

# 2023 AWS Inclusion Playbook



# Welcome

At AWS, we know our innovations wouldn't be possible without the diverse teams of builders that help us think bigger—and think differently—about the products and services we create for customers globally. We also know, to nurture that diversity, we need to create environments where people feel a sense of Inclusion and belonging.

That's why, at AWS, we lead with Inclusion.

Each organization must review their own data collection for legal and regulatory compliance; these questions are designed to inspire initial thinking about data and should not be viewed as AWS making recommendations about the lawfulness of any data gathering process.

We have created an Inclusion strategy that targets data-driven results, moving AWS beyond good intentions to measurable action and a collective understanding of what it means to be diverse, equitable, and inclusive.

Advancing Inclusion, diversity, and equity (ID&E) doesn't have a final destination; it's an ongoing journey, on which there's always more to do.

We are committed to always working, always learning, always diving deeper, and always iterating to enhance our Inclusion strategy and approach. We also recognize moving the world toward greater inclusivity requires action from everyone everywhere, which is why we have created this playbook and made the information publicly available—to inspire collective change. We hope it gives you the confidence to apply similar practices and learnings into your own organizations.

## What's Inside

### The Landscape of ID&E

### The Playbook: What It Is and How to Use It

### Benchmark Current State

- 5 Self-Identification
- 5 Inclusion Sentiment
- 6 Tool: Diversity Atlas
- 7 Getting Started

### Identify Gaps and Solutions

- 8 Data Synthesis and Analysis
- 8 Tool: Amazon QuickSight
- 9 Identify Solutions
- 9 Goal Setting
- 9 Getting Started

### Activate Employees

- 10 Inclusion Commitments
- 10 A Pledge for Inclusion
- 11 Tool: Inclusion Portal
- 12 Getting Started

### Scale Impact

- 13 Ambassadors for Inclusion
- 14 Affinity Groups
- 14 Innovation Fund
- 14 Getting Started

### Measure Impact

- 15 Reporting Where We Are Versus Where We Want to Be
- 15 Getting Started

### Inclusive Technology

- 16 Challenges and Learnings
- 16 Reducing Bias Through Technology
- 17 Getting Started
- 17 Closing



# The Landscape of ID&E<sup>1</sup>

In regions across the world, the ID&E landscape is shifting.

We all know there's work to be done to ensure all identities and perspectives are valued in the workplace, creating space for everyone to experience ownership and empowerment. It's the right thing to do, but it's also the smart thing to do, as Inclusion-centric business practices are key to driving long-term impact and success.

---

## 80%

Of the 2,000 organizations surveyed by the Enterprise Strategy Group in an AWS-funded research study said their ID&E strategies had a measurable positive impact on areas such as agility, customer engagement, and company reputation

For ID&E strategies to positively benefit people and organizations, they can't be siloed; they need to be fully integrated into wider business decisions. Working intentionally to enhance company inclusivity not only creates opportunities for more diverse talent to flourish, but it also correlates to greater success against key business objectives, including:

- Time-to-market advantages
- Greater market share growth
- Achievement of revenue goals
- Greater representation among employees

---

Leading organizations were

## 2.6x

More likely to beat revenue expectations by over 10%; nascent organizations were 2.2x more likely to miss—or only meet—revenue expectations



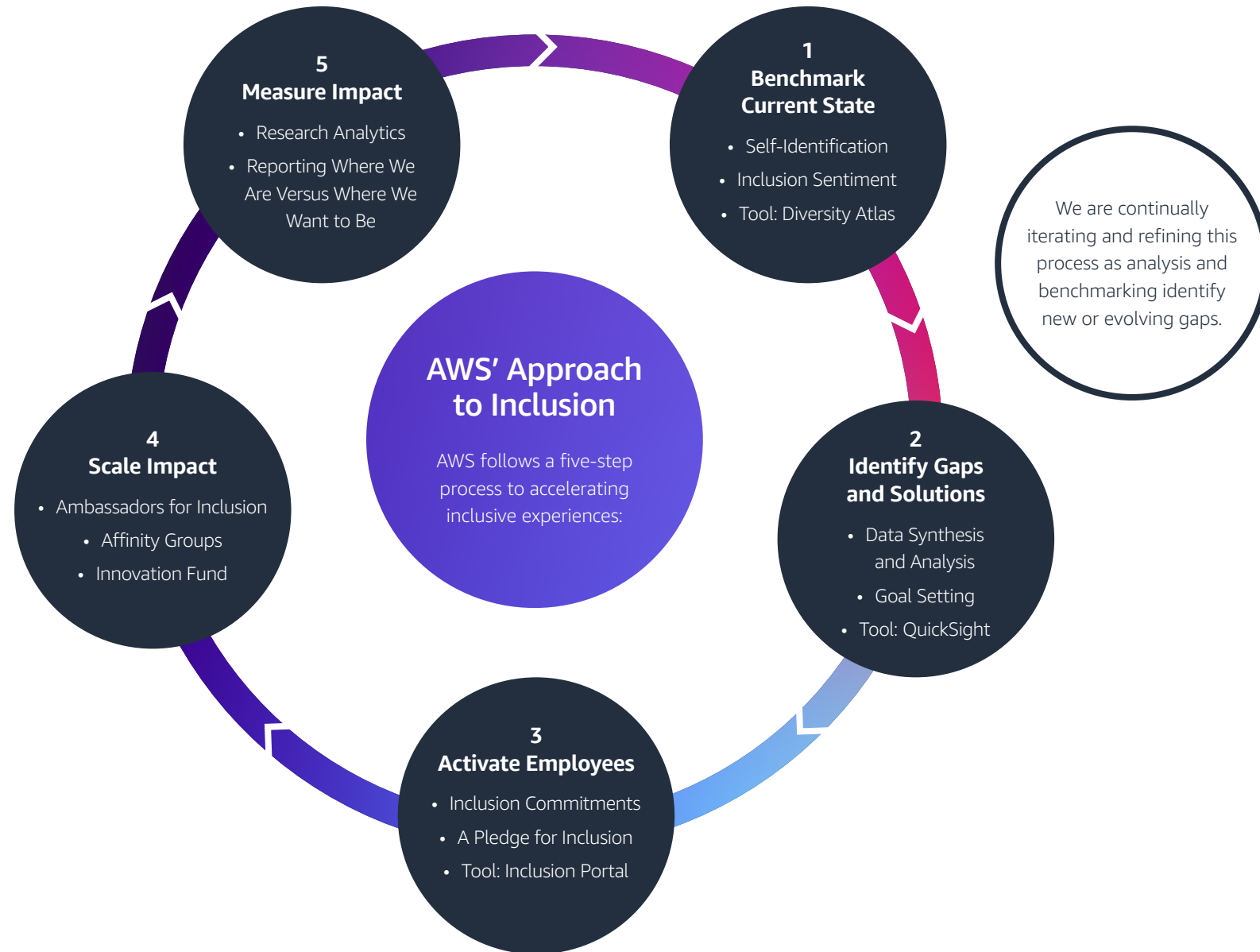
<sup>1</sup> Unless otherwise noted, insights on this page are from a study commissioned by AWS and conducted by the Enterprise Strategy Group: [A Mature Approach to Diversity, Equity, and Inclusion Delivers Real Results.](#)

