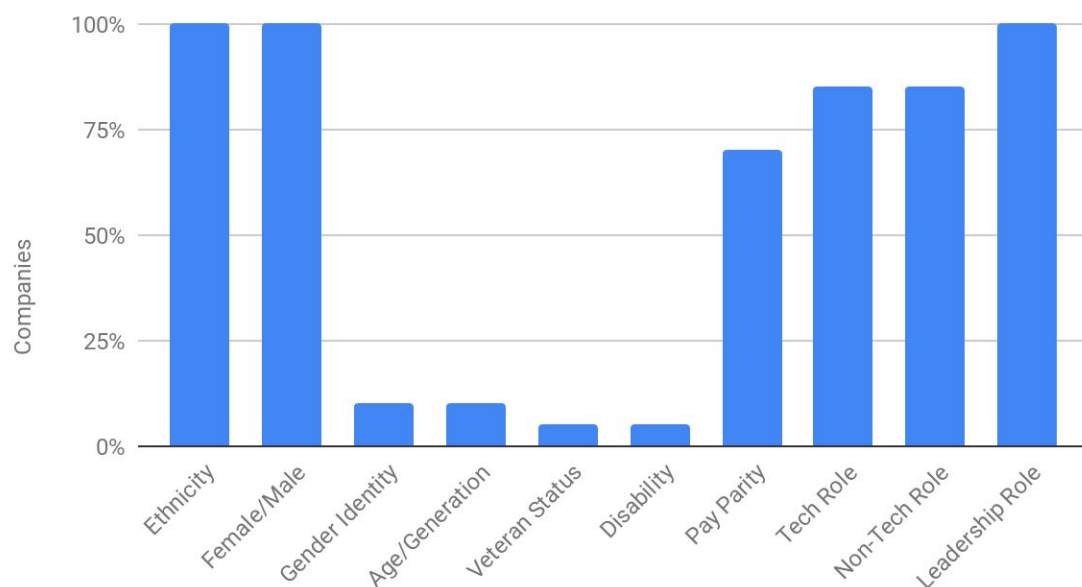
Diversity data reports also included breakdowns of their diversity points in

anywhere from one to eight charts. 95% of these companies provided explicit

breakdowns on their figures of ethnicity. Examples of ethnicity data chart breakdowns on

a websites diversity report can be found in Appendix C.1-C.5. What was interesting was

exactly which ethnicities each company chose to take note of and which terms they used.

You may see the breakdown on the graph below.

Figure 3. Companies' Breakdowns of Ethnicity
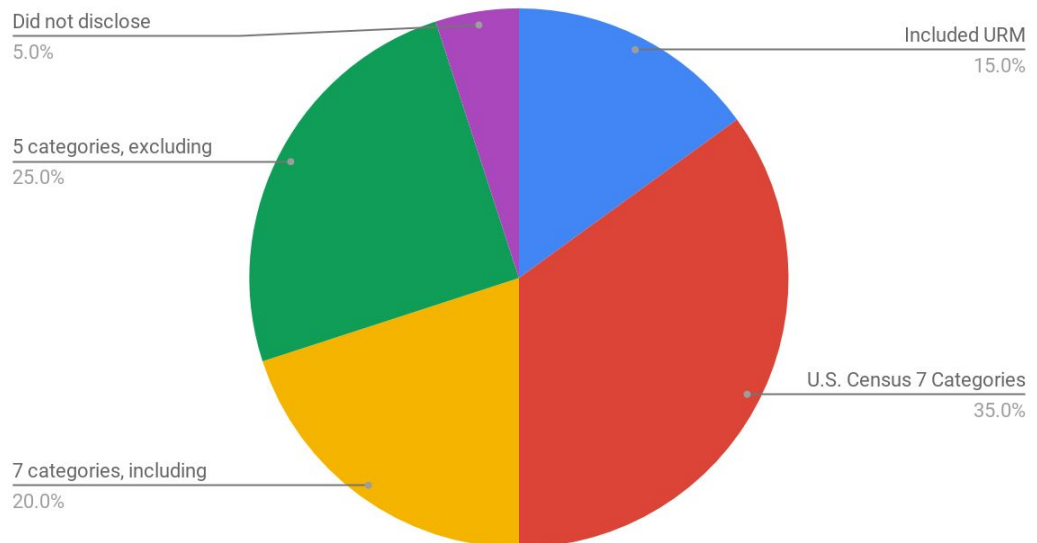
Findings:

When looking at companies and their emphasized D&I terminology in Table 1, you can see that companies label their D&I initiatives differently, and that the variance between one company to the next is intentional. You can see that Airbnb, Intuit, and Workday label their D&I work with the word "Belonging." This shows that they are moving beyond focusing on just including individuals in their workplace. "Belonging" is a word that suggests that individuals feel they are supported within the organization and are able to thrive. It represents that the individual is currently a part of the company, and should feel supported as such. To use imagery, "Diversity" can be seen as being invited to sit at the table; "Inclusion" is being invited to the conversation at the table; "Belonging" is creating an environment where attendees feel they are an active participant in the conversation. The industry norm is to identify D&I programs as simply "Diversity and Inclusion" programs, so moving away from this common practice shows that companies are intentionally going against the norms of the status quo. Though using the same or similar words, the order of their use can change it's meaning. Apple, Cisco, and Lyft emphasize "Inclusion" before "Diversity", which shows that their priorities are first focused on inclusive initiatives, rather than beginning with diversity practices.

When looking at the taglines each company emphasizes throughout their reports, there are three trends. The style of each tagline is written in a way to support employees based on collaborative, individuality, or equality. For instance, Apple and Cisco (collaborative) frame their taglines as connections with others. These connections are referred to emphasize that people are better when they work together, which evidently

highlights a business case for D&I. The companies focusing on individuality manipulate their taglines in a way that is supporting who each person is and how they should be proud of who they are. As mentioned in previous section, when individuals feel they can be their authentic selves, they become more productive and work better in teams.

While focusing on collaborative and individuality makes a case for the business advancements, companies focusing on equality are making a case for social justice. These companies phrase their taglines to encourage their current employees, potential employees and readers that the fight for equality is the purpose for D&I, and the struggles are constant. The issue with writing with a focus on equality is that the motivation on doing the right thing is not sustainable across the workplace. Salesforce intentionally uses the term, "Equality" versus using the phrases "Diversity" and/or "Inclusion" at all. "Equality" suggests that all persons should start at the same place and be treated the same. However, I criticize that "Equality" does not address the fact that systems of power do not work equitably for diverse individuals. These ideological systems of power are structured to inherently benefit the majority population with wealth and privilege. It would be impossible to level the starting point for diverse employees in the workplace and companies should be aware of this and how to effectively address this. Structuring D&I on the grounds of moral obligation can easily be overshadowed by budget cuts and changes in business plans.

