



UNBIAS THE FUTURE



An Equity Framework



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EXECUTIVE SUMMARY:

Ready to make
real change in
the tech industry?
Start here.

The time for collective action across the tech industry is NOW.

Throughout 2022, the Tech Accountability Coalition held conversations with over 100 tech leaders, experts, and community advocates. Their message was clear: the industry needs a shared set of standards to turn aspirational diversity, equity, and inclusion (DEI) commitments into transformative action - action that sparks the innovation that's needed for a better future.

In response to that need, we developed the [Equity Framework](#).

The Equity Framework lays out common sense standards for how the industry defines terms, collects data, and shares progress made.

It's an externally validated response to questions about the state of DEI in tech, and a practical roadmap for industry-wide improvement.

With the Equity Framework, the tech industry will securely share data on what's driving progress, and what challenges are getting in the way.

To turn that data into a plan for action, the Framework will be a launching point for working groups on:

- Public policy
- Data equity
- Product inclusion
- Workforce pathways
- Workplace culture

The ultimate goal: an annual report with actionable recommendations that companies, policymakers, and communities alike can use to track and accelerate DEI progress, year over year.

HOW TO USE THIS FRAMEWORK:

Everyone can
make an **impact**.

How To Use This Framework If You Are A...

C-Suite Leader



Start with the executive summary (pg. 1) -an overview of what the Equity Framework was designed to achieve, and an invitation to help lead collective action.

Tech Staff Member



Use the Framework's details, definitions, and guidelines for implementing shared data standards to hold your company accountable.

Community Advocate



Employ the Framework as a benchmark for what meaningful representation in data can achieve, and offer feedback that will lead to increased data equity.

Non-Tech Company



DEI is not proprietary work. Use the Framework's equity and inclusion tools as applicable to your tech workforce and beyond.

Policymaker



The Framework can be a trusted resource for leaders looking to introduce more expansive and equitable public policies.

We are in a critical moment for tech.

We need a reliable way to measure our progress toward a more diverse, equitable, and inclusive future.

With the Equity Framework, we can build an innovative tech industry that is truly **by all of us, for all of us.**

To learn more, become a member, or get in touch with our team, visit TechAccountabilityCoalition.org.

INTRODUCTION:

The 5 collective
action steps tech
needs to take now.

Throughout the summer and fall of 2022, the Tech Accountability Coalition held focused workshops on Data Equity, Product Inclusion, Workforce Pathways, and Public Policy. Based on those conversations, the Equity Framework was developed to align companies across the tech industry in collective action toward diversity, equity, and inclusion.

1. Establishing shared definitions

Tech Accountability Coalition members will at a minimum work towards adoption of the shared definitions on:

- Tech Worker Classification
- Job Architecture and Levels of Leadership
- Types of Employees - Contingent Employment

2. Aligning on equity standards for data collection

Tech Accountability Coalition members will make concrete plans and timelines to update reported employee data fields to match the data equity standards recommended in the Framework. These standards take into consideration, and significantly build upon, the existing reporting requirements set by the US Equal Employment Opportunity Commission, which are widely considered to no longer fully serve the goals of diversity, equity, and inclusion.

The Framework includes baseline data equity reporting standards as well as ideas for “moonshot” standards that the industry can collectively move toward in the future.

3. Sharing aggregate, anonymized data for benchmarking

Companies that join the Tech Accountability Coalition agree to annually report data as outlined in the Framework to the best of their abilities. In year one, the Coalition will create a set of minimum categories of data collection, based on readily available demographic datasets. In years two and beyond (beginning July 1, 2024), companies will be expected to adopt additional components of the Framework and make demonstrable progress towards the implementation of the enhanced data standards set forth herein. This company-specific data will only be accessed by the Coalition staff.

The Tech Accountability Coalition will provide guidance, support, and tools to ensure data submission is as seamless as possible. By analyzing the submitted data, the Coalition intends to publish a first-of-its-kind benchmark report at the end of each year. This public-facing report will not share individual company data but rather share a snapshot of the industry’s progress as a whole.



4. Determine opportunities for collective action

Based on insights from the data in the annual Tech Accountability Coalition DEI benchmark report, member companies will collaborate on further collective actions to keep the momentum for real change going strong.

