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Intercultural Practice 2: Organizations and Culture

Final paper

Diversity and Inclusion at Google

The topic in the paper is divided into five parts. The first part is about diversity and how organizations define diversity. The second part is about the history of Google. The third part is about the hiring process and of people of disability. The fourth part is about diversity and inclusion at Google. The final part is the conclusion.

As the cause of globalization, people from diverse cultures, beliefs, and backgrounds interact more than ever. People are no longer living and working in an insular marketplace as they are now part of a global economy (Mazur, 2010). For this purpose, diversity of people in the workplace is one of the important points for organizations to be able to compete in a worldwide economy. Thus, diversity in a workplace has become a key issue for management (Mazur, 2010). As a result, many corporate diversity initiatives turn the focus on managing all workers well (Jayne & Dipboye, 2004, p. 410). Managing and valuing diversity by creating inclusion as a diversity strategy attempts to embrace and leverage all employee differences in a workplace helps to benefit the organizations (p. 410).

Today, diversity is defined in a much broader term and not only focused on legally protected attributes such as race, gender, age (Jayne & Dipboye, 2004). There are two types of dimensions of diversity, as defined by Loden & Rosener, and those are primary dimensions and secondary dimensions (Mazur, 2010). The primary dimensions include gender, ethnicity,

race, age, and mental disabilities or physical abilities and characteristics (p. 6). The primary dimensions is said to have the most impact on groups in the workplace (p. 6). The second dimensions include religion, geographic location, culture, nationality, sexual orientation, language, educational background, family status, and more which are less visible and add a subtle richness to the primary dimensions (p. 6). Thus, it is very important for organizations to define and manage diversity. Equal employment are needed to ensure that employment decisions such as hiring, promotion, and pay are made without regard to legally protected attributes such as an employee's race, colour, religion, sex, or national origin (Jayne & Dipboye, 2004).

Google was founded in 1995 by Larry Page and Sergey Bin when they were still students in Stanford University, California, the United States (Google, About Google, Our Culture & Company, 2020, p. 1). They first came up with the name Backrub, but then later changed it to Google (p. 1). The name Google came from a mathematical expression for the number 1 followed by 100 zeroes which described their mission to 'organize the world's information and make it universally accessible and useful' (p. 2). With an investment of \$100,000, they made their first office in a garage located in suburb of California (p. 2). Years went by; the company expanded rapidly as they hired engineers and built a sales team in 1998 (p. 2). The office was also moved to its current headquarters known as The Googleplex in Mountain View, California (p. 2). Today, hundreds of products used by billions of people in the world including Google Search, YouTube, Gmail, and Android are made by Google (p. 2).

In hiring the employees, there are three steps to apply a position at Google, and those are applying online; getting interview, including online assessment, short virtual chats, project work, and in-depth interview; and getting an offer (Google, How we hire - Google Careers, 2020, p. 1). They also state that, "we also care about building a more representative and inclusive workplace, and that begins with hiring" (p. 1). In order to be accessible for

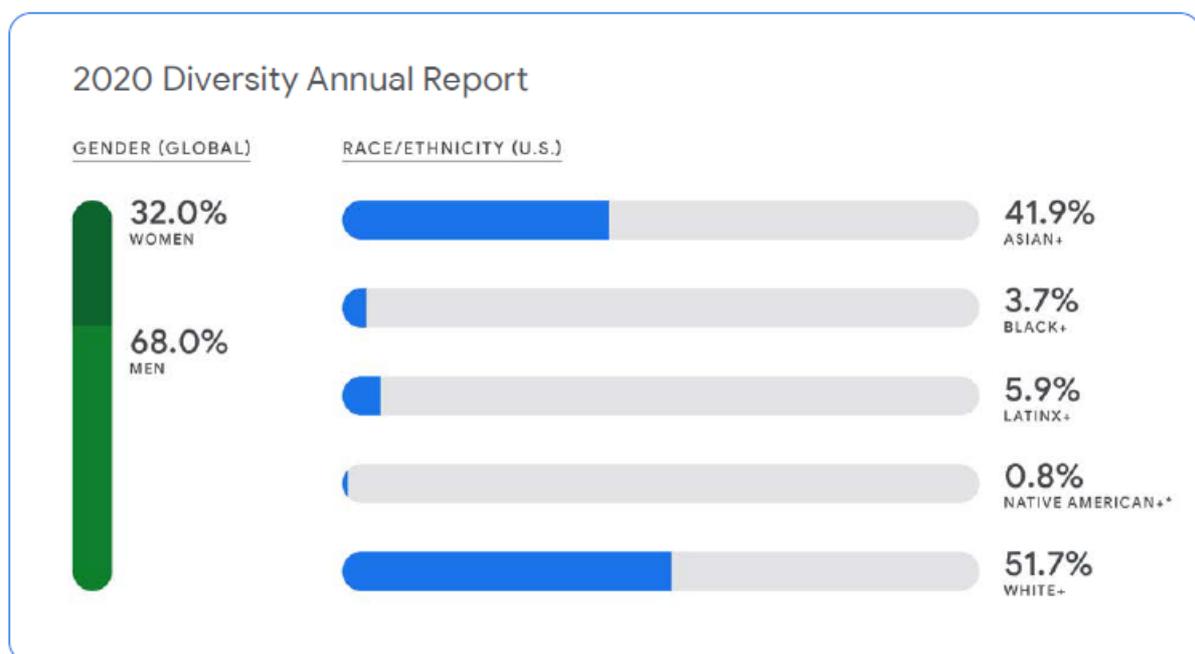
everyone, Google needs diversity of perspectives and experiences, and to achieve that a fair hiring process is the first step (p. 1). Not only they hire people with different backgrounds and a wide range of experiences, but also they hire people in terms of geographic and socioeconomic diversity (Google, Google Diversity Annual Report, 2020).