While looking at Figure 2, the numbers signify the D&I trends of these companies (and the industry as a whole). The trends represent what companies are focusing their money and employee time on. It seems that in the diversity data, there has been a trend to

discuss different types of diversity that would be seen as external identifiers. However, there is not as much publicized reporting on internal identifiers such as age/generation, those identifying with disabilities, LGBTQIA+, gender identity, or Veteran's status. This is an simple observation based on what is reported versus what is not. The other points that companies identify are pay parity, employees in technical and non-technical roles, and leadership roles. These points could be recognized as diversity end goals since it is a layer below diversifying the companies' workforce. The first six points (ethnicity, female/male, gender identity, age/generation, veteran status, disability) are used to understand who is within the workplace, while the final four data points (pay parity, tech role, non-tech role, leadership role) show where employees are located within the workplace and if they are receiving equal benefit.

Figure 2 points out the categories each company focused on. For instance, 95% of the 20 companies included data on their gender breakdown between male and female. Also 95% provided a breakdown of their ethnicity data. On the other hand, only 10% of companies publicly recorded data on their employees' gender identity, and age/generation[6]. Even fewer (5%) publicly recorded Veteran and disability status. Programs change if a company decides to focus more attention in identifying and addressing their rates of employees that lie under different identities. For instance, if a company places more attention on acknowledging their employees that identify with different ages, they may be more keen on hiring and retaining employees of different generations. This change in focus would change their programming. In terms of

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[6] Examples of these publicly recorded graphs can be found in Appendices D and E.

recruiting, for instance, the company would need to place job advertisements on different

websites while even phrasing their job applications differently.

One area that was only discussed at 10% of companies, was the concept of

intersectionality. When a person identifies with more than one category of difference,

they intersect across the barriers of each category. For example, when a person identifies

as a female who is queer and black, she falls under three categories of difference. Each

identifier changes which diversity box her company places her in and extends past

common empowerment ideals supported by white feminism.[7] Over and above that, each

one of her identifiers and even the combination of these three inevitably changes her

experience in the workplace (McCabe, 2009; Proctor, 2018). Even further, the companies

that did incorporate intersectionality included this identifier alongside ethnicity, which

may not be the most appropriate place since intersections may not include racial makeup.

Intersectionality might well be made its own category with the option for employees to

fill in which combination of difference they deem fit.

Figure 3 points out the ethnicities each company chose to take note of and which

terms they used. Out of the 20 companies, 35% identified their employees' ethnic races

exactly as the U.S. Census Bureau, which includes White, Asian, African

American/Black, Hispanic, Native Hawaiian/Pacific Islander, American Indian/Alaskan

Native, or two or more races. Through doing this, companies are choosing the accepted

terms by the EEO-1 standards.[8] This interpretation of race is generally the most

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[7] White Feminism continually supports the empowerment and allyship of women (and those who support
women) without also addressing racist sentiment that women of color must face. The Feminist movement
historically focuses on the issues faced by white women (Feenstra, 2017).
[8] All companies with more than 100 employees are regulated to file EEO-1 compliance. This ensures that
all employees and applicants understand that they will not be discriminated against on the basis of their

politically correct terms for each of the addressed ethnicities. Other key points from

analyzing the breakdown of ethnicities and the companies' chosen labels are:

- 15% included the same categories as the U.S. Census Bureau with the inclusion of

Underrepresented Minority (URM).

- 25% did not include the categories of American Indian or Pacific Islanders. These

categories were instead collapsed into "Other."

- 20% identified that there were employees that did not disclose their racial and ethnic

information.

- 5% did not release any ethnicity data.

- Only one company (aside from the 5% of companies that did not disclose their numbers

of ethnic diversity) did not record number of employees that identify with more than one

ethnicity.

The language that companies used in these diversity assessments are important

since these labels represent what companies are focusing their attention on. Therefore, if

these labels are their diversity end goals, then the labels they choose changes how they

approach their D&I programming. This could be exemplified in the 25% of companies

that replaced specific races and identifiers with "Other." The term "Other" was not

unpacked to describe what its use meant within these diversity charts. A reason for this

could be because the number for this population is non-existent or too small to include as

a data point. Although, two companies openly stated there were no individuals that

identified as American Indian or Pacific Islander. The fact that these companies did not

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race, sex, age, disability, etc (EEOC, 2014). All companies explicitly shared they are EEO-1 compliant on
their websites.

even mention American Indian or Pacific Islander in their diversity charts shows that

incorporating these communities is not a priority.

Just as companies did not unpack the term "Other," the 15% of companies that

included the option of "Underrepresented Minority (URM)" did not address what URM

in fact meant to the company. The issue here is that this term could be misinterpreted, and

leaves it open for interpretation at the level of an employee filling out this survey or to a

researcher observing the diversity report. The misinterpretation of the term could be

unpacked as any considered difference, from racial background to veteran status to

disability. As such, this term serves more as a buzzword through its broad application as

a blanket concept rather than representing specific uniquenesses of individuals.

Conclusion:

The language used to describe Diversity and Inclusion initiatives at companies across the high-tech sector varies and is dependent on the stated and underlying priorities of the company. The language suggests that companies are taking approaches that are highlighting "individuality," "equality," and/or "collaboration." Since companies promoting "collaboration" and "individuality" are further supporting the benefits of difference, they are making a business case for D&I. On the other hand, when companies use prose that discuss upholding values and doing what is right, they are promoting D&I on the basis for "equality." Although integrating D&I on the basis of social justice motives might be viewed as a respectable move, these motives should also be backed by business incentives in order to be sustainable since initiatives based on moral judgement are frequently less enforced.

Through analyzing the language used in diversity data charts, it is evident that not all populations are equally represented, especially intersectional individuals. Ambiguous grouping of employees as "Other," lack of categorizing multiracial individuals and identities that are intersecting (spanning more than one categories of diversity) does a disservice to the company, as teams cannot be managed effectively if employees are not accounted for accurately. Most of the studied companies revealed their data on their employees' racial backgrounds and sex/gender and how/if these individuals are associated with either leadership roles, technical or non-technical roles. Additionally, many companies included mentionings of veteran status, gender identity, sexual orientation, disability and age in their diversity reports. However, there should be an

understanding of how many people intersect across these various categories of difference they mention. Understanding one layer of difference of an employee only shares one piece of their experience within the workplace.

The findings from a discourse analysis on the language high-tech companies use in their diversity reports show that companies have different motives for implementing D&I initiatives. Companies are defined by the language they use, as it represents the way they are governed. It could be argued that the industry should standardize the language used when describing D&I since it could develop into a standardized way to measure D&I. However, companies might continue developing their own terms as it promotes a diversity of knowledge in itself. Although there is much work to be done, we should laud companies in their attempts to define and record data points. Companies should continue diversifying their terms, though there should be more awareness of what their words represent. Their terminology and the way companies present their data should include all people in a respectful manner, which promotes equity over equality, and belonging over inclusion.