5. Shape the Coalition's long-term vision and structure

Member companies will help shape the Tech Accountability Coalition's long-term vision, impact, and structure by attending ongoing working group meetings on a variety of topics.

WHAT WILL THIS FRAMEWORK ACCOMPLISH?:

A clear and
concise roadmap.

What will this framework accomplish?

The goal of the Equity Framework is to create shared definitions, set common standards and goals, and provide a benchmark for data on Diversity, Equity, and Inclusion (DEI) metrics industry-wide. Using the aggregate data collected, the Coalition will highlight case studies and best practices across tech, providing a roadmap for tech companies that takes the guesswork out of ensuring DEI and replaces it with a **clear, actionable plan**.



COLLECTION, ANALYSIS AND REPORTING OF DATA:

Learn how our
secure data
collection works.

A. Required data

Companies that participate in the Tech Accountability Coalition shall, at a minimum:

- Collect gender identity and ethnicity self-ID data against the recommended demographic categories (pg. 26)
- Analyze and report annually on the following data points to the Coalition data portal:

- Gender identity and racial representation of job applicants, interviews, and hires
- Gender identity and racial representation of promotions and attrition
- Gender identity and racial representation at executive leadership, middle management, entry-level, and internship levels (see pg. 18)
- Gender identity and racial representation of tech, non-tech, retail, and manufacturing roles (see pg. 22)
- Gender identity and racial representation of full-time, part-time, and contingent workers (see pg. 24)

- Collect and analyze gender and racial identity as part of annual employee engagement surveys
- Analyze and report engagement responses/scores by gender identity, race, and ethnicity
- Create a plan to include all other demographic fields (i.e. age, sexual orientation, disability status, etc.) in future reporting

B. Additional best practice data collection, analysis, and reporting

Companies that sign up for the Tech Accountability Coalition are also encouraged, but not committed, to:

- Collect DEI Self-ID data to measure disability status, sexual orientation, gender identity, caregiver status, veteran status, socio-economic status and religion against the recommended demographic categories
- Analyze, and report on these demographics as per the above data points to the Coalition data portal
- Analyze, and report on intersectional gender and racial data as per the above data points to the Coalition data portal

Additionally, companies are encouraged to track and report on these organizational DEI metrics:

- Percentage of executives and managers with personal DEI objectives
- Progression data, including information related to performance evaluation, compensation decisions high potential identification, time to promotion, and succession planning
- Supplier diversity
- Intern candidate diversity + conversion rate
- Product inclusion
- Schools: universities, colleges, training programs, etc. engaged in recruiting efforts and self-reported by applicants and employees

C. Reporting mechanisms

Companies that join the Tech Accountability Coalition agree to report on required data annually. The first round of aggregated data will be submitted into the Coalition portal by July 1, 2023. Data provided should apply to the workforce as of December 31st, 2022.

The Aspen Institute is establishing a data portal that allows companies to securely submit their data to a common protected platform. Only a limited number of employees of the Coalition incubated at the Aspen Institute and a limited number of employees of the Coalition will have access to the data individual companies provide, which will be used for aggregate analysis and anonymous reporting. There will be no attribution or publication of individual company data. Companies that choose to submit case studies will have an option to make their findings and best practices publicly available in the final report, but will opt-in for attribution of examples.



AGREED DEFINITIONS:

Shared
definitions help
us align.

Explore ours.

Companies that sign up for the Tech Accountability Coalition shall, at minimum, agree to shared definitions for the following categories:

A. Leadership levels

For the purposes of data collection, leadership within a company will be defined as Director level and above. The Tech Accountability Coalition encourages companies to localize this to their own title structure and job architecture. We have provided descriptions and examples of titles for leadership levels, and recommend companies report to the Coalition which of their titles fall into each category.



The intent is to understand how diversity is reflected across differing levels of seniority, influence, power, and compensation. As the ACT Report states, **“diversity alone is not enough.”** It is only by sharing and analyzing diversity data cut by seniority that we can understand power dynamics within a company, in addition to demographic diversity.

The Tech Accountability Coalition has included this intersectional segmentation of leadership data by demographic values as part of its Required Data to provide an industry-wide benchmark of the diversity of leadership.