Google also has a special career page for candidates with disabilities. The page states that, the employees “with disabilities are making critical contributions across the company. We care deeply about making Google a place where everyone can learn, grow, and have an impact” (Google, Our commitment to hiring people with disabilities, 2020, p. 1). It is important for them to have a workforce that is representative of people who use their products (p. 1). In hiring people with disabilities, they ensure the process is fair and accessible (p. 1). The hiring process allows candidates to have a barrier-free interview experience (Google, Accommodations at Google - Google career, 2020, p. 1). Google also has a form for the candidates to fill in to know if the candidates need assistance due to disability or special needs (p. 1).

In the workplace, Google supports the employees by providing the tools necessary to assist them in doing their jobs and participate in activities (Google, Accommodations at Google - Google career, 2020, p. 1). Some accommodations to provide the employees include personal care assistance, visual support assistance, sign language interpreters, and communication access realtime translation captioning (p. 2). Google makes sure that the workplace is accessible for everyone, as it is proved that Google gets a score of 100 on the Disability Equality Index which measures company efforts and success at disability inclusion (Google, Our commitment to hiring people with disabilities, 2020).

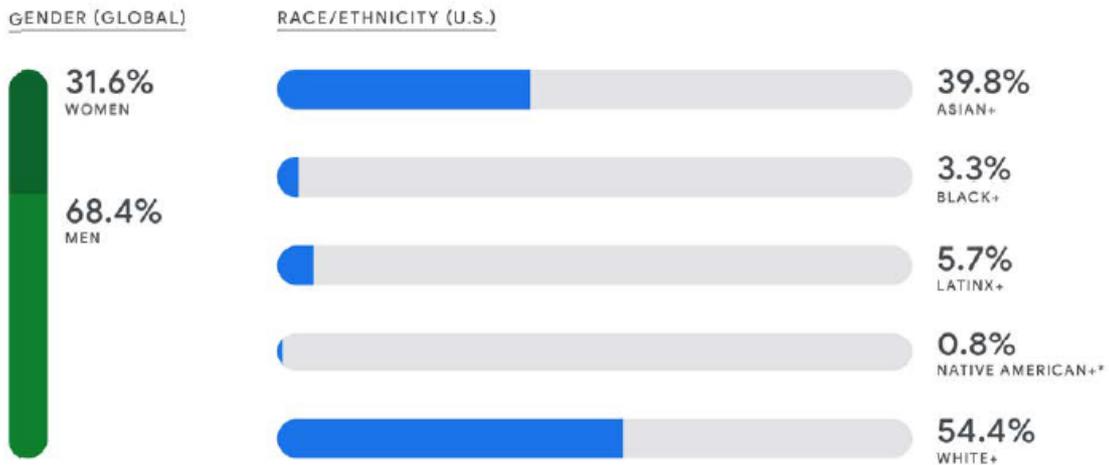
Google devotes itself to continue to make diversity, equity, and inclusion in the workplace (Google, Google Web site, 2020). Based on Google Diversity Annual Report (Google,

Google Diversity Annual Report, 2020, p. 4), there is a progress in number of areas. The representation for women globally, Black, and Latin employees in the United States increase (p. 4). The largest increase is seen in hiring Black employees (p. 4). Not only in hiring Black employees, but also application from women increased through bias removal tool for job descriptions by 11% (p. 4). Underrepresented groups who were considering leaving changed their minds with 84% deciding to stay through expanded program for employees (p. 4). Google also plans to add more employees from underrepresented groups such as LGBTQ, people with disabilities, and people who have military experience (p. 4). Based on 2020 data, though, 7.1% self-identified as LGBTQ or Trans, 6.1% self-identified as having disability, 5.5% self-identified as having been members of the military (p. 21).



Source: Google Diversity Annual Report 2020

2019 Diversity Annual Report



Source: Google Diversity Annual Report 2020

Pictures shown above show the workforce representation of Google employees in 2019 and 2020 by gender and ethnicity. Based on the picture, women make up 32.0% and men make up 68.0% which shows an increase compared to the data in 2019. Asian, Black, and Latina in order are 41.9%, 3.7%, and 5.9% which also shows an increase compared to the data in 2019. While Native American stays with 0.8% compared to the previous year, White shows a decrease with 51.7% compared to the data in 2019.

Therefore, Google makes sure to ensure every employee feels included in the workplace. Google provides diversity, equity, and inclusion training throughout Google's core learning and development opportunities (Google, Google Diversity Annual Report, 2020).

“For example, we heard that Indigenous+ women reported lower experiences of inclusion compared to other communities at Google, so we hosted an Indigenous Women at Google Summit with the goal of building community. This was one of five Women of Color summits we hosted across the globe last year.” ((Google, Google Diversity Annual Report, 2020, p. 20)

Google's commitment to racial equity also is shown by releasing several commitments to build sustainable equity for the Black community (Google, Google's commitment to racial equity, 2020, p. 2). Those commitments are improving Black representation at senior level and as well underrepresented groups; addressing representation challenges and focus on hiring, retention, and promotion at all levels; working to create a stronger sense of inclusion and belonging for employees in general and Black community in particular; establishing a range of anti-racism educational programs; and supporting the mental and physical health and well-being of our Black community (p. 2).

In conclusion, as a company, Google includes diversity and inclusion in the workplace. It shows by Google's attempt to hire underrepresented groups such as people with disabilities and the increasing number of people in minority groups such as Asian, Black, Latina, and Native American in the workplace. Google also provides training, inclusion programs, and commitment to the employees to manage and value their diversity.

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