Limitations:

There were several challenges through the course of this research. Prior to completing the discourse analysis, the primary issue was the lack of scholarly research surrounding D&I within the high-tech sector. There is a wealth of research conducted within the fields of diversity research, inclusion studies, gender studies, and critical race theory, although they are most likely within the education or governmental sector. This lack of research within the high-tech industry forced continued reference to non-academic studies that have been conducted in this field. However, the majority of the non-scholarly research that were referenced were conducted by reputable consulting agencies.

The research was structured using data points provided on public reports by 20 companies in the high-tech industry. These reports were found through a thorough search on each companies' websites. The possible issue with these reports is authenticity. Companies can choose which information they provide about themselves to look more favorably in the public, to shareholders, and to their own employees. Furthermore, companies did not provide any specifics to how data and surveys were collected. The publications did not provide any insight as to who within the company produced the metrics for their report. It would increase credibility for each data report publicized if the research had been done internally or with external partners or consultants. If it had been done internally, companies should also include under which department the research took place. In addition, there was only one company that openly publicized their survey questions the sent to employees. Through obtaining information from data reports, it is

clear that company's have the ability to manipulate small data points. Undeclared

variables in the data could be seen in certain companies smaller figures, such as

individuals who do not declare their ethnicity.

Suggestions for Future Research:

The field of Diversity and Inclusion within the High-Tech sector would further benefit from qualitative research done through interviews, ethnographic research and surveys. Research data would be more rich if conducted with D&I leaders within the high-tech space, in which leaders could describe their programs and initiatives in detail. It would be interesting to analyze the similarities and differences of executing such programs at different companies. It would also be insightful to understand where each company structures their D&I initiatives and where these D&I leaders work within their company. These areas could be their Human Resources/People Operations department, within Marketing and Public Relations, within a D&I department on its own, etcetera. It would be helpful to understand where in each company and how outcomes could change because of it.

There could be more research done within Employee Resource Groups (ERGs) of various companies. It would be interesting to create an ethnographic study where the researcher sat in on ERG meetings and events. Further, the researcher could conduct interviews and focus groups with ERG members. These interviews and focus groups can provide insight on what works at each company, and provide tangible examples of why it works at the grassroots level. Surveys could be conducted to illustrate how many diverse individuals participate and how many allies attend. This could provide insight on the effectiveness of inclusive initiatives that companies propose increases retention. In addition, the D&I space could benefit through additional research around the concept of

intersectionality and how companies can best address individuals that do not fit within one category of difference.

Through analyzing nuanced language that high-tech companies use to describe and define their D&I initiatives, we can determine where companies align with one another. This research serves as a catalyst for future studies to be conducted around D&I in the high-tech sector. Particularly with the aim to find the most effective and sustainable means for positive change for D&I within the workplace.

Appendices:

