

Diversity, Equity & Inclusion at IDEO

IDEO is driven by the ambition to create positive impact in the world through design and creativity, and to help others do the same. Fostering a diverse community of talent and ensuring an equitable and inclusive workplace are essential to that ambition.

2023 DE&I SUMMARY

Across our global organization, we are committed to making IDEO a place where everyone has equal access to opportunity and growth, where our differences are celebrated and cherished, and where those differences fuel our collective creativity.

An important measure of our progress will be the ongoing evolution in the diversity of our community. We will continue to share that information publicly, publishing summary data annually about demographic representation at IDEO.

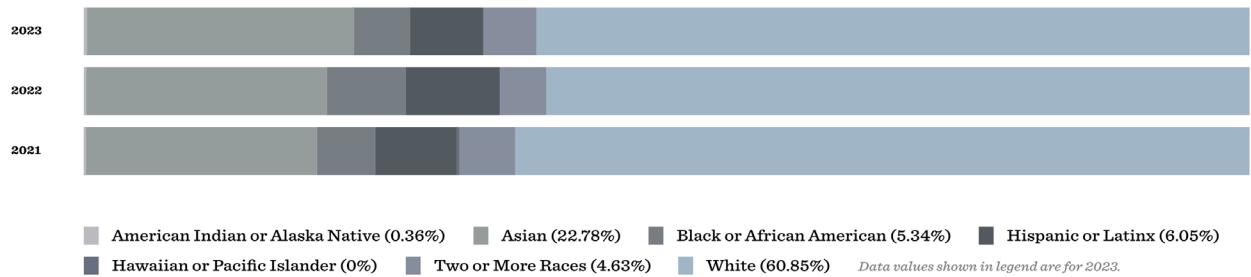
December 2023

2023 Demographic Data

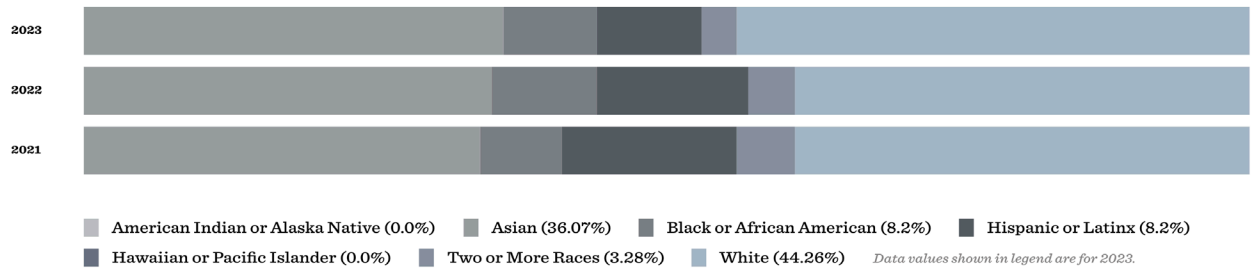
This information is collected from our employees at the time of hiring, and the specific data collected varies from country to country.

Race/Ethnicity (U.S.)

