



2024 Global Diversity & Inclusion Report

To empower everyone, we must
include everyone.

October 2024

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Every day. Everywhere.
by Lindsay-Rae McIntyre, Chief
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We gather a range of data, which is presented in specific ways in this report.

Broader Microsoft and core Microsoft

Broader Microsoft business: Includes the core Microsoft business, plus minimally integrated companies. Employees of joint ventures and newly acquired companies are not included in the data, including Activision, Blizzard, and King.

LinkedIn was acquired in December 2016, **GitHub** was acquired in June 2018, and **Activision, Blizzard, and King** were acquired in October 2023. We provide standalone data for these three acquisitions. **Nuance Communications** was acquired in March 2022 and fully integrated in August 2023.

Core Microsoft business: Represents 88.4% of the worldwide broader Microsoft workforce.

Data gathering and expression

All **data on gender** is collected globally. Numbers for gender may not total 100% due to inclusion of people who identify as transgender, non-binary, or who choose not to disclose.

Racial and ethnic data: Reflects the US only, unless noted. Numbers may not total 100% due to inclusion of people who choose not to disclose.

Percentages: Are calculated to the 1/100th but rounded and published in 1/10th. Differentials may differ slightly due to rounding. Totals may not equal 100% due to rounding or because denominators include people who choose not to disclose.

Historical numbers: May differ slightly due to rounding and refinements in methodology or data capture year over year. Unless otherwise indicated, data presented is a snapshot taken on June 30 of the year referenced.

Global reporting for pay disclosures

In our pay equity and median unadjusted pay analyses, we include all countries/regions with 30 or more employees and at least five men and five women to ensure statistical reliability. This year, that means we're reporting on 60 countries/regions including the US; the rewards eligible employee population of these countries/regions represents 99.3% of our core global Microsoft workforce.

Representation vs. population

At Microsoft, we look at employee diversity data through two different lenses:

Representation: Data indicates how particular groups are represented in terms of their percentage of the workforce as a whole.

Population: Data looks at headcount numbers, comparing year-over-year growth within a particular group.

Both are important to consider in achieving our goals. For a group to increase representation, the population of that group must grow at an equal or greater rate than the general employee population. Measuring population offers an indication of growth within groups to paint a broader picture of true progress.

Race and ethnicity categories

Data referenced in this report reflects numbers reported to the US Equal Employment Opportunity Commission based on these categories (except for Indigenous and Middle Eastern or North African):

Asian: A person having origins in any of the original peoples of East Asia (China, Hong Kong SAR, Japan, Macao SAR, Mongolia, North Korea, South Korea, and Taiwan), Indian subcontinent (Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka), and Southeast Asia (Myanmar, Brunei, Cambodia, Timor-Leste, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, and Vietnam).

Black and African American: A person having origins in any of the Black racial groups of Africa.

Hispanic and Latinx: A person of Cuban, Mexican, Puerto Rican, Central or South American, or other Spanish-speaking culture or origin, regardless of race.

Indigenous: A descendant of the region's original inhabitants, predating colonization and the arrival of other population groups.

Middle Eastern or North African: A person having origins in any of the original peoples of the Middle East or North Africa.

Native American and Alaska Native: A person having origins in any of the original peoples of North and South America (including Central America) who maintain tribal affiliation or community attachment.

Native Hawaiian and Pacific Islander: A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White: A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Multiracial: A person who identifies with more than one race or ethnicity.

Levels

As used in this report only, the following descriptions apply to the core Microsoft business:

Executive: Executive roles across all functions.

Partner + Executive: Employees with various partner and executive roles across all functions.

Director: Employees with various director roles across all functions.

People Manager: Employees at any level with at least one employee role reporting to them.

Individual Contributor: Employees at any level without any employee roles reporting to them.

Roles

For 2022 and subsequent years, **Technical and Non-technical** role definitions were adjusted to align to our current talent architecture. Data for 2021 and years prior are based on role definitions before our talent architecture initiative and have not been restated.

Technical: For 2022 and subsequent years, all employees in professions and disciplines directly involved in the technical creation and deployment of Microsoft products and services, including Software Engineering and several other disciplines involved in Technical Production Code, Hardware, Research, and Data Infrastructure; involved in Technical Customer Solutions; and involved in Technical Program Management, Content, and Experience. Includes employees in a Datacenter position.

- **Datacenter:** All employees in professions and disciplines directly involved in managing the operations of datacenters, including Critical Environment Operations, Datacenter Operations Management, and Datacenter Technicians. In this report datacenter data is occasionally highlighted separately but is always encompassed within the Technical role category.

Non-technical: For 2022 and subsequent years, all employees, with the exception of those in disciplines involved in the technical creation and deployment of Microsoft products and services, including Software Engineering and several other disciplines involved in Technical Production Code, Hardware, Research, and Data Infrastructure; involved in Technical Customer Solutions; and involved in Technical Program Management, Content, and Experience. Includes employees in a retail job position.