Appendix A.1. Example of Airbnb, their emphasized tagline "Belonging is at our core," and prose supporting their "Collaboration" writing style (Airbnb, 2017).
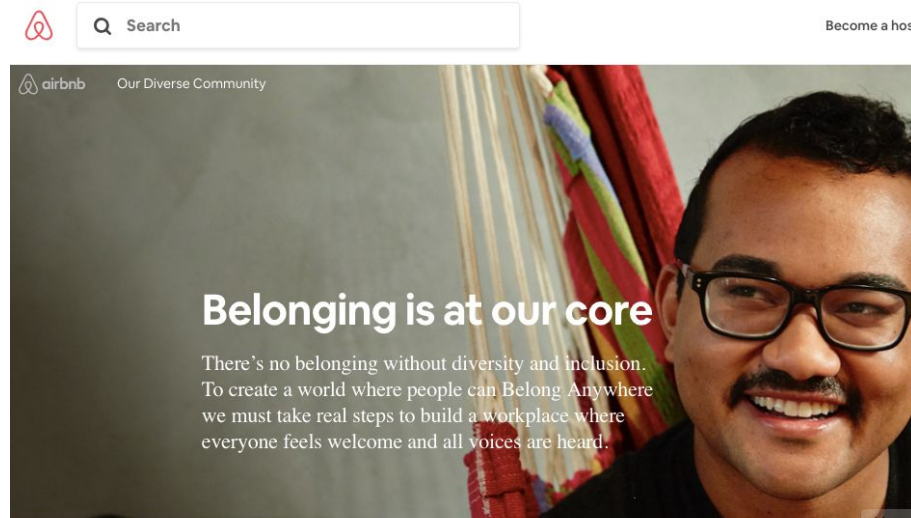
Appendix A.2. Example of Lyft, their emphasized tagline "Standing Up for Every Seat," and prose that supports their "Equality" writing style (Lyft, 2018).
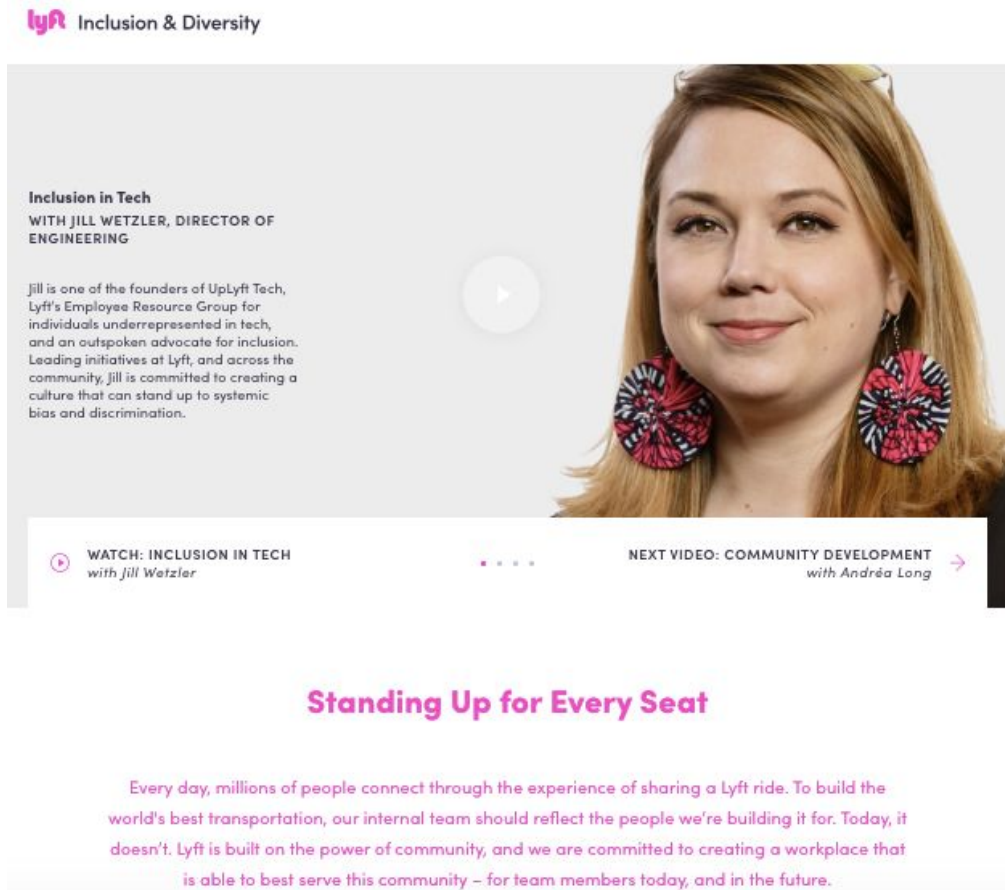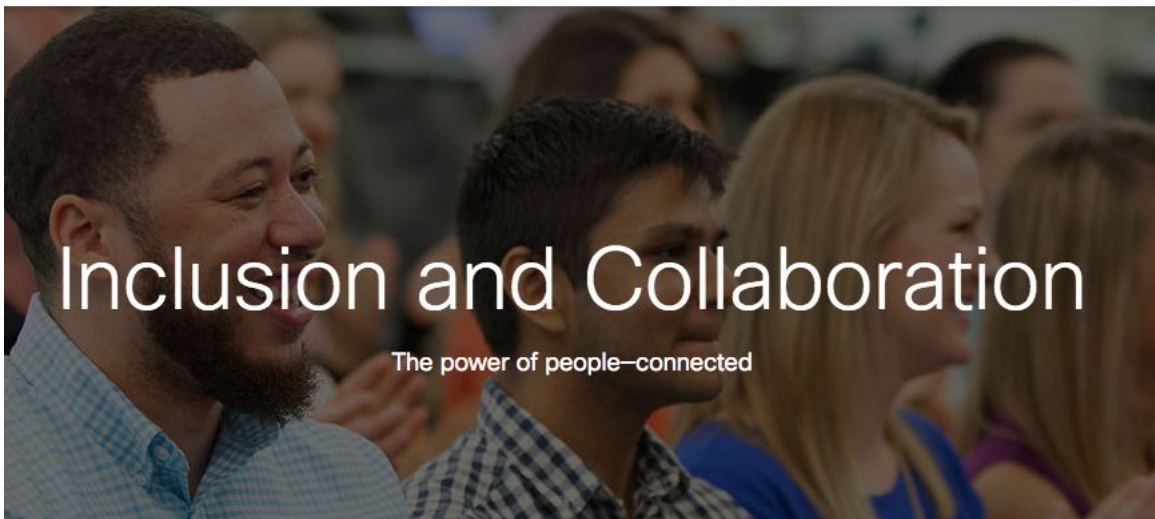
Appendix A.3. Example of Apple, their emphasized tagline "Humanity is plural, not singular," and prose that supports their "Collaborative" writing style (Apple, 2017).
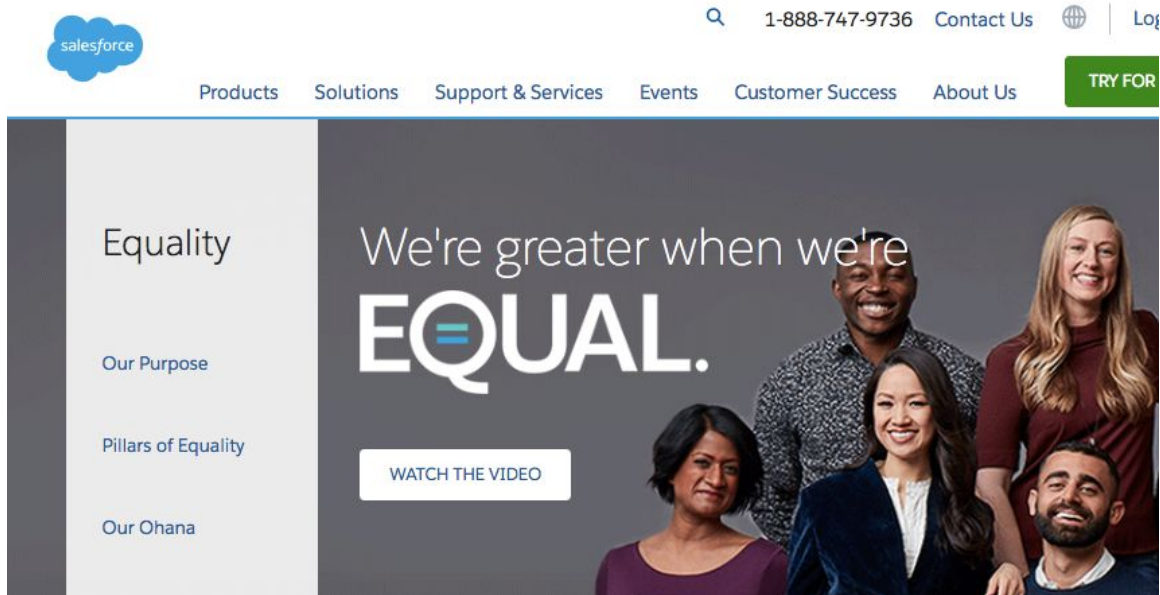

Appendix A.4. Example of Cisco, their emphasized tagline "Inclusion is the power of people—connected," and prose that supports their "Collaborative" writing style (Cisco, 2018).
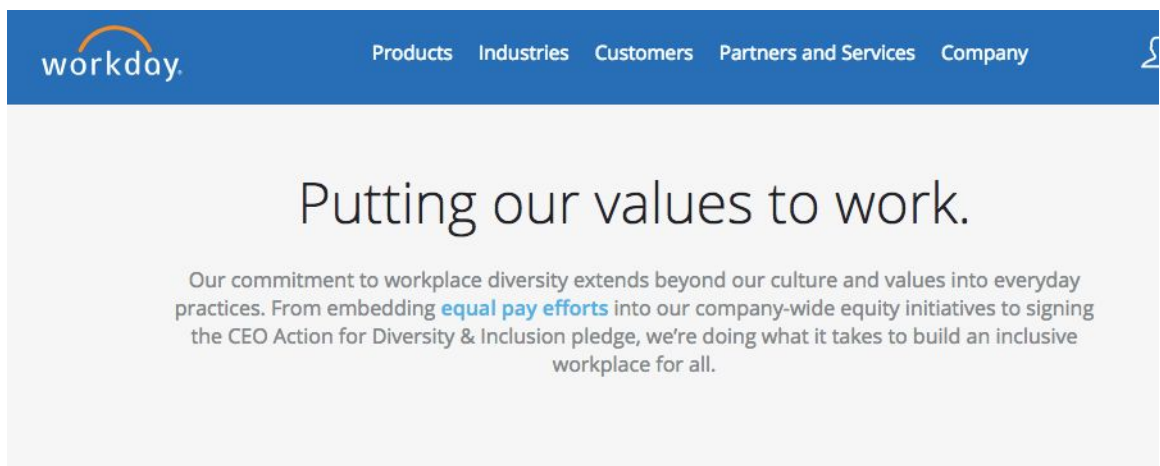
Appendix A.5. Example of Salesforce, their emphasized tagline "We're greater when we're equal," and prose that supports their "Equality" writing style (Salesforce, 2018).


