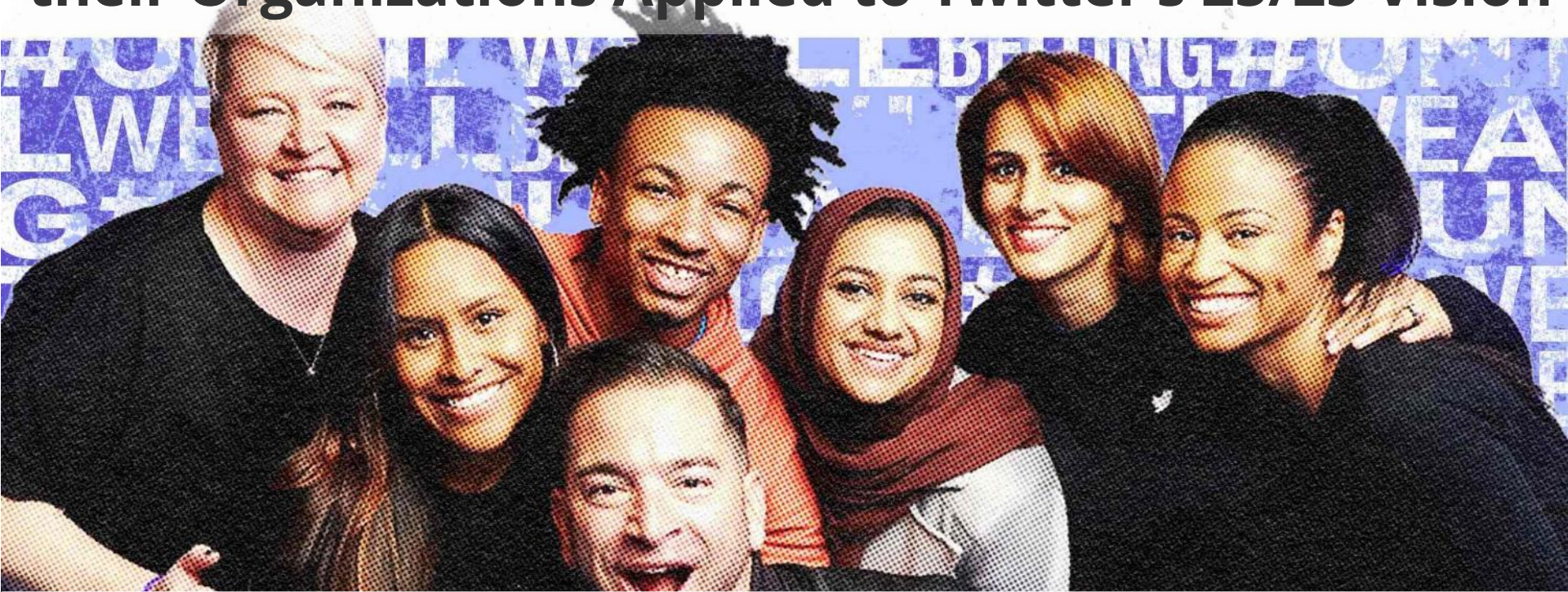


A Model to Assist Leaders to Increase Diversity in their Organizations Applied to Twitter's 25/25 Vision



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Overview

- Twitter commits to 25% of US employees being from underrepresented populations by 2025
- 50% of global employees will be women
- Validated System Dynamics (SD) model of organizational diversity
- The model finds that encouraging diversity in promoting is necessary beyond business-as-usual to meet its commitment
- This work can be applied to any organization with defined diversity goals