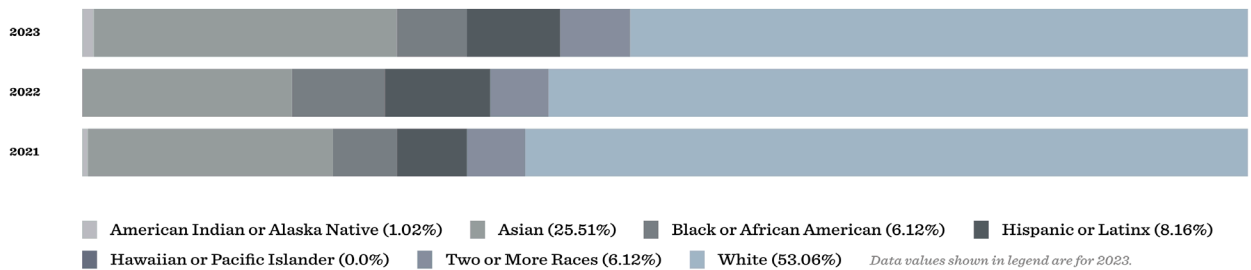
EVERYONE



INDIVIDUAL CONTRIBUTORS

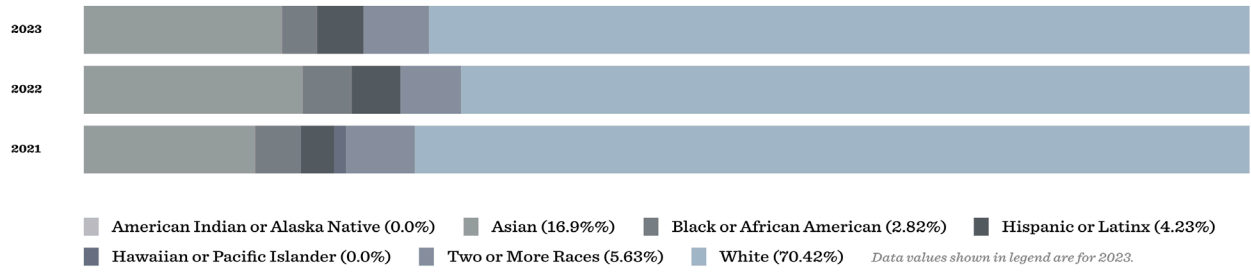


TEAM LEADS

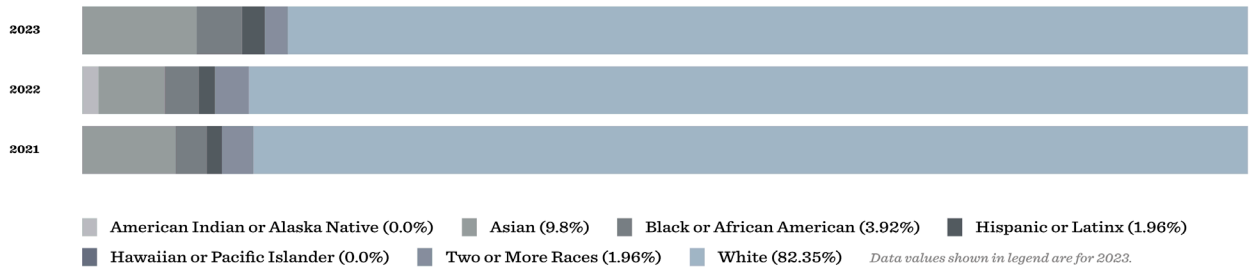


Race/Ethnicity (U.S.) *continued*

DIRECTORS

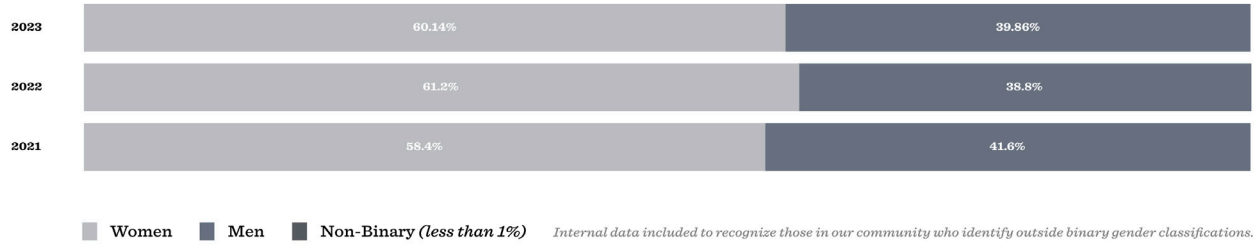


SENIOR LEADERSHIP

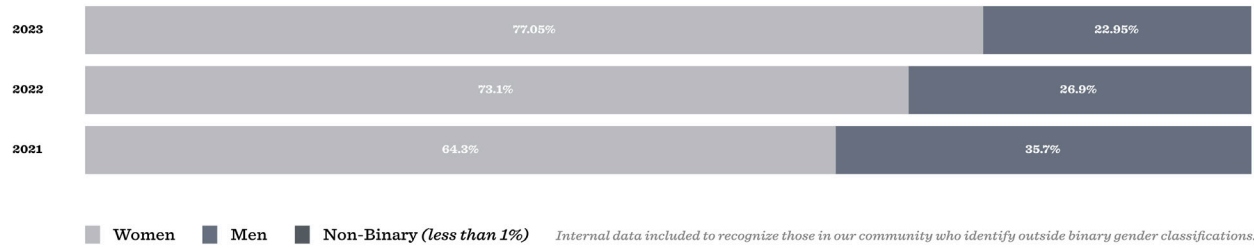