Appendix A.6. Example of Workday, their emphasized tagline "Putting our values to work," and prose that supports their "Equality" writing style (Workday, 2018).

Appendix A.7. Example of Zendesk, their emphasized tagline "Open to All," and prose that supports their "Equality" writing style (Zendesk, 2018).
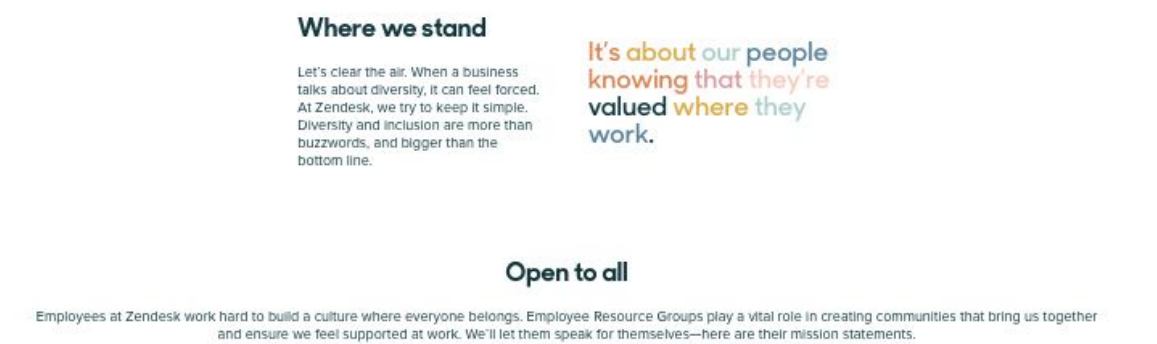
Appendix B.1. Example of how I analyzed emphasized D&I statements. Example of Pinterest, their emphasized tagline "Building a Pinterest for Everyone," and prose that supports their "Collaborative" writing style. The blue check marks represents a collaborative writing style, and the red check marks represents a writing style supporting individuality (Pinterest, 2017).
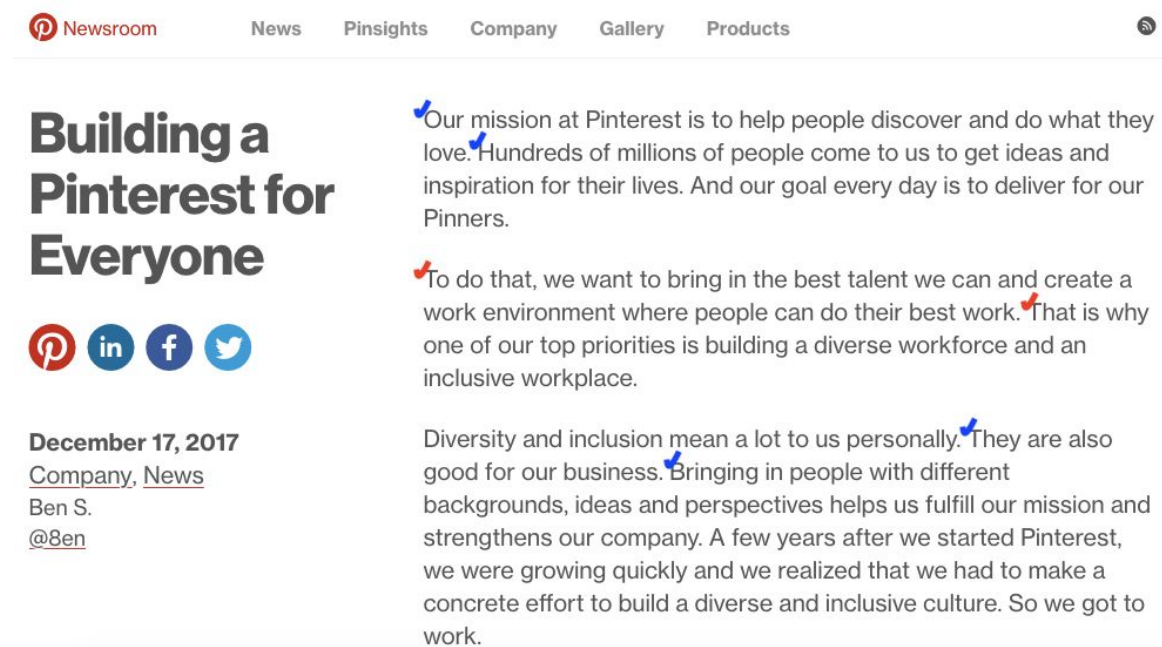
Appendix B.2. Process of logging the writing styles of each company

Company	Tagline	Style	Collaborative - Business Benefit	Individuality - Personal Benefit	Equality - Social Benefit
Airbnb	Belonging is at our Core.	Collaborative	xxx		
Apple	Humanity is plural, not singular.	Collaborative	xxxxxx	xxx	
Cisco	Inclusion is the power of people—connected	Collaborative	xxxxx	x	x
Dropbox	Be Yourself	Individuality		x	
Ebay	Showing up makes a difference	Equality			xxxxx
Facebook	Building a culture of inclusion and authenticity	Individuality		xxx	x
Google	From unconscious bias to conscious action	Equality			xx
Intel	Be proud. But not satisfied.	Equality	x		xxxxxx
Intuit	It's not just something we do. It's part of who we are.	Collaborative	xxxx	x	xx
Lyft	Standing Up for Every Seat	Equality			xxxx
Microsoft	Different perspectives empower us all to achieve more.	Individuality	x	xxx	
Pinterest	Building a Pinterest for Everyone.	Collaborative	xxxx	xx	
Salesforce	We're greater when we're equal.	Equality	x	x	xxxx
Slack	Representation and inclusion	Individuality		xxxx	
Square	Diversity beyond gender and race	Equality		x	xxxx
Twilio	Equitable Approach	Equality			xxx
Uber	Continuing to stand up for what's right	Equality		x	xxxxxx
Workday	Putting our values to work.	Equality			xxx
Yelp	Our Belief in Inclusiveness	Individuality		xx	
Zendesk	Open to All	Equality	x	x	xx

Appendix B.3. Example of Ebay, their emphasized tagline "Showing up makes a difference," and prose that supports their "Equality" writing style. The yellow check marks represent statements supporting equality (EBay, 2017).