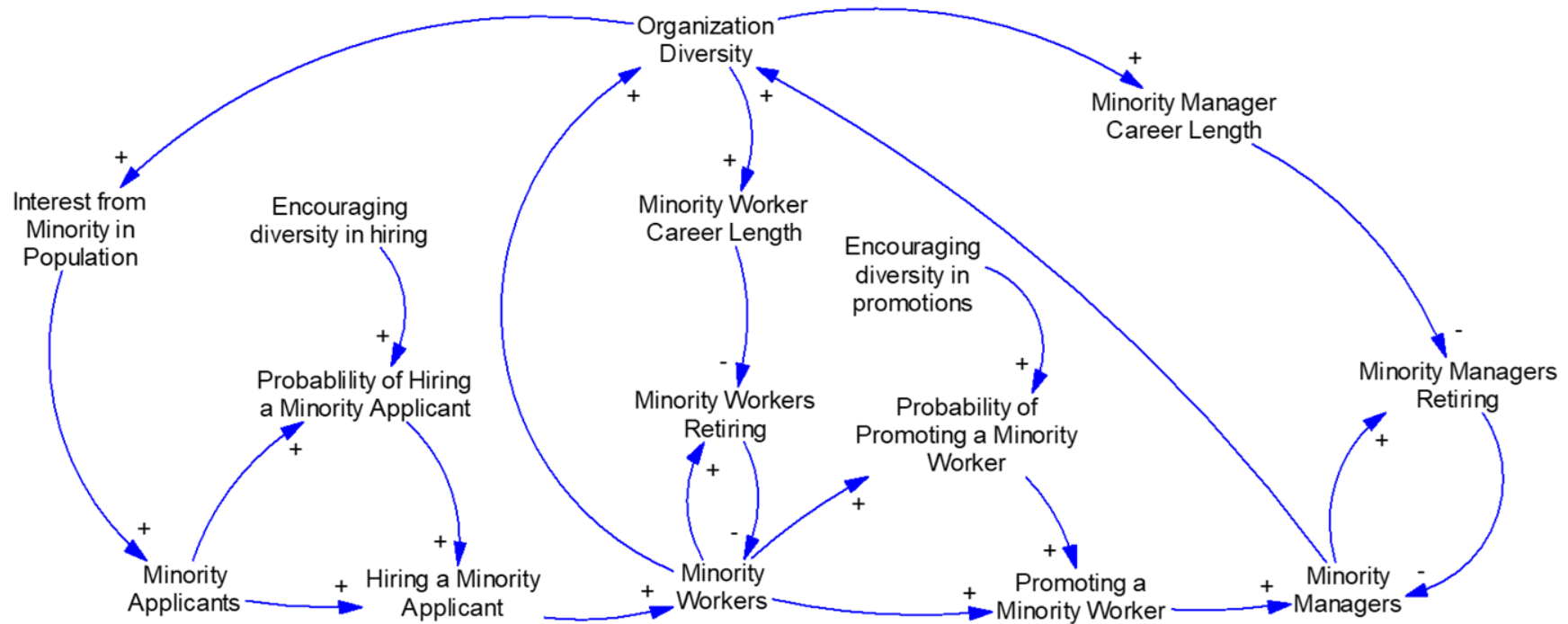
Motivation



- Pledge 25/25 is a movement led by Silicon Valley companies to promote diversity and inclusion—Twitter, Zoom, Western Digital, etc.
- How is Twitter doing now, and how will things look in 2025 if nothing changes?
- What levers of influence result in a meaningful impact on Twitter's diversity in 2025 and beyond?