Executive Leadership

Industry best practice would define leadership roles as director level and above (including, Director +, VP +, Direct reports to C-suite, C-suite or direct reports to CEO). This level of leadership has budgetary discretion and the ability to set or change the goals of an entire company from objectives to staff composition. Several companies use AnitaB.org's levels of leadership - this segment spans Senior, Exec, and C-suite.

- Board
- C-Suite or direct Reports to CEO
- Direct Reports to C-suite
- VP+
- Director+

Middle Management

Description: This level of management supervises people, projects, and programs. It is the entry point for people management responsibilities, although managing people is not a requirement classification in this level. Employees in this role may have whole teams report to them or they may serve as subject matter expert, consultant, or lead for certain projects. This role is starting to have budgetary and staff discretion and is able to set and change the goals for a team or program.

- People Manager
- Program Manager
- Senior Manager
- Associate Director
- Deputy Director

Entry-Level Staff

This level of staff does not supervise other staff (not including interns or staff at the same level). This person is not a subject matter expert, but is gaining the necessary skills needed in the specific field. This level is not tied to age or level of education, but to time spent in the specific industry and level of responsibility of a team or program at large from start to finish.

- Associate
- Senior Associate
- Coordinator
- Analyst
- Specialist

Intern

This level of staff is entering the industry and is carrying out day to day responsibilities. They have limited decision power on budget or strategy, although they may be insightful in bringing ideas to the table.

- Intern
- Apprentice



SEGMENT	POTENTIAL TITLES	DESCRIPTION
Executive Leadership	<ul style="list-style-type: none"> • Board • C-Suite or direct Reports to CEO • Direct Reports to C-suite • VP+ • Director + 	<p>Industry best practice would define leadership roles as director level and above (including, Director +, VP +, Direct reports to C-suite, C-suite or direct reports to CEO). This level of leadership has budgetary discretion and the ability to set or change the goals of an entire company from objectives to staff composition. Several companies use Anita Borg's levels of leadership and this segment spans Senior, Exec, and C-suite.</p>
Middle Management	<ul style="list-style-type: none"> • People Manager • Program Manager • Senior Manager • Associate Director • Deputy Director 	<p>This level of management supervises people, projects, and programs. It is the entry point for people management responsibilities, although managing people is not a requirement classification in this level. Employees in this role may have whole teams report to them or they may serve as subject matter expert, consultant, or lead for certain projects. This role is starting to have budgetary and staff discretion and is able to set and change the goals for a team or program.</p>
Entry-Level Staff	<ul style="list-style-type: none"> • Associate • Senior Associate • Coordinator • Analyst • Specialist 	<p>This level of staff does not supervise other staff (not including interns or staff at the same level). This person is not a subject matter expert, but is gaining the necessary skills needed in the specific field. This level is not tied to age or level of education, but to time spent in the specific industry and level of responsibility of a team or program at large from start to finish.</p>
Intern	<ul style="list-style-type: none"> • Intern • Apprentice 	<p>This level of staff is entering the industry and is carrying out day to day responsibilities. They have limited decision power on budget or strategy, although they may be insightful in bringing ideas to the table.</p>

B. Worker category: Tech worker, non-tech workforce, retail and manufacturing

The ACT Report outlines the need for defining tech roles, and differentiating them from non-tech roles, to ensure consistent reporting about the demographics of a particular workforce. Diversity in one part of a company should not be used to mask data or metrics on diversity in high-earning and skilled tech roles.

To operationalize this recommendation, we have gathered skills and titles and divided them into tech and non-tech roles below. These shared definitions are informed by our examination of definitions across the tech industry through the diversity annual report (DAR) analysis, 1:1s, and workshops.

The Tech Accountability Coalition has included these definitions and cross-sectional demographic data in the list of Required Data (see pg. 14). Our objective is to create accurate workforce diversity data, and industry-wide benchmarks, for tech roles. This necessitates removing retail or gig workers to ensure tech workforce diversity data is accurate, consistent, and congruous across many systems.



Tech Workers

We are separating out technical roles because of the decision-impact, high earning potential, and importance of fostering a diverse pathway to the technical workforce.

The ACT report defines “Tech Workers” as “team members from across all organizations who manage technical products or processes and/or work on the development of tools.”