Other reports

In addition to this annual Diversity & Inclusion Report, Microsoft continues to provide disclosures consistent with local requirements. [Access country or region pay reports.](#)

- ➔ For more about Microsoft's commitments and performance, please visit: www.microsoft.com/transparency.

Every person. Every organization. Every day. Everywhere.

From the invention of the wheel to the digital frontier, technology has always been personal—a reflection of human ingenuity and creativity, a mechanism to connect with each other and to realize our aspirations, and, some say, an extension of ourselves.

In this epic age of AI, we are faced with both unprecedented opportunities and immense expectations for an inclusive AI experience. We want the AI we use to be culturally competent, to give us relevant content that allows us to be authentic and productive; and to anticipate our actions as we strive for more collaborative and efficient global business outcomes. For technological and human progress, the stakes have never been higher.

If ever there were a critical time for the business case for diversity and inclusion in the workplace, it is now.

As Microsoft heads into our 50th year, our work today can only be informed by what we've learned over the last five decades. This knowledge and experience give us the proximity to end users and employees with wide-ranging backgrounds, experiences, and skill sets who have brought unique perspectives and expertise. These give us the empathy and insights we need to deliver business results through inclusion.

This drives innovations such as Copilot, which helps developers with physical disabilities to code without barriers; self-expression tools across our product suite that support people to show up as themselves and be recognized by others in the ways they want; and our Mental Health toolkit that enables creators to take advantage of our inclusive design principles to support wellbeing and productivity from the start.

Our innovation has come from our commitment to Diversity and Inclusion (D&I), and our future innovation depends on D&I. As we share this report, our 11th year publicly releasing our D&I data, we continue that long-standing commitment to the hiring, development, internal movement, and retention of a workforce that reflects the world, as well as our investment in a workplace culture where everyone can thrive.

This work is ongoing. We embrace the urgency to accelerate our progress, while we also recognize the cumulative impact we have made:

- Representation of women and most racial and ethnic minority groups has increased at all levels over the past five years.
- We maintained or grew representation at the Partner + Executive level for women and US racial and ethnic minority groups year over year.
- While hiring volume slowed in 2024, the data shows that inclusive hiring remained a priority. Where we did hire, we were able to keep hiring representation greater than or equal to headcount representation for women and nearly all racial and ethnic minority groups.

As one of the most transparent companies of our size, we strive to expand the data and stories we share each year because we know others look to us for both accountability and context. We are providing global data around disability, military, and Indigenous representation for the first time this year.

We have shared pay equity data since 2016. We started sharing median unadjusted pay (pay gap) data in 2022. This year's data shows we continue to have pay equity and have made progress closing the pay gap over the last two years. The fact that there are still deltas means we must stay focused on increasing representation at more senior levels.

We're sharing information on our datacenters to highlight our strategic investments in cloud services. This AI-driven demand has tripled the number of our technical datacenter roles globally over five years. Microsoft datacenters are capital-intensive investments, bringing hundreds of skilled jobs to local communities.

As in previous reports, we're taking time to share the holistic ways we're supporting various communities at Microsoft and in the surrounding ecosystem. This year we're sharing more about the work being done across people, products, and partnerships globally, such as the way AI is helping to preserve Indigenous languages.

In addition to the demographic data we share, we're continually focused on shaping the employee experience by tailoring support and resources so our workforce may engage and thrive. We're encouraged by several positive indicators this year.

- In April 2024, the average score on our employee survey question about Microsoft's commitment to creating a more diverse and inclusive workplace was 79—a year-over-year increase of two points.

In 2018, we introduced the core concept of allyship as a cornerstone of our growth mindset approach to diversity and inclusion. That core and common understanding, supported by innovative learning resources, continues to make impact.

- Over time, employees' awareness of the concept of allyship has grown. This year, 95.6% of employees reported some level of awareness, up from 65.0% in 2019.

For us, allyship is a verb. It is how we stay supportive of one another—a set of practices and behaviors that, along with our values, serves us in polarizing times. It's how we create a work environment where we can embrace and respect uniqueness across differences.

- As of June 2024, 83.5% of employees agreed or strongly agreed they observed coworkers taking intentional action to demonstrate allyship in the workplace.
- And our latest research suggests that employees who observed allyship behaviors in the workplace reported a higher score for feeling empowered (79 vs. 54 for those

who do not observe allyship), feeling energized (75 vs. 52), and feeling like they have meaningful work (81 vs. 62). These dimensions—energized, empowered, meaningful work—are how we define thriving at Microsoft.

As I recently passed my six-year mark at the company, I reflected on [our history](#) over the last half-century. What I see is a legacy of intention and action across policies, partnerships, and product innovation—from early inclusive benefits, to working with partners like Mentra on an AI-powered platform that matches neurodivergent job seekers to opportunities, to our efforts to make gaming more inclusive and accessible through Gaming For Everyone.