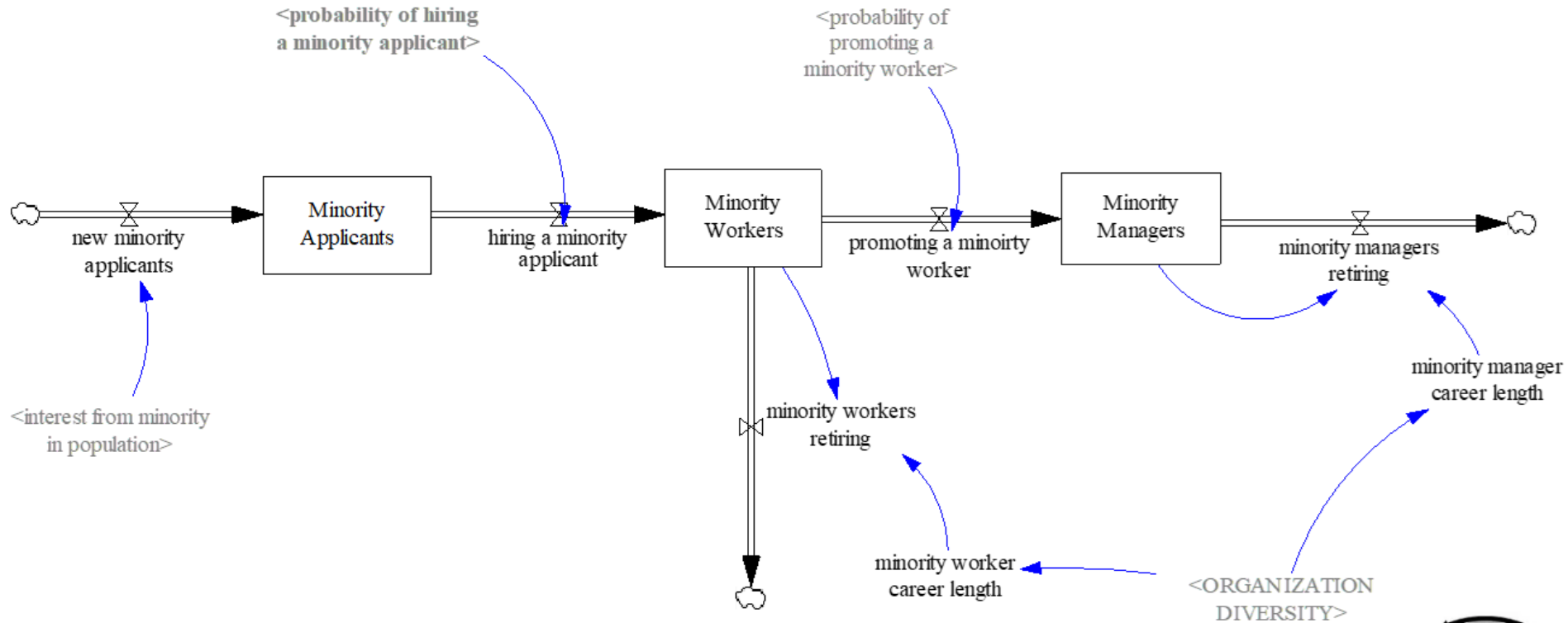


Causal Loop Diagram of Model Framework