Gender – U.S. Data

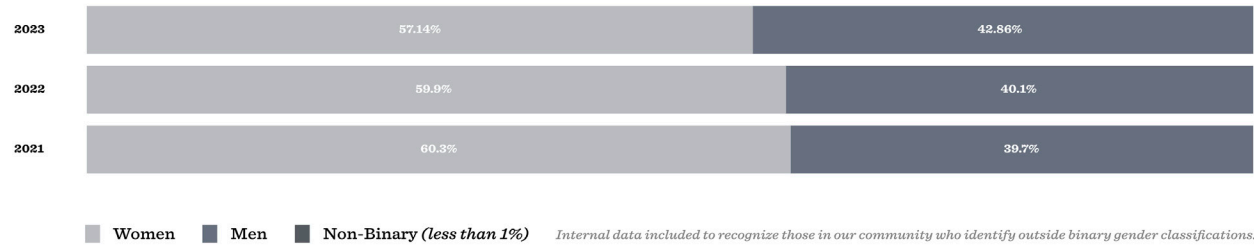
EVERYONE



INDIVIDUAL CONTRIBUTORS



TEAM LEADS

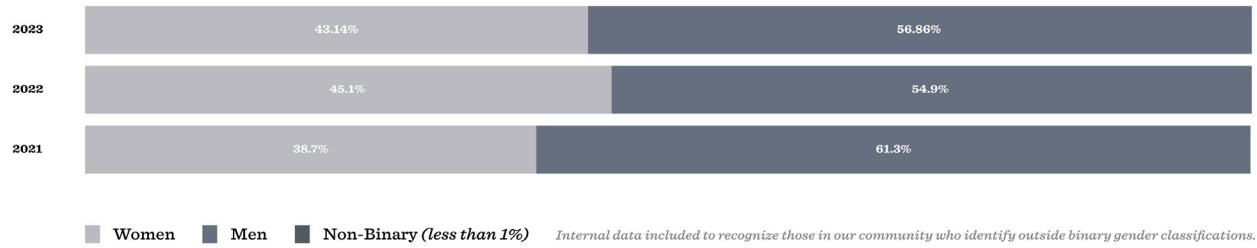


DIRECTORS



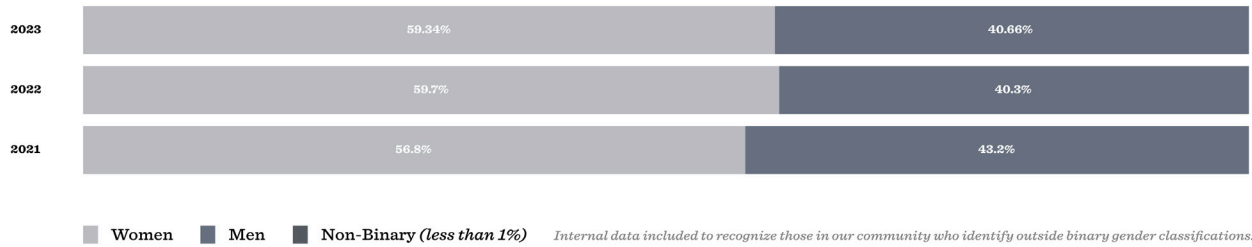
Gender – U.S. Data *continued*

SENIOR LEADERSHIP



Gender – Global Data