- IT
- Engineering
- Data Scientists
- Product Designers
- Product Management/Marketing

Non-Tech Workers

Non-tech and tech adjacent roles are, and have always been, mission critical to the functioning and success of any product, program, or company. These roles often employ technical skill sets, but we are looking at the primary function of these roles in context to create a method to understand diversity in technical roles across the industry.

The Act Report intends for this section to include “non-technical roles in a primarily technical organization.” For example, administrative staff on a technical team would be included in this section.

- General & Administrative
- Marketing and Sales
- Human Resources and Talent Acquisition
- Finance
- Communications

Retail or Gig Workers

We are categorizing retail workers as employees who are operating point of sale operations. This could include staff who are involved in the direct sales of goods or services. This could include temporary employment like drivers for a ride share app or independent sellers on a marketplace website who receive payment.

- Retail
- Customer Service
- Gig workers

Manufacturing or Warehouse Workers

Manufacturing workers are workers involved in the fulfillment of orders at a warehouse or delivery center. This could include warehouse managers, logistics, or workers not involved directly in the sales rather the creation and delivery of goods.

- Warehouse Operations
- Transport/Logistics

In our workshops, participants were quick to highlight the importance of eventually going beyond the tech/non-tech binary, and we agree. However, for the first round of data collection, we believe that these two aggregate buckets will help us analyze data more accurately, and recommend that companies define all roles as tech or non-tech, using the definitions provided.

C. Worker type: Full-time, part-time, and contingent workers

Employee Type	Description	Examples
Full-time Corporate Employee	These are salaried employees who are employed directly by companies.	Product Managers, Software Engineers, Sales Support, etc.
Part-time Corporate Employee	These are salaried employees who are employed directly by companies in a part-time capacity.	Part-time counterparts of examples from the full-time corporate employees section
Contingent Worker	Independent contractors who are hired for a fixed-term or project-to-project basis.	Contractors
Gig Worker	This type of worker is a project-based and potentially temporary worker who is not a full-time employee of the company.	Uber, Lyft, DoorDash drivers and delivery staff

Employee Type	Description	Examples
Retail Worker	These are workers who interface with customers at a storefront, whether that be as a cashier, customer support, staffing support lines for sales, etc. Often, these are not workers directly hired by the company, but rather a local or regional branch or store.	Apple Genius staff, Warby Parker sales staff on a customer support line
Retail User	These are users who create or sell on platforms and are not employed by the company.	Etsy business retailers, Poshmark Seller, Airbnb Hosts
Warehouse Worker	These are workers who are physically making, packaging, or delivering products for the consumption of customers.	Amazon warehouse workers, Apple warehouse workers

RECOMMENDED DEMOGRAPHIC CATEGORIES (US):

Adopt a more
inclusive approach
to self-ID.

As part of the minimum requirements of the Tech Accountability Coalition, all member companies are expected to work toward implementing the Race and Ethnicity Data Equity Standards below. Based on our latest review of industry Diversity Annual Reports, many companies have already adopted this more inclusive approach to self-ID.

The ACT Report established, and our 1:1 conversations and workshops validated, the following:

- The EEO-1 categories require a refresh, as they have become outdated over time. For example, they do not recognize that sex and gender identity are separate, therefore erasing the identities of many transgender and nonbinary people.
- Companies have developed their own categories that go beyond the EEO-1 categories to better serve their needs and answer calls for greater visibility and representation in the data from their staff and Employee Resource Groups (ERG). These expanded categories are often difficult to compare between companies because there is no universal standard, underscoring the need for a common framework.

A. Race and ethnicity

I. Baseline categories—race and ethnicity

Status quo:

This column is the status quo as required for reporting by the EEOC. This standard falls short of identifying people in a detailed or nuanced enough manner to drive real change. In an effort to ensure historical data (although with the caveat of the bias it contains), our step 2 and 3 will use this as a baseline for transformation of demographic categories.

Race and Ethnicity

CURRENT BASELINE	NEW STANDARD
Black or African American	<ul style="list-style-type: none"> • African American • AfroLatino • North African • East African • Central African • South African • West African
Hispanic	<ul style="list-style-type: none"> • Central American • North American • South American • Caribbean
American Indian or Alaska Native	<ul style="list-style-type: none"> • Native American/Alaska Native/First Nations

Native Hawaiian or Pacific
Islander

- Native Hawaiian/Pacific Islander

I. Baseline categories—race and ethnicity

Asian

- Southeast Asian
- East Asian
- South Asian

White

- White
- Middle Eastern
- Prefer not to answer

Hispanic:

- Yes
- No
- Prefer not to answer

Indigeneity

Do you identify as an Indigenous person?