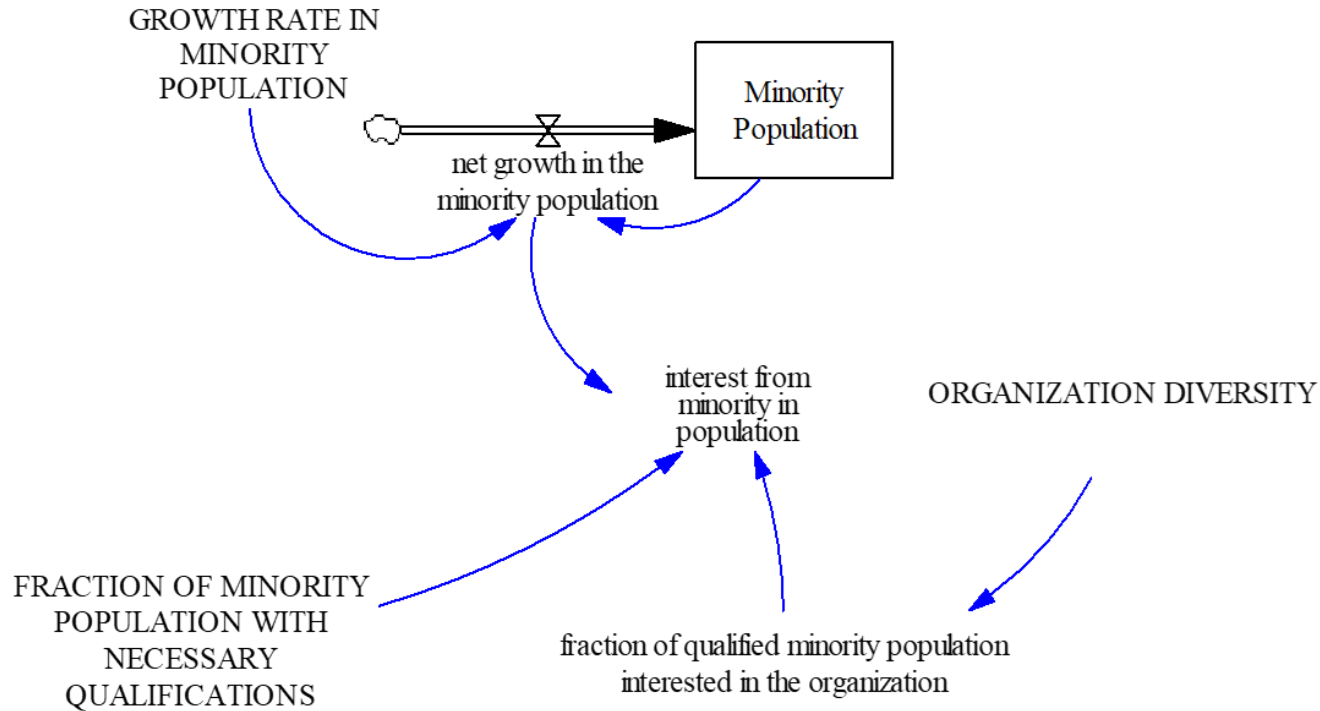
Note: Parallel structure for majority employees