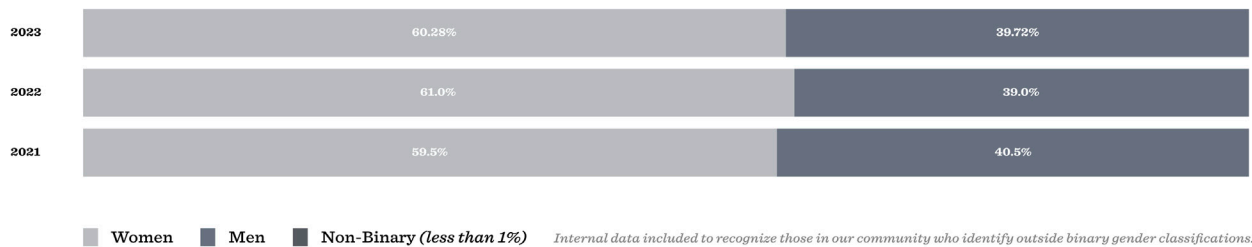
EVERYONE



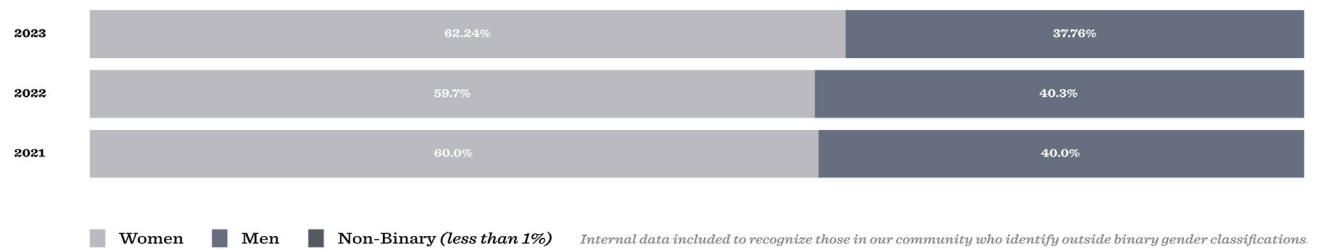
INDIVIDUAL CONTRIBUTORS



TEAM LEADS

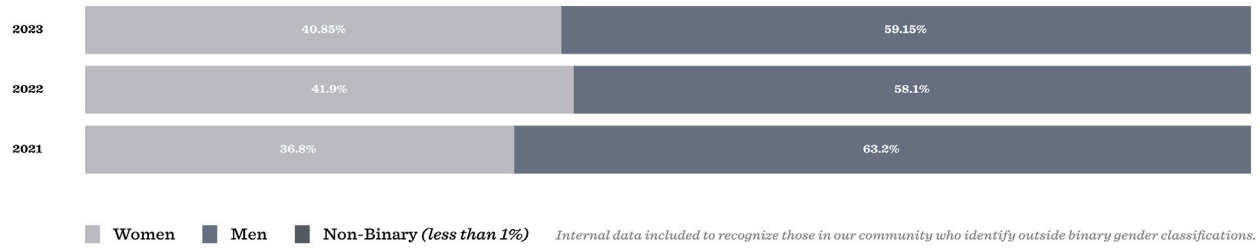


DIRECTORS



Gender – Global Data *continued*

SENIOR LEADERSHIP

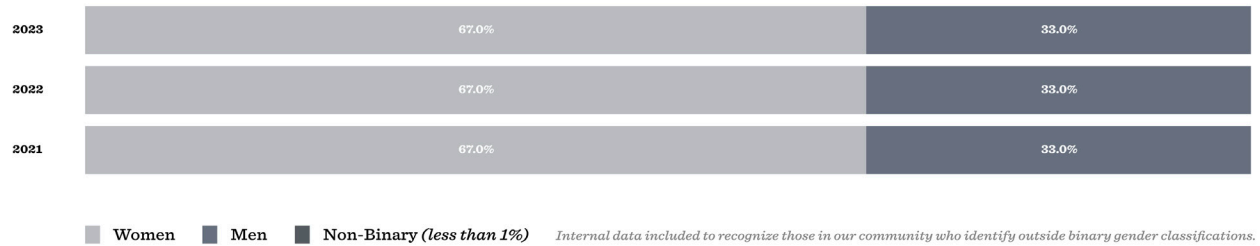


Race & Gender Intersection (U.S.)