# The Playbook: What It Is and How to Use It

The Inclusion Powered by AWS playbook is a guide to accelerating inclusive experiences for employees, customers, and communities. It includes some of the key ways AWS has put our Inclusion commitment into action, including the challenges we have faced and the successes we have achieved to date.

In this playbook, we showcase just some of the learnings and insights we have gathered on the road to a more inclusive culture that we believe will support others to do the same—whether you’re just beginning on your journey or you’ve already taken strides to make your business a more inclusive place. We also highlight key products and services, powered by AWS, that you can leverage to enhance ID&E understanding. While AWS considers Inclusion through the lens of a technology company, this playbook is designed to encourage organizations from any industry to think critically about the steps they can take to advance Inclusion.

Just as the landscape of ID&E is constantly evolving, so too is this playbook. This first edition details the why, the what, and the how of Inclusion at AWS today, as well as steps others can take to initiate and scale their own practices.





# Benchmark Current State

At AWS, we believe the strongest strategies are informed by—and advanced with—accurate data. No matter the size or complexity of your organization, when it comes to developing an Inclusion strategy, you need robust benchmarking of your existing state. This starts with establishing a baseline understanding of who your employees are and their overall Inclusion sentiment.

There is no single route to effective data collection. For some, it may start with identifying small gaps in understanding that could be addressed; for others, it might be about advancing the architecture used to collect, store, distribute, and interpret insights. Regardless of how mature your efforts are, one thing is certain: A robust data collection strategy is a valuable tool in ensuring your business remains competitive, innovative, and inclusive.

AWS draws insights from throughout the value chain—from our builders to our customers. This includes gathering qualitative data on stakeholder opinions, for example through Voice of the Customer feedback to understand customer sentiment. We also look to ID&E market intelligence to identify available pools and opportunities to recruit from underrepresented groups, as well as representation talent availability where market demographic data is limited.

Regarding workforce benchmarking, we collect quantitative data on builder demographics and Inclusion sentiment by leveraging the following mechanisms:

- **Amazon Self-Identification Tool**, an internal mechanism integrated into Amazon's human resources information system.
- **Amazon Connections**, a builder engagement survey that gauges Inclusion sentiment.
- **Diversity Atlas**, a third-party tool that allows AWS to explore builder demographics where self-ID information isn't readily available and go deeper on Inclusion sentiment in global regions (read more about [Diversity Atlas](#)).

## Self-Identification

We believe in growing a talent pool that reflects multiple diversity dimensions, nurturing promising builders who self-identify as members of underrepresented communities. It's part of how we fuel our shared growth, now and in the future. To do so, we need to find ways to track and understand anonymized global workforce demographics in granular detail.

AWS is constantly looking for ways to drive our efforts through data, refining what we collect and how—for example, evolving from allowing U.S. builders to identify as “two or more races,” enabling them to specify each relevant race individually, as well as acknowledging cultural nuances of racial identities around the globe.

## Inclusion Sentiment

We measure Inclusion through questions that align with our four constructs of Inclusion: Valued, Informed, Connected, and Authenticity. These questions are distributed via Amazon Connections, a real-time, companywide confidential survey designed to help us listen to and learn from builders. Connections data allows us to proactively identify solutions and take specific, concrete actions that meet builders' Inclusion needs. We also value anecdotes and use them to support or question our data.



## Tool: Diversity Atlas

While Amazon's Connections and Self-Identification Tool are not available externally, a similar, openly available tool called Diversity Atlas is offered by Cultural Infusion. AWS uses Diversity Atlas to enhance our data collection outside the U.S., particularly self-identification and Inclusion sentiment.

When Cultural Infusion was founded in 2002 in Melbourne, Australia, it was with a clear mission: to build harmony through intercultural measurement and action. 17 years later, the organization leveraged AWS Cloud technology to launch Diversity Atlas, a unique platform that helps companies capture and analyze demographic data in great detail.

This Software-as-a-Service (SaaS) platform illuminates the diversity and cultural nuances of workforces. Backed by over seven years of research and development, and created in partnership with the Australian National Commission for UNESCO and the Australian National University, the tool maps more than 45,000 identity markers across seven pillars:

- 1. Demographics and Attributes:** Sex at birth, gender, sexuality, age, position level, education, disability, tenure, and long-term conditions.
- 2. Countries:** Country of birth, parents' and grandparents' country of birth, countries of residence, and citizenship.
- 3. Cultures:** Ancestral and current across ethnicities, nations, people-groups, association with, appearance, and cultural priorities.