System Dynamics Model in Vensim™



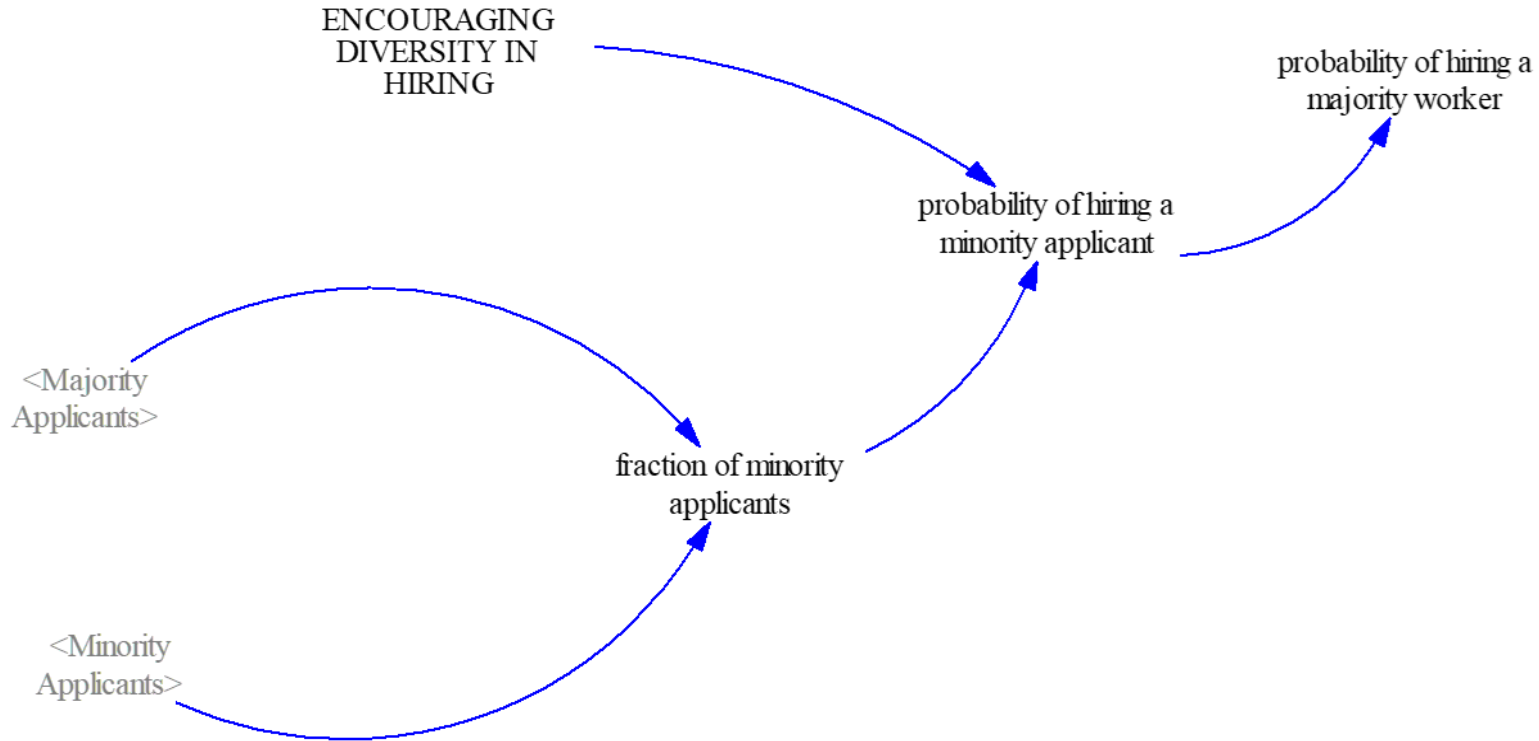
Note: Parallel structure for majority employees