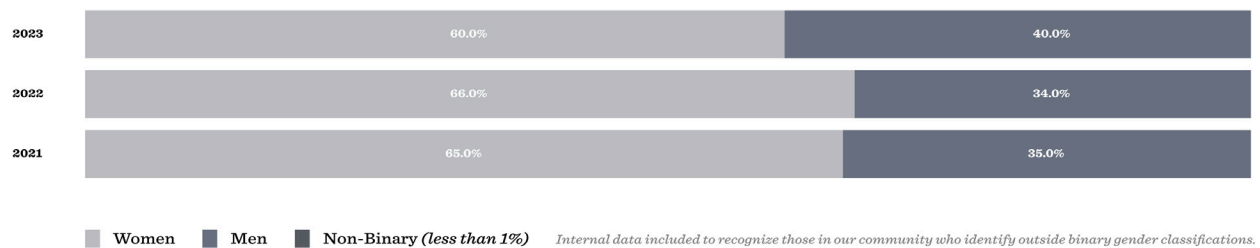
AMERICAN INDIAN OR ALASKA NATIVE



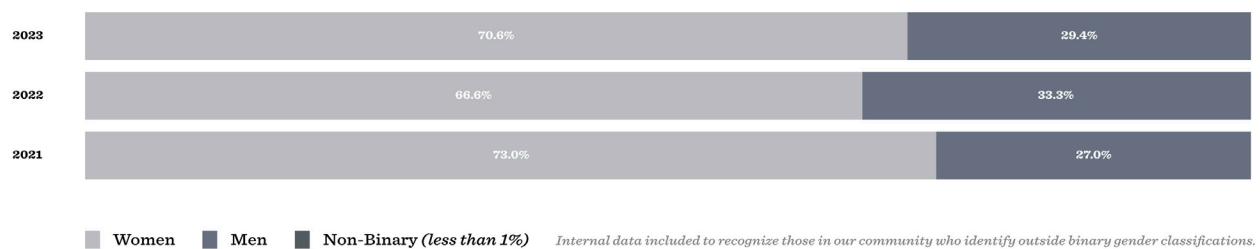
ASIAN



BLACK OR AFRICAN AMERICAN

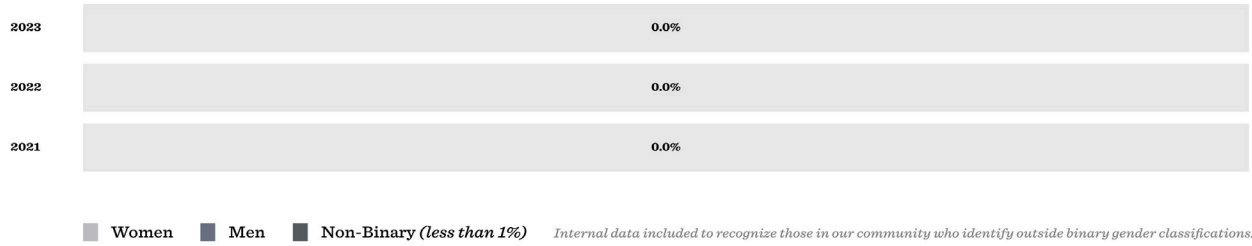


HISPANIC OR LATIN

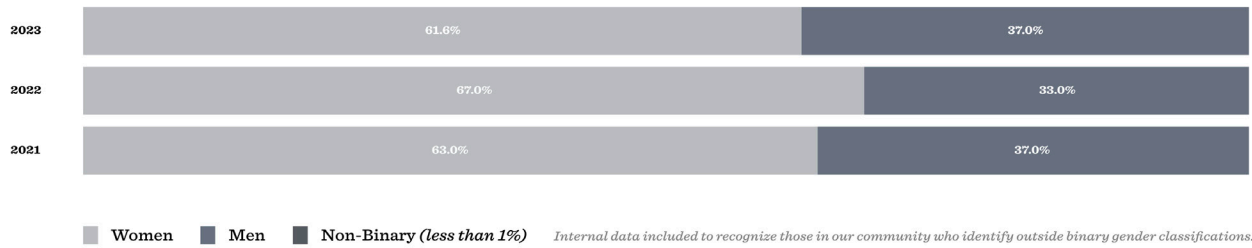


Race & Gender Intersection (U.S.) *continued*

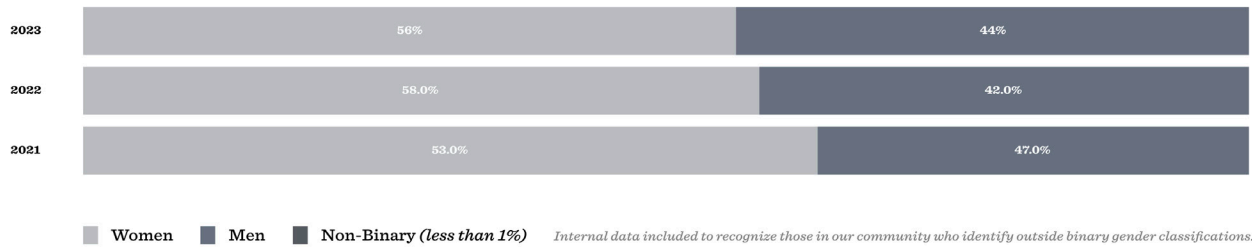
HAWAIIAN OR OTHER PACIFIC ISLANDER



TWO OR MORE RACES



WHITE



LEVEL AND DATA DETAILS

IDEO's demographic data is self-reported by employees upon their employment at IDEO, as per U.S. Equal Employment Opportunity (EEO) guidelines and as privacy laws recommend in other regions. The data limitations for gender identity (two options) and race/ethnicity (seven options) are a result of the EEO's defined classifications.

- The EEO-1 Report is a compliance survey mandated by the U.S. government. More details and a sample copy of the EEO-1 form are available [here](#).
- IDEO does not collect race/ethnicity data in countries outside the United States.
- IDEO employment levels are categorized as follows:
 - **Individual Contributors** – Focus primarily on individual contributions to teams and/or departments.
 - **Team Leads** – Begin taking direct responsibility for others, often by leading projects or guiding other practitioners.
 - **Directors** – Hold leadership responsibilities across studio, location, and organizational levels. They help guide craft, manage client relationships, shape culture, and participate directly in people development.