- 4. Languages and Dialects:** Across advanced, intermediate, and basic proficiency.
- 5. Religion and Worldviews:** Religious, spiritualist, secular, folk, traditional, constructed, and new.
- 6. Comparisons and Benchmarking:** Internally between business units, offices, countries, and regions, and externally against census data, customer data, and Diversity Atlas customers by industry, region, or size.
- 7. Inclusion, Belonging & Engagement:** Crafted by customers with Diversity Atlas input and intersected across the data gathered above to bring high-level multifactorial insights.

The output is a weighted Cultural Diversity Index that displays workforce diversity across a range of dimensions. With these insights, organizations are better equipped to understand their workforce and to identify effective ways of supporting employees of all diversity dimensions.

The short, online questionnaire lets people self-ID in an anonymous way that respects their unique identity. It is available in 11 languages and has been implemented in over 50 countries aligned with local legislation, with over 300,000 participants to date.

“AWS has helped us become better, as we have delivered unique value. This includes robust and sometimes harder conversations about roadmap priorities, feature requirements from AWS but also the openness of being able to challenge the thinking of clients in an open, honest way to create something not only unique, but more valuable.”

Peter Mousaferiadis, CEO and Founder, Cultural Infusion

## Getting Started

The case for robust data collection is clear: Better data means better understanding, and better understanding leads to more tailored solutions with positive outcomes for people and businesses alike.

Every organization is unique—from the size of the business to the maturity of existing ID&E programs. With that in mind, every roadmap to accurate data insights will be unique too, although there are some general actions every organization can take to get started.







# Identify Gaps and Solutions

**As a company founded on technology, we realize, to get the most of our data, we need to develop and leverage tools that help turn statistics into actionable insights. In fact, one of the core tenets of our ID&E approach is that we are data-driven.**

We go to great lengths to collect accurate data from across the builder lifecycle—from potential talent pools to attrition rates—because we know, when combined with powerful technologies, the right insights can transform our business while delivering positive outcomes for the people we impact. However, it's not enough to simply gather information. We also need to interpret and act on our findings in ways that support effective decision-making.

To advance Inclusion, organizations first need to understand their baseline, then look to robust, data-led insights to inform strategy and goal development. By leveraging accurate workforce metrics, organizations are better equipped to identify improvement areas, develop effective action plans, and set quantifiable goals that help track progress over time.

## Data Synthesis and Analysis

When it comes to creating a truly impactful strategy, we take the data we have collected and analyze it to uncover actionable insights. This includes diving deep into workforce representation, but also looking at how demographics are performing across the builder lifecycle and identifying existing pain points.

These audits help us understand statistically significant differences in builder experiences and Inclusion sentiment and inform interventions to realize equity for all demographic groups. For example, our research has found that, while overall builder engagement has increased across all demographics, this increase is more pronounced among some groups than others. Understanding there can't be true equity until everyone feels engaged and included, we analyze the data in depth to understand what we can do to promote greater, more-equitable Inclusion sentiment across diversity dimensions. We can then synthesize the data and present it via ID&E dashboards using Amazon QuickSight.

## Tool: Amazon QuickSight

Amazon QuickSight powers data-driven organizations with unified business intelligence (BI) at hyperscale. With QuickSight, all users can meet varying analytic needs from the same source of truth through modern interactive dashboards, paginated reports, embedded analytics, and natural language queries. QuickSight Q uses machine learning (ML) to interpret the intent of a question and analyze the data to quickly provide answers to business questions—no BI training is required.

At AWS, QuickSight and its robust dashboards have been critical in enhancing our understanding of workforce demographics and engagement in Inclusion programs. Not only do QuickSight dashboards help collate and illustrate key data from throughout the builder lifecycle, they also help us identify which programs are showing progress and where inequities in builder experience still

exist. We can then use these insights to develop plans for improvement.<sup>2</sup>

For over 50 years, Green Flag has been delivering industry-leading breakdown coverage for European drivers. To do so, it relies on a wide-ranging network of locally operated businesses and automobile service providers. Starting in 2019, Green Flag began taking steps to enhance and streamline its operations with a technology transformation that would enable faster, data-driven decisions and data democratization. This included working with AWS to identify the best solutions, including making the switch to Amazon QuickSight.

The inspiration to upgrade its technology came from the realization that its old stack was slow, hard to change, and created various blocks to gaining timely, valuable insights from the mass amounts of data Green Flag was collecting. As well as being easy and cost-effective to use, the deciding factor in opting for QuickSight was that it aligns with Green Flag's data democratization goal. The company can now present data and insights in a meaningful, easy-to-understand format via dashboards that anyone, from any tech background, can build. And, with more employees empowered to make data-driven decisions, its overarching data culture has also begun to evolve. No longer preoccupied with concerns about the accuracy of data sources, Green Flag can now shift focus to explore what its insights tell them and how that information can be translated into next steps for the business.

<sup>2</sup> Information presented in QuickSight dashboards represents a single set of analyses and perspectives; however, there are many possible explanations for each metric and many possible approaches for each analysis, and as such, should not form the sole basis for employment decisions. Any employment decisions should follow your company's anti-discrimination policy.



## Identify Solutions

Once we have analyzed data and identified gaps, we can then determine the best solutions and opportunities for positive impact.

For instance, data insights that show potentially inequitable promotion outcomes for underrepresented identities could inspire a new sponsorship program which, while providing the same opportunities as programs available to all employees, is designed to be more inclusive of the concerns of the underrepresented group. This program would sit on top of existing processes to interrupt current outcomes.

Once solutions have been identified, it's time to translate that knowledge into action with a defined strategy that summarizes data gaps, provides an overview of recommended solutions, and introduces recommended goals. Cross-function collaboration will ensure the strategy is relevant to your entire business.