- Yes
- No
- Prefer not to answer

Disaggregated set:

Disaggregated data is critical to getting a deeper, intersectional understanding of the lived experiences of people within diverse communities that get invisibilized when grouped into the larger umbrella groups that are used in EEO-1 categories. This first step towards a disaggregated set adds one layer of granularity to the EEO-1 categories that will allow companies to continue to report into the EEO-1 standards while allowing more authentic analysis of workforce experiences in a resource-efficient way.

B. Baseline categories-demographic data

Gender: Which of the following best describes your gender?

- Woman
- Man
- Nonbinary
- Gender nonconforming
- Two-Spirit
- Self-describe
- Prefer not to answer

Gender (Trans/Cis)

Does your gender match your assigned sex at birth?

- Yes
- No
- Prefer not to answer

Sexual orientation

Which of the following best describes your sexual orientation?

- Asexual or ace
- Bisexual or bi
- Gay
- Heterosexual or straight
- Lesbian
- Pansexual
- Queer
- Prefer not to answer

Disability status

Do you identify as having a disability or chronic health condition (sensory, learning, mental, or physical)?

- Yes
- No
- Prefer not to answer

Disability type

Which of these types of disabilities do you identify with? (Multiselect)

- Physical
- Developmental
- Behavioral or emotional
- Other
- N/A (Answered no or prefer not to answer to disability status)
- Prefer not to answer

Age

Fill in (numerical open end)

Caregiver status

Do you act as a primary caregiver (unpaid)?

- Yes, to one or more infants or children (example: parenting)
- Yes, to one or more adults (example: elder care)
- Yes, to at least one infant/child and at least one adult
- No
- Prefer not to answer

Veteran status

Have you served or are you currently serving in the military?

- Yes, I have served or am serving in the US military
- Yes, I have served or am serving in another country's military/armed forces
- No
- Prefer not to answer

Immigration generation

- First generation
- Second generation
- Third generation and beyond

C. Additional demographics

Military partnership

Are you a spouse or domestic partner to someone who is currently serving in any military/armed force?

- Yes
- No
- Prefer not to answer

Household income

What is your yearly household income? (numerical open-end)

Returning persons/justice-impacted

Do you identify as having a disability or chronic health condition (sensory, learning, mental or physical)?

- Yes
- No
- Prefer not to answer

Languages spoken

What languages do you speak fluently?

- (Drop down of menu of languages)

Geography

Where is your primary place of residence?

- Urban
- Rural
- Suburban

Religious identity

- Agnostic
- Atheist
- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Prefer not to answer

Years of experience

List the number of years you have in this industry.

- (Drop down menu from 1-50+)

First-gen education

Are you the first in your family to attend college/university in the United States?

- Yes
- No
- Prefer not to answer

First-gen corporate

Are you the first in your family to hold a corporate sector job?

- Yes
- No
- Prefer not to answer

Immigration status

- Lawful Permanent Resident (LPR/Green Card holder)
- Asylee /Refugee
- Citizen
- Individual with Non-immigrant Status, includes worker visas (such as H1, H-2A, H-2B), student visas, U-visa, T-visa, and other visas, and citizens of Micronesia, the Marshall Islands, and Palau
- Temporary Protected Status (TPS)
- Deferred Action Status (Exception: Deferred Action for Childhood Arrivals (DACA))

D. Global vs. country specific data

In our research of existing Diversity Annual Reports, a great barrier to comparative analysis across the tech industry was the mixing of country-specific and global diversity data. For the new Coalition Data portal, we require data to be submitted with a country-specific marker and any globalized data to be marked as such. This is important because global data can skew our understanding of context and country-specific power structures. For example, although Latinx tech workers are underrepresented in the United States, if companies include global data including LATAM regions, they may intentionally or unintentionally obfuscate data that would otherwise be useful to measure progress in the US.