"Showing up" makes a difference.

It's one thing to understand the importance of being intentional about D&I. It's another thing to put real resources behind that and yet another thing to actually "show up" and get personally involved. Last year, we saw some of the most significant impact when our people showed up when it mattered. Whether it was senior male leaders participating in the Grace Hopper Celebration in Orlando, our CEO talking with students at the United Negro College Fund's HBCU Innovation Summit, our male eBay Classifieds Group Chief Technology Officer speaking at the Women's Conference in Amsterdam or, closer to home, the countless people who simply showed up to engage in the events that our Communities of Inclusion led inside of eBay—these moments mattered. The conversations that take place during these moments and the learnings that come from those conversations can help each of us to get more "proximate" (shout out to social justice activist and leader, Bryan Stevenson, for that term) to each other's realities. Bottom line—there is no substitute for actually showing up.

Appendix B.4. Example of Google, their emphasized tagline "From unconscious bias to conscious action," and prose that supports their "Equality" writing style. The yellow check marks represent statements supporting equality (Brown, 2018).

From unconscious bias to conscious action

Everyone is biased—science shows that's how the human brain works.[6] We don't expect people to rid themselves of all bias, but we want them to recognize it. Research shows that when we are more aware of unconscious bias, we make more objective decisions. To date, 84% of Google's people managers have taken Unconscious Bias training, and we've also introduced Unconscious Bias workshops into all "Noogler" (new Googler) orientations.

To help provide tools and build skills to overcome bias, we've taken this work further. In 2017, we expanded our Decoding Race series, which grappled with wide-ranging topics on race, reaching over 5,000 Googlers. This set the stage for our work to increase racial and social equity across Google in 2018. We know that having meaningful conversations around race can be difficult and uncomfortable. So we've designed and implemented a series of interactive learning labs, with the aim of expanding racial awareness and explaining the impact of stereotypes for all Googlers from all backgrounds. Changing the way we think about bias is a huge and complex task, both inside and outside Google. Our grant funding supports many organizations that tackle bias; read about them here.

Appendix B.5. Example of Microsoft, their emphasized tagline "Different perspectives empower us all to achieve more," and prose that supports their "Individuality" writing style. The blue check marks represents a collaborative writing style, the red check marks represents a writing style supporting individuality (Microsoft, 2018).

Different perspectives empower us all to achieve more.

We are driven by a mission that is inherently inclusive: empower every person and every organization on the planet to achieve more.

To meet this mission, we define diversity broadly to include the many dimensions that make people and organizations unique, and we actively engage their different strengths, experiences, and perspectives to challenge and stretch our thinking. We expect each of us – no matter what level, role or function we are in – to play an active role in creating environments where people of diverse backgrounds are excited to bring all of who they are and do their best work.

From cultivating diversity in the tech talent pipeline, to seeking out talent in non-tech communities, to investing in organizations that advance diversity and inclusion in business, we're constantly looking for unique points of view that can spark innovations that transform how we experience the world.

Appendix B.6. Example of Slack, their emphasized tagline "Representation and inclusion," and prose that supports their "Individuality" writing style. The red check marks represents a writing style supporting individuality (Slack, 2017).

Representation and inclusion

We remain committed to increasing representation of underrepresented minorities in the tech industry as a whole. Last year, we hired on two-thirds of our Code2040 interns full-time, and this year we will welcome five interns into our 2017 class.

Our recruiting team sources underrepresented candidates for every new role, at every level in the organization. We emphasize diversity in gender, race/ethnicity, generation, sexual orientation, and ability through distributed job postings, recruiting events, and partnerships with orgs like Year Up. We've established recruiting captains for each of our employee resource groups — Abilities, LGBTQ, Earthtones, Women, and Veterans — to better understand and support them with events, referrals, and other recruiting support.

Appendix B.7. Example of Uber, their emphasized tagline "Continuing to stand up for what's right," and prose that supports their "Equality" writing style. Red check marks represents a writing style supporting individuality, and the yellow check marks represent statements supporting equality (Uber, 2018).

Continuing to stand up for what's right

We publicly support policies that drive diversity and inclusion in the countries where we operate so that people everywhere have the right to live, work, and be their authentic selves.

For example, we'll continue to stand for causes that defend the rights of immigrants. We're proud to be a member of the **Coalition for the American Dream**, a group committed to urging the U.S. Congress to pass legislation to help keep children born in the U.S. to immigrant parents—also known as Dreamers—from being deported. In the months prior to the end of the Deferred Action for Childhood Arrivals (DACA) program, we hosted town halls for drivers in cities with large populations of Dreamers, with immigration lawyers on site to help answer their questions.

We also created a fund for legal support and assistance to Dreamers, with a focus on cities where they need the most help. And we will continue to speak out against efforts that undermine our values of inclusion and equality, as we did when citizens from Muslim-majority countries were banned from entering the U.S.

We'll also continue to stand up for LGBTQ+ causes. We're proud to have joined the Human Rights Campaign's **Business Coalition for the Equality Act** and supported federal legislation in the U.S. that would ensure equal protections in the workplace for members of the LGBTQ+ community.