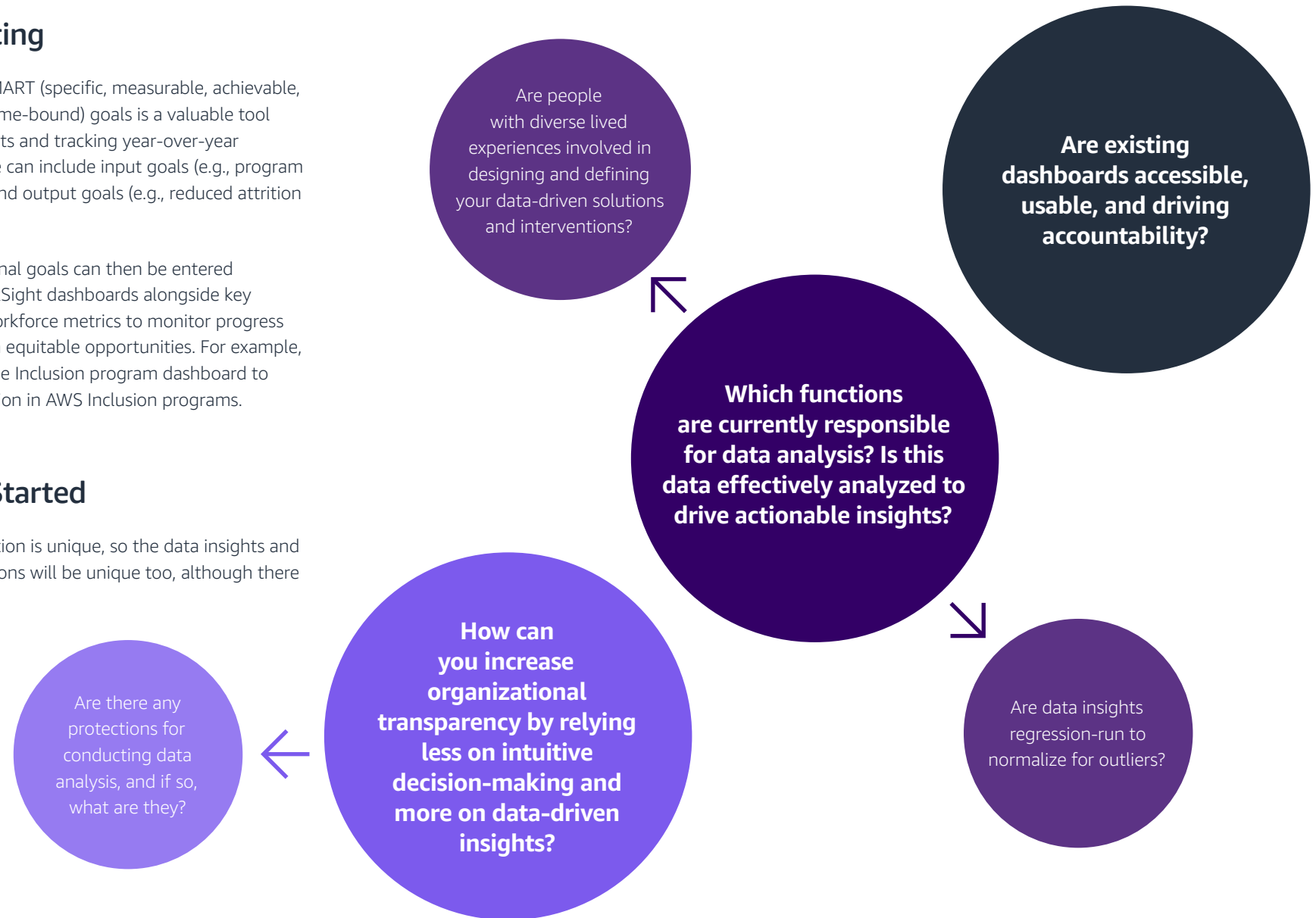
## Goal Setting

Establishing SMART (specific, measurable, achievable, relevant, and time-bound) goals is a valuable tool in guiding efforts and tracking year-over-year progress. These can include input goals (e.g., program participation) and output goals (e.g., reduced attrition rates).

These aspirational goals can then be entered into AWS QuickSight dashboards alongside key anonymized workforce metrics to monitor progress to close gaps in equitable opportunities. For example, AWS created the Inclusion program dashboard to track participation in AWS Inclusion programs.

## Getting Started

Every organization is unique, so the data insights and potential solutions will be unique too, although there





# Activate Employees

**Inclusion is all about creating a feeling of belonging and togetherness. That starts with inspiring every employee to take action to make Inclusion a reality. People are the beating heart of any organization, and it stands to reason that they are at the heart of any Inclusion strategy too. At AWS, a key pillar of our approach centers around engaging our workforce to enhance Inclusion sentiment at every level.**

One of our five People Experience and Technology priorities is to cultivate culture. Doing so requires buy-in from every one of the people that makes up our global workforce. It's why we have made concerted efforts to nurture a shared understanding of—and commitment to—Inclusion at AWS.

We have created multiple routes to builder engagement, including public declarations of commitment, spaces for shared learning and celebration, inclusive leadership enablement, and initiatives that empower builders to positively impact their communities.

Creating an inclusive environment isn't simply a strategic focus for us—it's a fundamental philosophy that underpins everything we do. To realize this, we need to drive Inclusion not only from the top down, but the bottom up too, inspiring builder commitments to collective action at all levels of the organization through:

- Establishing **AWS Inclusion Commitments** that inspire collective agreement to build a more inclusive culture.

- **Launching a Pledge for Inclusion** to inspire builder awareness and adoption of the Inclusion Commitments.
- **Creating an Inclusion Portal** to provide microlearnings and resources to help builders and leaders action their Inclusion Commitments.