In a globalizing world with increasing access for remote and international employment, the Coalition acknowledges that taking into consideration a global view of DEI is not only important, but already past due. Several members have expressed both challenges and opportunities around globalizing DEI data collection. Critical to these efforts, is an understanding of the constructs of “underrepresentation,” power histories, and hierarchies across countries and cultures. Additionally, legal restrictions around data collection on race, ethnicity, and other identities that are protected or, like LGBTQIA+ identity, even may be increasingly jeopardized around the world, are proving to be a challenge. Member companies have identified the Coalition as a central body for exploring these challenges and providing recommendations on global DEI data to be made at scale.

TECH ACCOUNTABILITY COALITION MEMBERSHIP

Join us in creating a
collective solution.

Signaling trust

Fostering employee trust is crucial for any meaningfully engaging and successful Self-ID survey, and for putting our recommendations and standards into action in a way that actually makes a difference. Conversations with companies across the tech industry have identified low employee survey engagement, low trust in data practices, and a lack of authentic and specific belonging in provided demographic categories as challenges faced by many, regardless of size or makeup.

The Tech Accountability Coalition aims to catalyze a collective solution using shared data equity standards to demonstrate intentionality behind employee surveys and highlight meaningful company and industry action. The Coalition understands the need to deliver on not only equitable data informed by the existing corporate indices from community-based organizations, but also an easy-to-implement “greatest common denominator” for data equity that does the work of considering all impacted identities and interests.

To signal this trust, we will be providing a Tech Accountability Coalition badge and sample language in the coming months to include on employee self-ID surveys and for Diversity Annual Reports. This will help convey the data equity efforts companies are engaging in and show commitment to industry-wide actions and accountability.

ROLES AND OPPORTUNITIES:

Support the strategy and lead the industry.

Founding members

Founding Members are tech companies that join the Coalition during our initial incubation period. These companies are expected to have signed on to the ACT Report, committed to develop a strategy around the four M.O.S.T important recommendations in the ACT report and report their annual progress, share DEI data with the Coalition to be published in aggregate, and support further collective industry action. Founding members will set the Tech Accountability Coalition strategy and priorities leading the tech industry on diversity, equity, inclusion alignment efforts.

To learn more about this initiative, become a member, or get in touch with our team, visit TechAccountabilityCoalition.org.

TIMELINE:

Progress is a journey. See where we come from and where we're going.

March 2023

- Public announcement of Tech Accountability Coalition founding members and Community Advisory Council; working groups launched as a continuation of 2022 workshops.

March - December 2023

- Tech Accountability Coalition Working Groups meet on a bi-monthly basis; tech companies begin the process of data transformation.

June 2023

- Tech Accountability Coalition Data portal open to receive data reports from companies as available.

December 2023

- Tech Accountability Coalition publishes the inaugural tech diversity data benchmark.

ACKNOWLEDGMENTS AND GRATITUDE:

We didn't get
here alone.

Discover who's
helping make
change happen.

In creating this resource, our strength has been working with teams of tech experts, community advocates, academics, and activists. We hope to cite, source, reference, and honor the foundational work of these leaders who champion their communities and identities.

At the center of this work are the many people who have been marginalized and underrepresented by the tech industry. Our gratitude to those who have contributed their perspectives and experience to this project, and to all of the hardworking employees inside tech who have gone above and beyond their roles to carve out a space for diversity, equity, inclusion, justice, accessibility, and belonging. We thank the employees who have put their livelihoods on the line to create internal change. We thank the founders of ERGs, and the voices in the room who weren't recognized in the public press release, but whose work created a space of belonging internally and externally. We thank the chief diversity officers who pushed year after year after year for more budget to serve their staff and the communities that touch their products. We hope this work will do a small portion of justice to your legacy.

Thank you to Snap, Inc. for providing the initial seed funding that made the formation of the Tech Accountability Coalition possible.

Organizations consulted



Stakeholders consulted

- Advancing Justice- AAJC
- Aspen Institute Latinos in Society (AILAS)
- Bennington College
- Digital Nest
- Diversity Lab
- Fifth Tribe
- Harvard Business School
- Kapor Center
- LA-Tech
- Last Mile Education Fund
- Latinas in Tech
- NCWIT
- Paradigm
- Pew Research
- Qside
- Reboot Representation
- SASB
- UMass
- University of Washington

**Unbias the Future
An Equity Framework**

**The Tech Accountability Coalition
Aspen Digital, a program of the Aspen Institute
March 2023**

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