Growth Rate of Applicant Population



Note: Parallel structure for majority population

Probability of Hiring Majority or Minority Worker



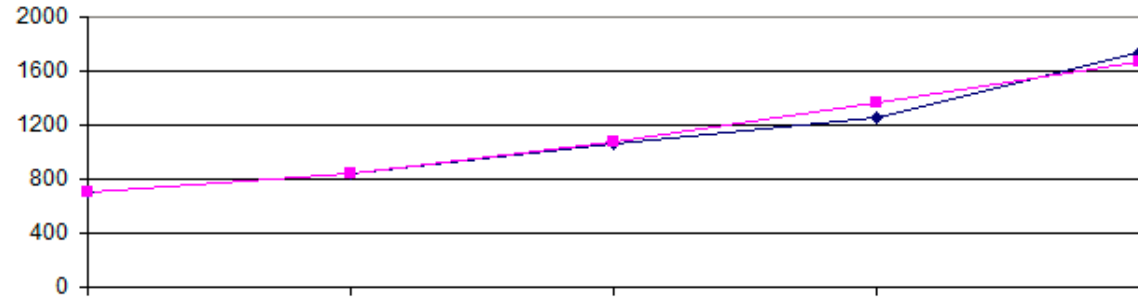
Note: Parallel structure for promotion

Data Sources

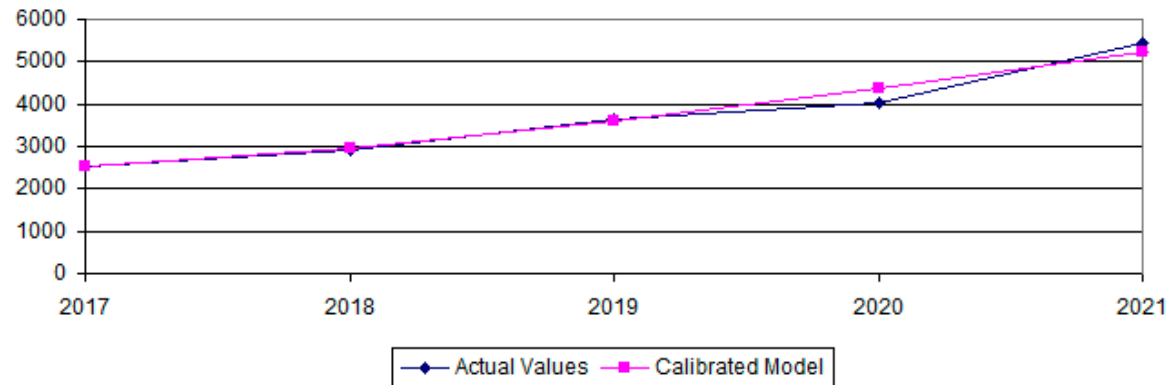
- The number of Twitter employees is from www.statista.com
- Employee demographics are from the Twitter diversity report
- The general population size and demographic is based on the Silicon Valley region
- The educational level of the population is also based on Silicon Valley
- Assumed that the minimum hiring qualification is a Bachelor's degree