## Inclusion Commitments

One thing we have learned is that builders want their leaders to be increasingly visible and vocal about Inclusion. To make this happen, we worked with the AWS Executive Team to establish the 10 AWS Inclusion Commitments:

1. Interrupt bias and microaggressions when we see them
2. Build a community with integrity and a willingness to listen to other voices
3. Continuously increase our knowledge on how to be an ally
4. Use our voices to speak up for Inclusion and open doors for others
5. Respect and not judge each other for where we are on our individual journeys
6. Develop a safe space for difficult conversations
7. Acknowledge that injustices in society exist and commit to better understanding how people want to be treated
8. Value differences and authenticity, and encourage others to do the same
9. Look past stereotypes and honor each person's unique character and personality
10. Educate ourselves on how different groups experience bias, while challenging and mitigating our own biases

Through targeted campaigns, we are inspiring builders to adopt these commitments and providing leaders with an opportunity to be visible and vocal with their own pledge while encouraging team engagement.

## A Pledge for Inclusion

In July 2022, we launched the Inclusion Pledge,<sup>3</sup> an internal, action-based global initiative that inspires our builders to commit to Inclusion at AWS. The Pledge aims to increase inclusive behaviors across the organization and create a shared language around Inclusion. Through tailored educational resources, the Pledge encourages people to build Inclusion into day-to-day activities, personalizing their Inclusion journey while taking actions that contribute to the AWS Inclusion Commitments.

To date, 37,794 builders have signed the Inclusion Pledge, declaring their commitment to inclusive behaviors like interrupting biases and microaggressions, nurturing safe spaces for difficult conversations, and looking beyond stereotypes to honor what makes each of us unique.



<sup>3</sup> The Inclusion Pledge is a voluntary initiative that has no impact on builder development, promotion, or other opportunities.

## Tool: Inclusion Portal

When we launched the Inclusion Pledge, it was with the aim of encouraging builders to align with AWS' Inclusion Commitments. But we knew we needed to take the Pledge further, developing resources that help our people transform their commitment into action. That's why, in partnership with Blue Ocean Brain, we developed the AWS Inclusion Portal.<sup>4</sup>

The portal—which launched in July 2022—arose from a desire to support people in living out the Pledge. Through the portal, Pledge participants can complete Blue Ocean Brain microlearnings—bite-sized lessons on key ID&E topics in over 50 languages—that help builders develop their knowledge in a quick, easy-to-access way. They can then take what they discover and apply it to real-world actions to build Inclusion.

Biweekly newsletters encourage self-directed learning and group discussions, while additional resources for Inclusion Ambassadors, affinity groups, and people managers promote shared responsibility for action. And, as a final step toward living their Pledge, builders are encouraged to participate in a new initiative—Inclusion Huddles. These group sessions create spaces to collectively explore important topics from the portal while encouraging builders to share their own Inclusion experiences.

We asked Inclusion Portal users about their experience, and we learned that 85% of survey participants found the Inclusion Portal microlearnings informative, while 82% agreed it better prepared them to be more inclusive in their daily interactions. Overall, participants most frequently reported that they have used the portal to:

- Apply learnings in their personal life
- Recognize the work of someone different than themselves
- Stop using noninclusive terms

### Here's what participants said:

**“The AWS Inclusion Pledge and Portal experience is helping us as a community make progress toward our Inclusion commitments. The portal is easy to use and offers a wide range of information. I always find something interesting in small, manageable, consumable chunks.”**

**“The platform provides me with the opportunity to learn more and engage with empathy with others.”**

**“The resources provided within the AWS Inclusion Portal were fantastic—created in a way so that everyone could easily access the material and implement what they learned.”**

**“This experience has been great to help me think about owning Inclusion during daily activities.”**

## Blue Ocean Brain

We leveraged the technology and expertise of Blue Ocean Brain to create the Inclusion Portal, providing builders with useful information on how to be more inclusive in daily interactions.

When three advisors—Claire Herring, Laura Howard, and Gemma Brooks—noticed that busy work schedules were leaving people with little time for learning and career development, they decided to tackle the issue head-on. The problem was that most learning resources were delivered in the form of long-term training programs. In the meantime, creating microlearning sessions that run alongside the day-to-day work schedule remained a largely untapped opportunity.

Armed with this knowledge, the three set about creating Blue Ocean Brain—a full-service SaaS company that was built using AWS Cloud technology and that delivers modern, accessible, actionable microlearnings. The

interactive platform, which is accessible via computer or mobile phone, helps organizations develop a culture of continuous and inclusive learning—one designed to help upskill every employee, no matter how busy they are.

Over 1,200 lessons are available on demand, with gamification built in to keep users engaged. And, recognizing that both Learning and Development and ID&E teams can be small and under-resourced, Blue Ocean Brain also offers expert-developed learning journeys that can be tailored to company needs and skill gaps. These bespoke sessions cover a range of topics such as ID&E, leadership, communication, and resilience, delivering microlearnings that really work.

AWS has developed, and quickly scaled, a learning experience with customized content that reached thousands of builders within a matter of months. The Blue Ocean Brain tracking and reporting features allow us to export anonymized user data and integrate it into the AWS Inclusion Dashboard for progress tracking and reporting.



<sup>4</sup> Use of the Inclusion Portal is voluntary and has no impact on builder development, promotion, or other opportunities.