 - **Senior Leadership** – Carries a broad range of responsibilities for nurturing individual development of designers, including career and salary decisions. They make decisions that affect the strategic direction of the business.
- To protect the privacy of individual employees, we chose not to share intersectional data divided by levels.
- Percentages may not sum perfectly to 100 because of rounding.
- IDEO's employment data, in accordance with government requirements, inaccurately presents gender as binary. We don't agree with this presentation and want to publicly acknowledge that there are members of our community who identify outside a binary gender framework, including Agender, Androgynous, Bigender, Gender non-conforming, More than one, Questioning, and Two Spirit.

2023 Data Observations

The key observations for 2023 are:

IDEO continues to need more Black, Indigenous, and Latinx employees at all levels, especially at the director and senior leadership levels. 39 percent of IDEO's workforce in the U.S., where the largest proportion of our employees is based, identifies as people of color (39 percent in 2022, 37 percent in 2021). Of note are these details:

- The composition of the U.S. community is 5 percent Black (7 percent in 2022, 5 percent in 2021), 6 percent Hispanic/Latinx (less than 8 percent in 2022, less than 7 percent in 2021), and less than 1 percent Indigenous (no change from 2022 and 2021).
- The proportion of people of color in director roles is 30 percent (32 percent in 2022 and 28 percent in 2021) and the proportion of people of color in senior leadership positions is 18 percent (14 percent in 2022, 15 percent in 2021).