Calibration Results for Workers

Minority Workers



Majority Workers

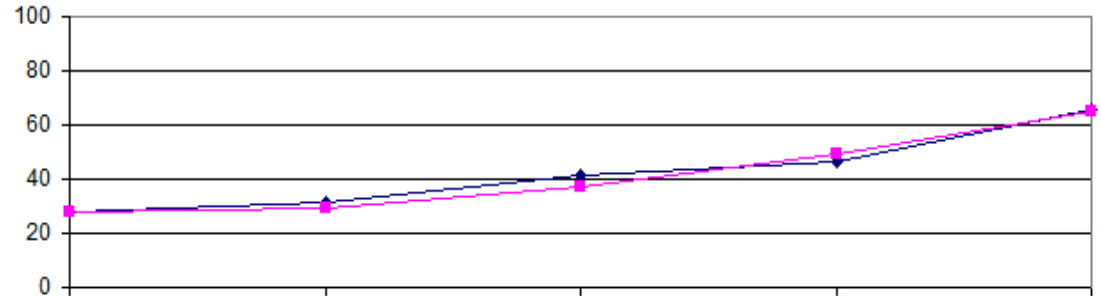


Data source:

careers.twitter.com/en/diversity.html

Calibration Results for Managers

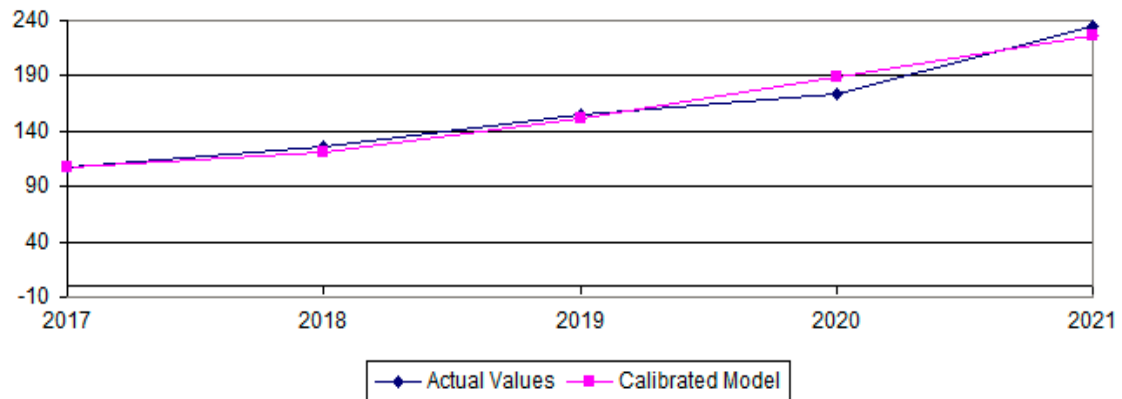
Minority Managers



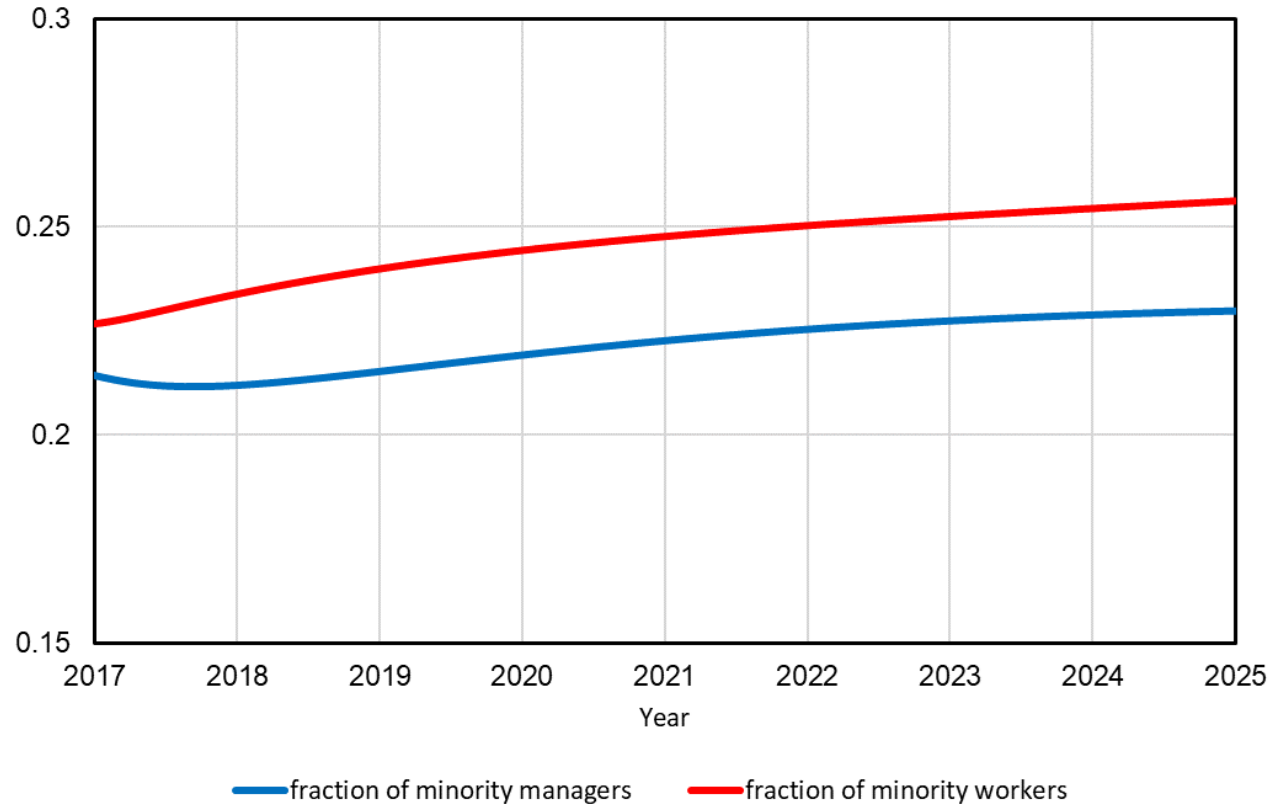
Data source:

[careers.twitter.com/
en/diversity.html](https://careers.twitter.com/en/diversity.html)