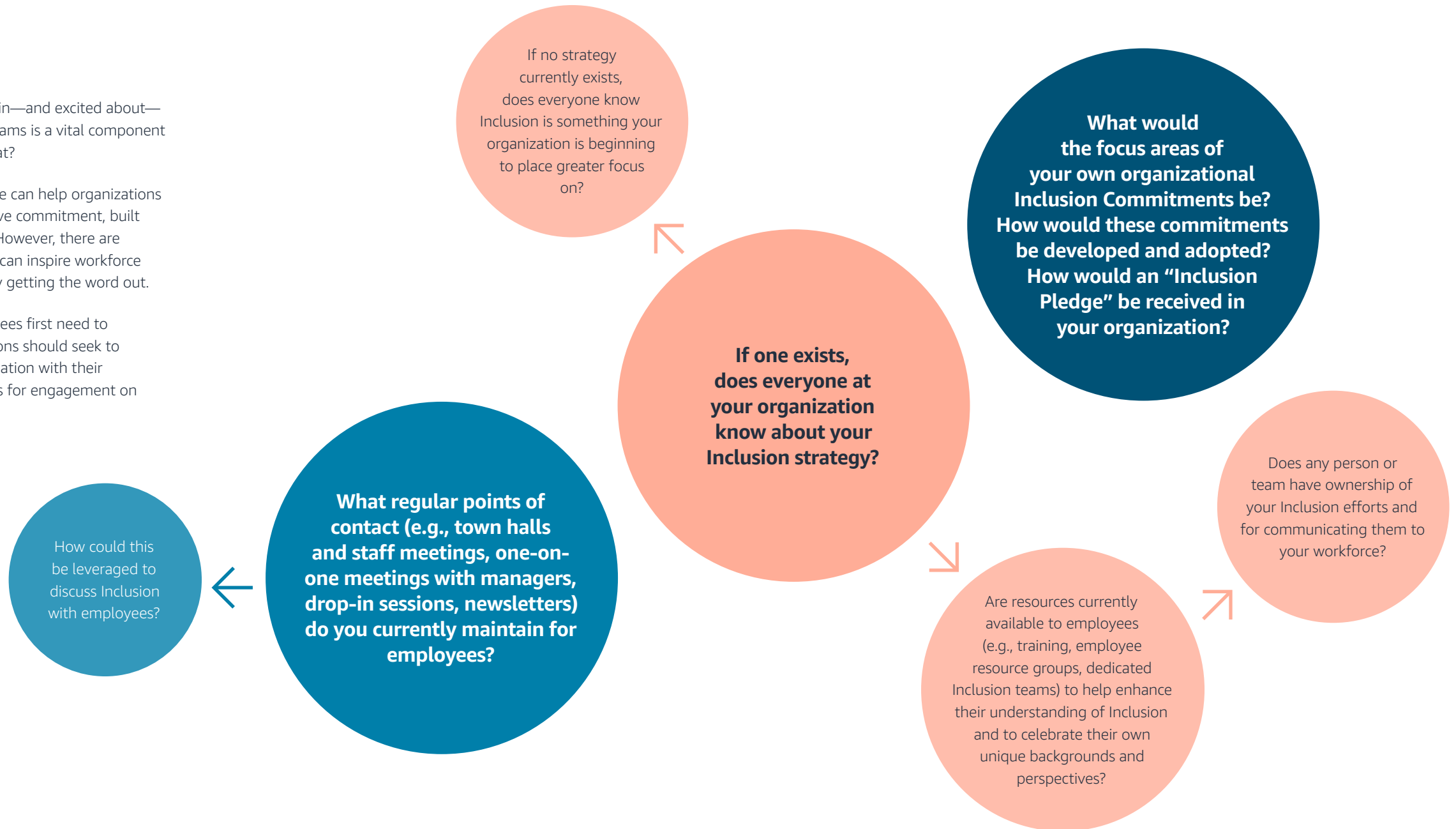


## Getting Started

Getting your workforce engaged in—and excited about—your Inclusion strategy and programs is a vital component of success. So, how do you do that?

Initiatives like the Inclusion Pledge can help organizations rally employees around a collective commitment, built on shared values and principles. However, there are several other ways organizations can inspire workforce engagement, starting with simply getting the word out.

To commit to something, employees first need to understand what it is. Organizations should seek to maintain open lines of communication with their workforce, creating various routes for engagement on important Inclusion topics.





# Scale Impact

**Creating space for builders to make a visible commitment is a valuable step on our journey to lead by Inclusion. But it's only half the story. We also want to find ways to help builders turn that passion into collective action, contributing to the creation of an inclusive, fair, and respectful company culture.**

Nurturing Inclusion cannot just be driven from the top. Everyone needs to play a role in aligning how we act with the company values we strive to live by. It's why we evolved our decision-making to consider builder efforts when developing any ID&E approach and why we review our programming strategically to understand what isn't working and what we could scale across the entire organization.

Strategic investment in initiatives, including those that enable employee action, is a key driver of ID&E maturity. In fact, the Enterprise Strategy Group's research found that creating more ways for employees to contribute to—and share responsibility for—enhancing organizational Inclusion, we simultaneously inspire greater feelings of belonging, pride, and engagement.

As of June 2023, we have

# 18,661

Inclusion Ambassadors across 63 chapters

We know our people want to make a difference—both within the walls of AWS and beyond to their local communities. To enable this, we have invested in the following:

- **The Inclusion Ambassador program** to empower builders to actively contribute to creating an inclusive, fair, and respectful culture at AWS.
- **13 affinity groups**, employee resource groups that create space for colleagues to come together to celebrate diversity and shared experiences.
- **The ID&E Innovation Fund**, which provides microgrants to builders to support nonprofits that serve underrepresented communities.

## Ambassadors for Inclusion

At AWS, we are proud that our people are as committed to our Inclusion journey as we are. Our Inclusion Ambassadors community is a dynamic network of over 13,000 builders who are united by a shared commitment to fostering Inclusion in every area of our business. They are critical to centralizing our strategy while decentralizing its implementation at scale, and we have set a target for 25% of AWS to be part of the Inclusion Ambassador community.

The program serves to equip passionate builders with the tools and knowledge they need to actively contribute to AWS' Inclusion mission. Internally, Ambassadors work to amplify our programs, advocating for the importance of Inclusion and stepping in to address noninclusive

behaviors wherever they see them. Externally, they support targeted community activations and act as a point of contact for customers looking to advance their own Inclusion efforts.