Appendix C.1. Example of ethnicity data chart breakdown in Facebook's diversity report (Facebook, 2018).
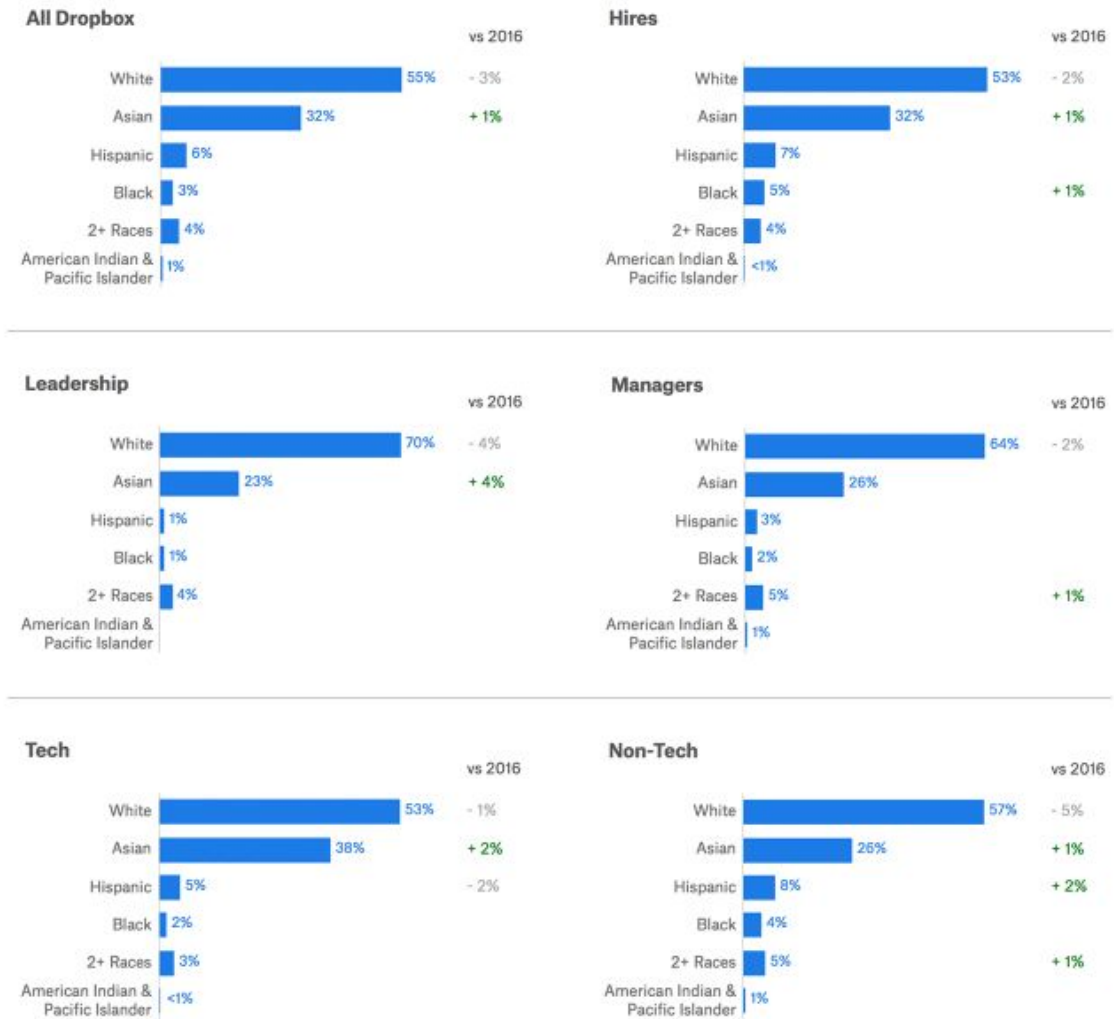

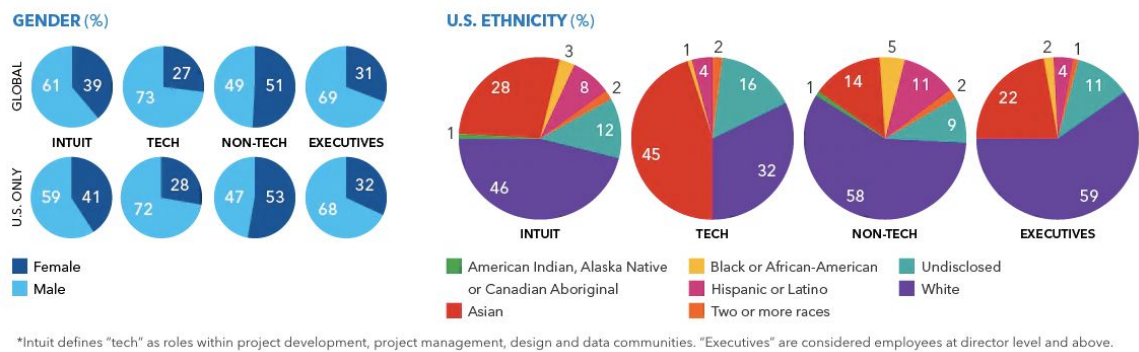**Appendix C.2.** Example of ethnicity data chart breakdown in Intel's diversity report (Intel, 2018).
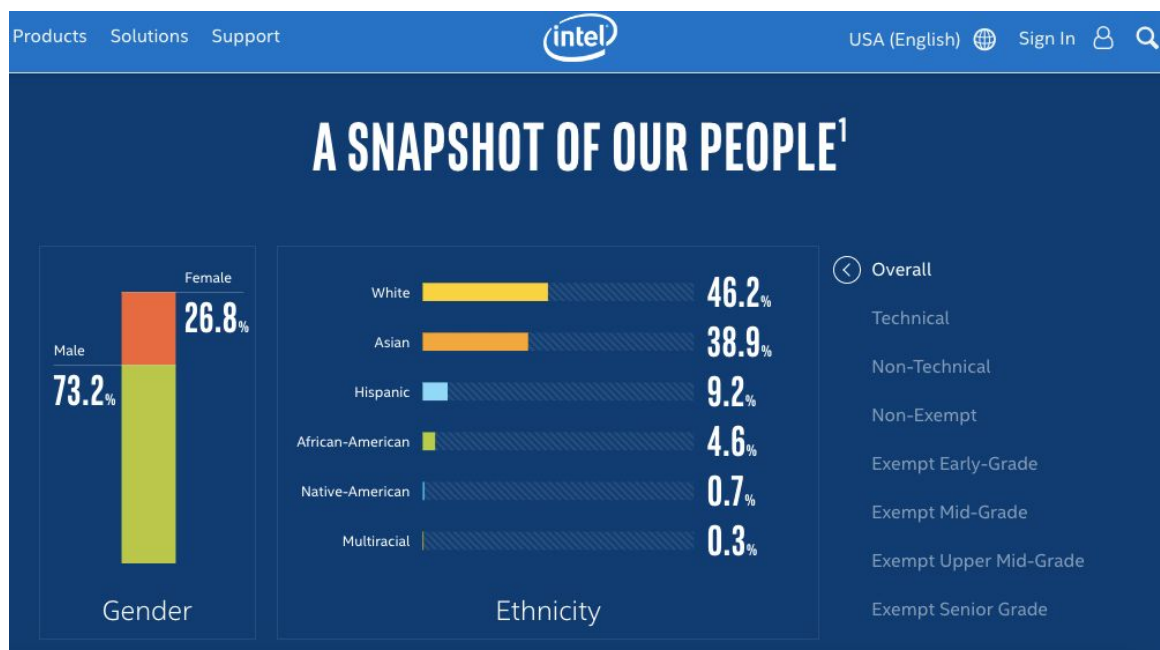
Appendix C.3. Example of ethnicity data chart breakdown in Dropbox's diversity report (Hoffman, 2018).