Put together, it means we must continue to bring more people of color into IDEO at all levels, particularly into leadership roles, and we must work to reestablish and then accelerate more consistent progress overall.

Globally, women represent 59 percent of our workforce (60 percent in 2022, 57 percent in 2021). Over the last three years, the proportion of women in leadership roles has remained steady (41 percent in 2023, 42 percent in 2022, 37 percent in 2021) at a proportion that is measurably smaller than our base representation. We must continue to bring more women into leadership roles and retain women leaders transitioning into enterprise leadership.

It is important to note that the U.S. Equal Employment Opportunity (EEO) reporting does not include non-binary gender representation. This makes our gender data incomplete. We use internal self-reported employee data to reflect our non-binary community and our commitment to ensuring IDEO is a safe and welcoming place for people of all genders to pursue their career aspirations..

Lastly, the addition or departure of any individual in a small or midsize company can have a significant impact on the percentage makeup of the total company. Therefore, the demographic makeup of IDEO can change more dynamically year over year, when compared to larger organizations.

2023 Actions

In 2023, we worked to sustain and strengthen the inclusive and equitable culture we've been working to build at IDEO.

As we assess our progress and prepare for the future, we continue to center our efforts around four key initiatives:

1. Ensure that all of us learn to adopt **mindsets and behaviors** that support inclusion.
2. Build **internal systems** that promote broad representation and equitable access to opportunity and information.
3. Support the authentic integration of inclusive, responsible, and ethical **design practices** into our core capabilities.
4. Expand **access to design** for communities that are underrepresented or excluded from it.

These initiatives, which were formulated based on our commitments in 2020, are being carried out by stakeholders across IDEO. In 2023, we have sustained impactful initiatives and introduced new strategies to continue our efforts in building a diverse and inclusive culture, including:

Ongoing Programs and Resources

- DE&I leadership with representation and involvement from each geography in which we operate.
- Investment in Employee Resource Groups as formal structures for identity groups to foster community and connect with global leadership.
- Coaching support for people of color at IDEO for self-directed needs.
- An internal community-led collective to evolve our design practice and put inclusivity and equity at its core and bring in external experts/guest speakers to advance our thinking.
- Mandatory interview training for all involved in hiring to promote consistency and decrease bias during interviews.
- Systems to support anonymous feedback and reporting.
- Equal access to learning resources that include modules on DE&I fundamentals.

2023 Actions *continued*

- Design workshops for youth in San Francisco, including communities that have had less access to the design industry.
- A fellowship program to expand opportunity in design through a paid, full-time employment experience at IDEO, designed specifically for BIPOC individuals (in partnership with RepresentED).
- An internal publication to bring clarity and tangibility to best practices for inclusive leadership for other forms of leadership beyond people management.
- Donation of \$500,000 worth of design services over two years through five IDEO staffed projects to three external organizations working on racial justice.
- A six-month leadership development program for BIPOC employees at all levels.
- Salary band transparency for external job postings.
- Performance management standards for senior leaders that emphasize inclusive leadership and 360 feedback.
- An internal resourcing tool to drive discretionary spending toward BIPOC and women-owned businesses.
- A learning community for employees with representational power to build capacity as allies for underrepresented communities as well as to support DE&I transformation programs internally.

New Initiatives in 2023:

- A redesigned annual employee engagement survey that assesses the company's performance in creating a positive employee experience and tracks progress toward building a more diverse, equitable, and inclusive workplace culture.
- Streamlined performance management systems to improve consistency and clarity on role accountability, performance and career development.
- Updated facilitation frameworks for design teams to reflect on the power, bias and equity dynamics at play in a project.

2023 Actions *continued*

- A new employee-led initiative for members of IDEO's community who hold representational power to build skills, share space, and contribute to IDEO's DE&I goals.

In the coming year, we will continue to evolve our four key initiatives for building an equitable workplace where everyone feels valued, heard, and empowered to contribute. This will include prioritizing and sustaining programs that promote: inclusive leadership, trust and psychological safety throughout the organization, effective allyship, a robust network of Employee Resource Groups and the recruitment and retention of individuals from historically marginalized communities.