### Ambassadors for Builders

One of the important responsibilities Ambassadors take on is working to improve feelings of belonging within their team and the wider business. In fact, through targeted research into builder sentiment, we found that Inclusion sentiment scores for Ambassadors increased after joining the program.

Our hypothesis is that Inclusion Ambassadors will help accelerate Inclusive experiences globally by modeling, and influencing, more Inclusion. We have established Inclusion Ambassador chapters across AWS businesses and regions, creating opportunities for builders to learn, connect, and activate.

### Ambassadors for Customers

Inclusion Ambassadors play a key role in engaging customers on Inclusion. Through targeted events like AWS re:Invent, AWS re:Inforce, and AWS Summits, they share how AWS is creating inclusive experiences everywhere.

### Ambassadors for Communities

Inclusion isn't just about making positive change internally—it's about supporting the wider community too. Our Inclusion Ambassadors seek to give back to their neighbors, applying for microgrants through the AWS ID&E Innovation Fund to disrupt social inequities and create a more inclusive future for tech.

## Affinity Groups

We maintain 13 affinity groups—employee resource groups open to all employees, including allies, and designed to bring people together across the company and across the world. 1,500 chapters are active in more than 50 countries, enabling over 126,500 AWS and Amazon employees to learn from one another and connect over shared experiences.

Affinity groups create space to explore various diversity and cultural dimensions. Throughout the year, our groups host seminars and activities to celebrate cultural holidays, such as Asian American and Pacific Islander Heritage Month, Black History Month, and U.S. National Hispanic Heritage Month.

## Innovation Fund

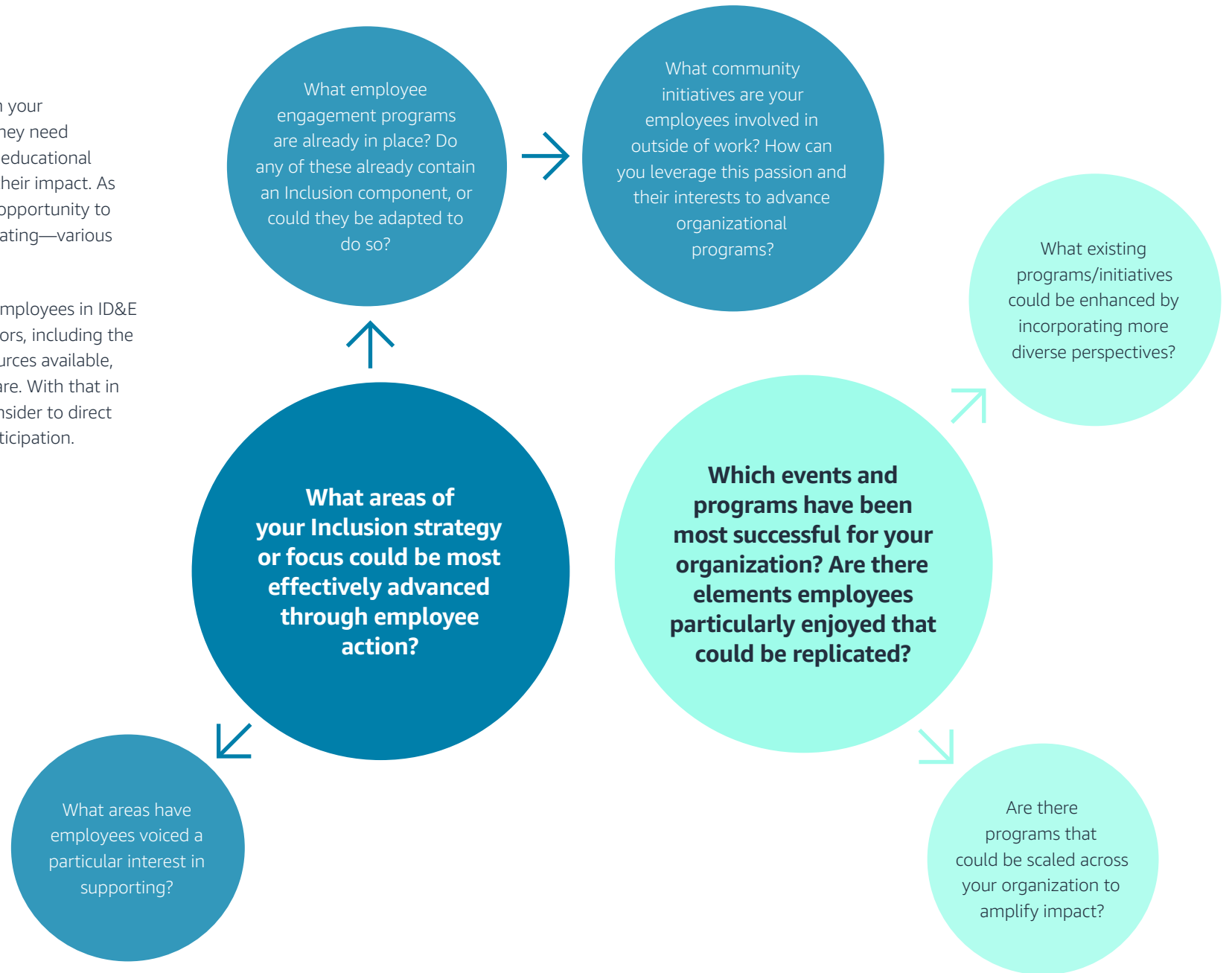
Our builders are as passionate as we are about addressing the systemic challenges underrepresented groups have historically faced—and still face today. Through the AWS ID&E Innovation Fund, builders can access microgrants to support STEM<sup>5</sup>-focused partnerships with community-based organizations.