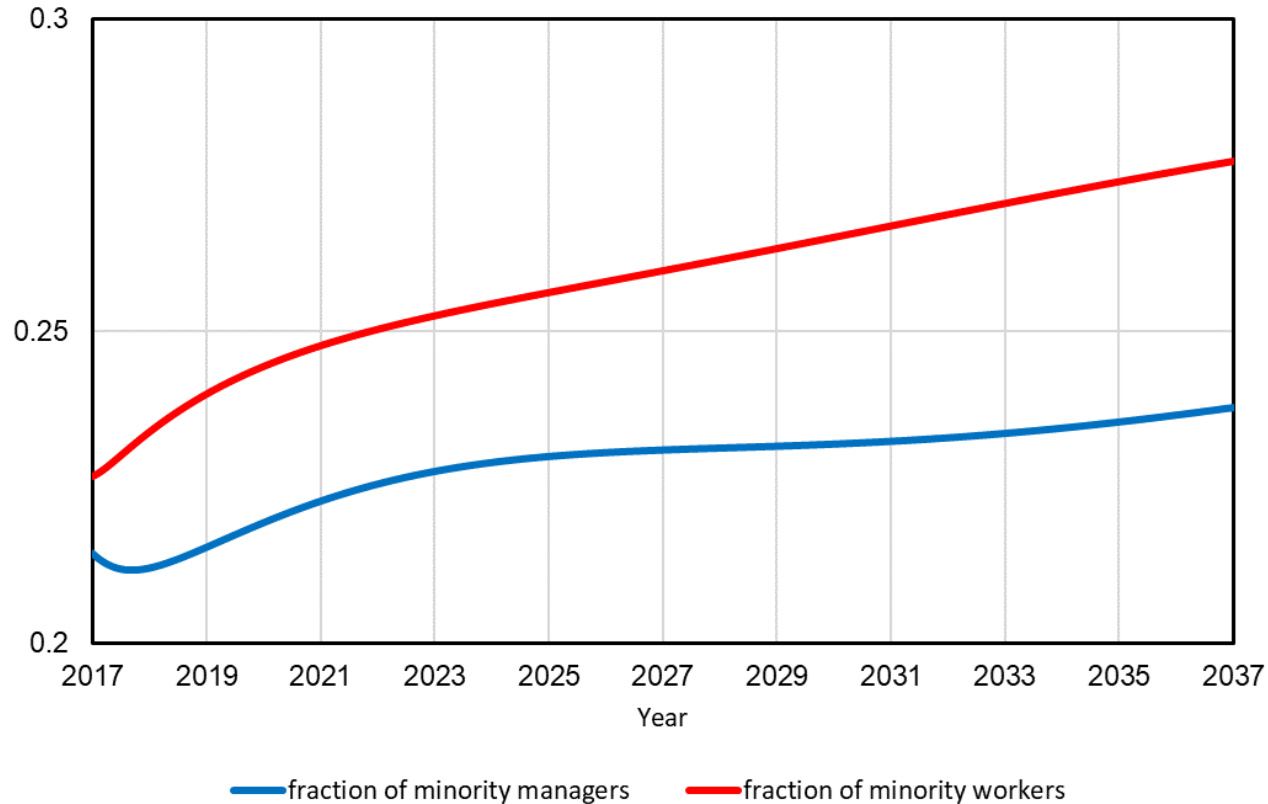
Majority Managers



Fractions of Minority Employees in Baseline Scenario in the Short-term



Fractions of Minority Employees in Baseline Scenario in the Long-term



Percentage Results at Year 2025

* Calibrated promotion scenario has same parameter value as neutral scenario

2025 Values for Fraction of Minority		Promotion					
		Discouragement		Calibrated (Neutral)		Encouragement	
		Workers	Manager	Workers	Manager	Workers	Manager
Hiring	Discouragement	20.9%	15.4%	20.5%	20.2%	20.0%	25.8%
	Calibrated	26.1%	17.5%	25.6%	23.0%	25.1%	29.2%
	Neutral	25.3%	17.2%	24.8%	22.5%	24.2%	28.7%
	Encouragement	30.6%	19.5%	30.1%	25.4%	29.5%	32.1%

Year at which Scenarios Reach 25%

Year when 25% is Reached		Promotion					
		Discouragement		Calibrated (Neutral)		Encouragement	
		Workers	Manager	Workers	Manager	Workers	Manager
Hiring	Discouragement	> 2037	> 2037	> 2037	> 2037	> 2037	2023
	Calibrated	2022	> 2037	2022	> 2037	2025	2022
	Neutral	2023	> 2037	2028	> 2037	2035	2022
	Encouragement	2022	> 2037	2022	2025	2022	2022

Discussion

- With the business-as-usual scenario, Twitter would reach 25% by 2025 for workers but not leadership
- Even if diversity promotion is neutral, encouraging diversity *hiring* will allow Twitter to reach the 25% leadership diversity goal by 2025
- Encouraging diversity promotion would help reach the 25x25 pledge, even in scenarios where diversity *hiring* is discouraged
- Discouraging diversity *promotion* would prevent any of the *hiring* scenarios from reaching 25% for managers by 2037

Limitations

- The model assumes there are no external hires to the management team.
- No multifaceted representation and their potential intersections—gender, race, LGBTQ
- Assumed demographic and education level of Silicon Valley area
- The career length of minority employees is a function of organizational diversity, but the length of majority employee's careers is not
- The encouragement or discouragement levels did not vary over time.

Future Work

- Overcome previously mentioned limitations
- Apply the model to other companies, industries, organizations, cities, and regions
- Investigate additional systemic effects of diversity on organizations - e.g., the relationship between diversity and the level of encouragement and discouragement in hiring and promoting
- Model the potential benefits of diversity on the growth, profit, and the general success of organizations

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Thank You for listening !

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