US Ethnicity at Dropbox

with changes since end of 2016

All Dropbox

vs 2016

White	55%	- 3%
Asian	32%	+ 1%
Hispanic	6%	
Black	3%	
2+ Races	4%	
American Indian & Pacific Islander	1%	

Hires

vs 2016

White	53%	- 2%
Asian	32%	+ 1%
Hispanic	7%	
Black	5%	+ 1%
2+ Races	4%	
American Indian & Pacific Islander	<1%	

Leadership

vs 2016

White	70%	- 4%
Asian	23%	+ 4%
Hispanic	1%	
Black	1%	
2+ Races	4%	
American Indian & Pacific Islander		

Managers

vs 2016

White	64%	- 2%
Asian	26%	
Hispanic	3%	
Black	2%	
2+ Races	5%	+ 1%
American Indian & Pacific Islander	1%	

Tech

vs 2016

White	53%	- 1%
Asian	38%	+ 2%
Hispanic	5%	- 2%
Black	2%	
2+ Races	3%	
American Indian & Pacific Islander	<1%	

Non-Tech

vs 2016

|		
White	57%	- 5%
Asian	26%	+ 1%
Hispanic	8%	+ 2%
Black	4%	
2+ Races	5%	+ 1%
American Indian & Pacific Islander	1%	

Appendix C.4. Example of ethnicity data chart breakdown in Intuit's diversity report (Intuit, 2018).

Appendix C.5. Example of ethnicity data chart breakdown in Yelp's diversity report (Yelp, 2018).
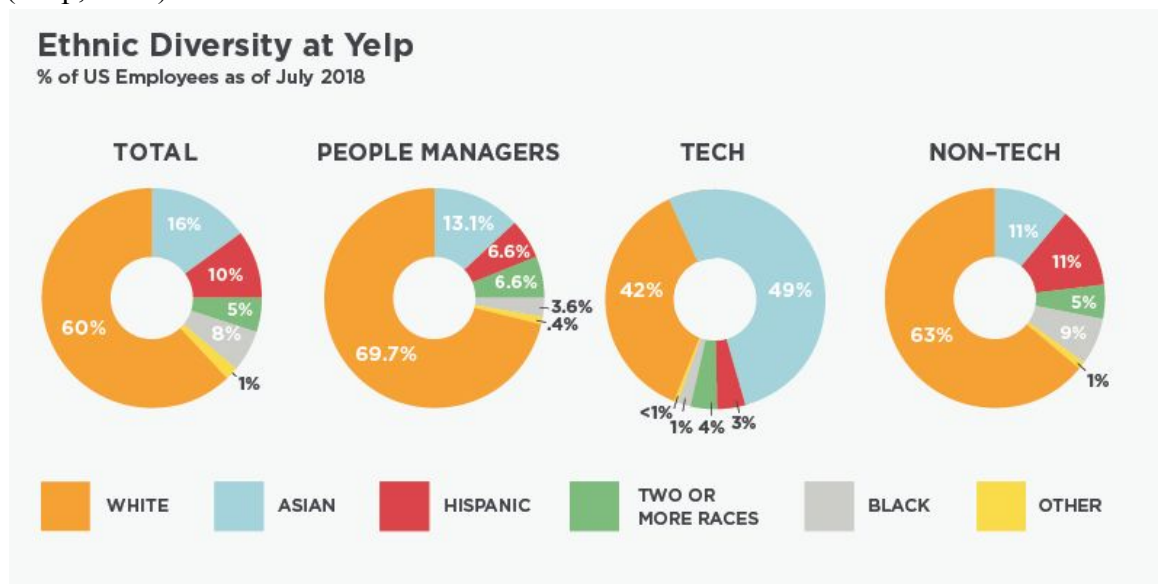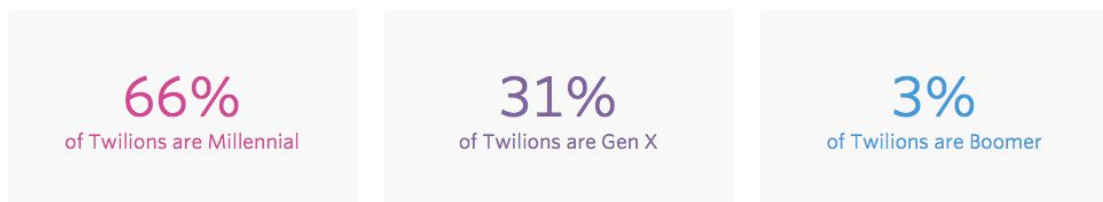
Appendix D. Example of sexual orientation data chart breakdown in Square's diversity report (Square, 2017).
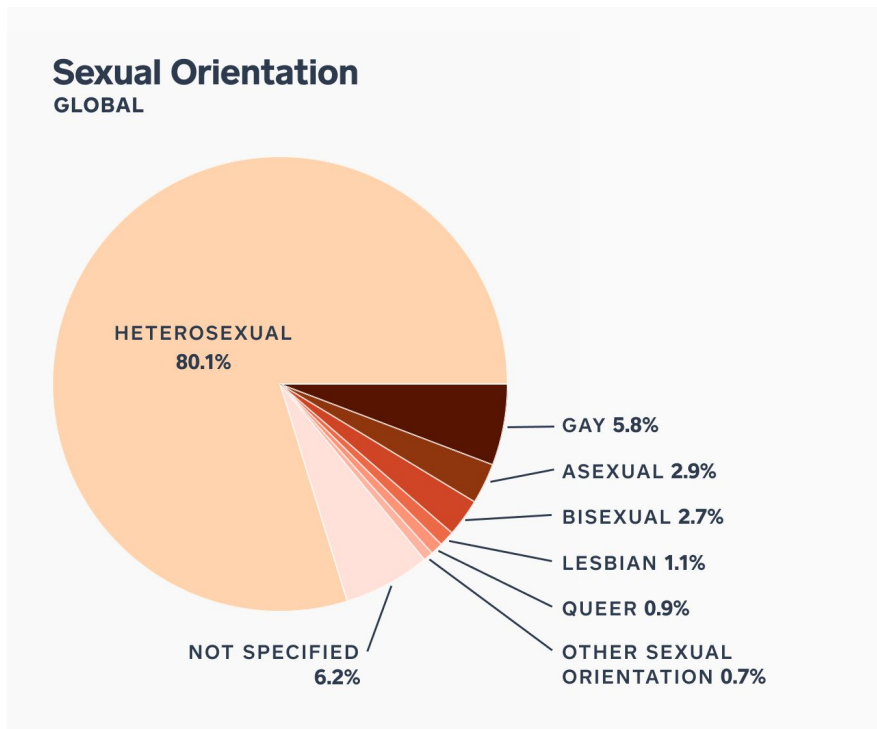
Appendix E. Example of age or generation data chart breakdown in Twilio's diversity report (Twilio, 2018).

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