Funds are given to builders seeking to make a positive impact on racial and ethnic groups, people with physical and cognitive disabilities, the LGBTQIA+ community, veterans, women, and any intersection of these diversity dimensions. The goal? To unlock new, inclusive opportunities for underrepresented communities around the world.

## Getting Started

Once employees are engaged with your organization's Inclusion strategy, they need access to the resources, tools, and educational materials that help them amplify their impact. As an employer, you have a valuable opportunity to support this, investing in—and creating—various pathways to employee action.

How you choose to engage your employees in ID&E efforts will depend on various factors, including the size of your organization, the resources available, and what your strategic priorities are. With that in mind, there are a few things to consider to direct how you encourage employee participation.



5 Science, technology, engineering, and math.





# Measure Impact

The number one question we get from leaders and builders is: “How do we know whether these efforts are working?” To answer this, we start by looking at the data collected during benchmarking and analysis stages to determine if there have been any changes since implementing solutions.

We look at key demographic metrics across the builder lifecycle to assess where progress to address inequities has been achieved. For example, if there were statistically significant deltas in rates across the builder lifecycle for certain identities, have they closed or decreased? Where positive trends emerge, we look to understand what actions were taken and how they enhanced Inclusion outcomes.

## Reporting Where We Are Versus Where We Want to Be

We regularly review the status of our ID&E aspirations and report findings to leaders on a monthly and quarterly basis. These are supported by standardized datasets and insights into real-time data trends that we pull from our QuickSight dashboards.<sup>6</sup> Using QuickSight’s permission-based access, we can enable access to AWS Inclusion program participation rates for Inclusion Ambassadors, diversity councils, and people managers to allow for aspirational goal setting and self-serve progress reporting.

## Getting Started

QuickSight allows us to go beyond surveys to determine impact, identify trends, and report progress. To get started with impact analysis and target reporting, ask these questions:



<sup>6</sup> Information presented in QuickSight dashboards represents a single set of analyses and perspectives; however, there are many possible explanations for each metric and many possible approaches for analysis, and as such, should not form the sole basis for employment decisions. Any employment decisions should follow your company’s anti-discrimination policy.



# Inclusive Technology

Everything we do is fueled by customer obsession. It drives our commitments to develop technologies that are inclusive and equitable and to help millions of customers accelerate Inclusion through our products and services.

We want to make our products inclusive by design, incrementally updating our portfolio with solutions that meet customers where they are. That's why we are taking a long-term view to design and development, working continuously to further embed inclusivity into our technology.

We believe technological advancements—including cloud computing, artificial intelligence (AI), and machine learning (ML)—can only reach their full potential when ID&E is embedded. AWS takes a holistic approach to responsibly building products and services, integrating relevant considerations throughout the end-to-end AI and ML lifecycle.

This includes:

- **Innovating and iterating constantly**, improving, refining, and expanding our approach to responsible AI and advancing the science behind it.
- **Giving customers tools and guidance on responsible technology use**, such as AWS AI Service Cards, which provide details on fairly and transparently using AWS' AI services.
- **Creating AI and ML solutions that democratize data and remove bias**, such as QuickSight and SageMaker Clarify (read more on [page 8](#).)

## Challenges and Learnings

When it comes to developing products and services, AWS already has protocols in place that support inclusivity—from accessibility guidelines to language lists that must be referenced when reviewing our services to mitigate the use of noninclusive terms. However, we know there is more that can be done to ensure our solutions are more responsible and inclusive; in fact, with the advent of new regulations like the EU AI Act, it is becoming increasingly imperative that our technologies are designed with safety, transparency, and anti-discrimination principles at their core.

## Reducing Bias Through Technology

The rapid growth of generative AI brings with it both promising innovation and novel challenges. At AWS, we are committed to developing AI solutions responsibly, taking a people-centric approach that prioritizes education, science, and our customers. We are also committed to creating the resources that help our customers develop and use AI and ML responsibly, such as AWS AI Service Cards. These cards provide customers with a single place to find information on intended use cases and limitations, responsible AI design choices, and deployment and performance optimization best practices for our AI services.

As well as Service Cards, we have developed Amazon SageMaker Clarify, an ML service with purpose-built tools that help ML builders detect potential biases during data preparation and model training. A detailed report measures and highlights biases and allows for corrections to mitigate them. The explainability features make it easier to accurately describe model predictions, explain model biases, improve model performance, enhance trust, support human decision-making, and conduct audits to ensure businesses are meeting regulatory requirements.

---

**“There's so much that we have gained from using our data intelligently. On AWS, we have opened up many new avenues and opportunities for us to detect fraud, tailor our marketing, and understand our customers and their needs.”**

**Greig Cowan, Head of Data Science and Engineering for Data Innovation, NatWest Group**

**“Varo has a strong commitment to the explainability and transparency of our ML models, and we're excited to see the results from Amazon SageMaker Clarify in advancing these efforts.”**

**Sachin Shetty, Head of Data Science, Varo Money**

---

## Getting Started

Integrating digital solutions into ID&E decision-making—and ID&E thinking into tech development—can help advance and future-proof your organization’s strategy. However, with so many products and services available today, finding the right ones can be a complex task. So, what are some of the key points to consider when looking to strategically harness the power of technology?

## Closing

Remember that Inclusion work is never finished. There is always more to be done. By designing solutions for inclusivity from the very beginning, organizations can help future-proof their business and stay ahead of the changing landscape.

To establish, launch, and measure an effective Inclusion strategy, maintain continuous dialogues with key stakeholders to understand what their priorities are and how you can best support them through your products and services. Use data-driven insights to implement solutions and measure impact. Activate your employees to build a more inclusive culture, leveraging internal networks to target pain points with specific actions. Drive increased transparency and accountability with accessible dashboards and gap-to-goal reporting. Iterate, innovate, measure, and repeat. And don’t forget, we are in this together.