When I think about Microsoft's uniquely inclusive mission, the word "every" stands out: Empower **every** person and every organization on the planet to achieve more. The work of diversity and inclusion starts with this one word, every. This anchors us to our massive ambition to serve all customers and consumers in transformational ways globally. We set a formidable foundation of expertise and excellence in our workforce, and embracing difference raises the bar.

This special combination is what it takes to imagine, anticipate, and innovate the solutions, services, products, and ways of working that fuel our ability to be relevant and competitive today—and in the future.



Lindsay-Rae McIntyre
Chief Diversity Officer and
Corporate Vice President,
Talent and Learning

Executive summary insights

POPULATION

- ▶ This year, our global core workforce increased 3.1% and our US core workforce increased 3.5%.
- ▶ Globally, population growth for women is faster than Microsoft's core workforce. In 2024, the population of women increased 4.3% year over year while Microsoft's global core workforce population grew 3.1%.
- ▶ Year-over-year population growth for Hispanic and Latinx, Native Hawaiian and Pacific Islander, and multiracial employees is higher than Microsoft's US core workforce population growth of 3.5%.

WOMEN

- ▶ Women now make up 31.6% of the core Microsoft workforce worldwide, up 0.4 percentage points from 31.2% in 2023.
- ▶ The representation of women rose year over year at all leadership levels except Executive, where representation decreased 0.1 percentage point to 29.0% year over year.

LEADERSHIP

- ▶ Representation in Partner + Executive roles grew for all racial and ethnic minority groups year over year except for Native Hawaiian and Pacific Islander, which remained steady.
- ▶ Asian and multiracial representation rose year over year at all leadership levels.

TECHNICAL ROLES

- ▶ Representation in technical roles grew for women, Black and African American, Hispanic and Latinx, and multiracial employees year over year. Native American and Alaska Native and Native Hawaiian and Pacific Islander representation remained unchanged year over year.



Racial and ethnic minority groups

Core Microsoft representation and year-over-year percentage point change:

RACIAL AND ETHNIC MINORITIES	54.6%	-0.2
ASIAN	36.4%	-0.4
BLACK AND AFRICAN AMERICAN	6.6%	-0.1
HISPANIC AND LATINX	8.0%	+0.1
NATIVE AMERICAN AND ALASKA NATIVE	0.4%	+0.0
NATIVE HAWAIIAN AND PACIFIC ISLANDER	0.2%	+0.0
MULTIRACIAL	2.9%	+0.2

CULTURE OF INCLUSION

At Microsoft, a culture of inclusion invites people to contribute ideas, find innovative solutions to the most complex problems, and do their best work. We regularly quantify and qualify this culture of inclusion to understand where we're getting it right and where we have opportunities to improve. While there is always more to achieve, the data shows positive sentiment that reflects the progress we've made:

- ▶ Our twice-yearly Employee Signals survey shows that employees' sense of inclusion on their team remained constant year over year, with both the global and US scores at 86.
- ▶ In our Daily Signals survey, we ask employees how they feel about the statement, "At Microsoft, we are diverse inclusive, meaning that we are open to others' ideas, we value and invite differing perspectives, and we believe diversity is critical to our success." As of June 2024, 81.2% of employees surveyed agreed or strongly agreed, an increase of 2.3 percentage points from last year.

Microsoft's diversity and inclusion journey

1985-1995

- First woman elected to Board of Directors
- First Diversity Director named
- Became one of the first Fortune 500 companies to expand anti-discrimination policy and benefits to LGBTQIA+ employees
- US healthcare benefits extended to same-sex domestic partners
- Autism benefit & Applied Behavior Analysis (ABA) therapy included in benefits coverage
- Blacks at Microsoft (BAM) Employee Resource Group (ERG) founded
- Women and Asians ERGs founded
- LGBTQIA+ (GLEAM) ERG founded
- First Minority Student Day
- Created a full-time position dedicated to accessibility, ensuring our products, services, and channels meet accessibility standards from procurement to development

Responsibility and accountability require action

Ever since 1989, Microsoft has been promoting LGBTQIA+ inclusion. This includes offering benefits for same-sex domestic partnerships in 1993, supporting marriage equality early on, and advocating for inclusion of all types of families. We have earned a perfect score on the Human Rights Campaign (HRC) Corporate Equality Index since 2005. Our commitment to making an impact for LGBTQIA+ communities goes beyond Microsoft, extending into the communities where our employees and customers live and work.

Giving is central to our culture at Microsoft and aligns with our mission, and employees' voluntary contributions of time, money, and skills have provided vital support for nonprofits. In fiscal year 2024, we donated over \$1 million (including company match) to 220 nonprofits supporting LGBTQIA+ communities worldwide, totaling over \$16.3 million in all-time donations to these organizations.

1996-2006

- First time scoring 100 on HRC Foundation's Corporate Equality Index
- HOLA (Hispanic and Latinx Organization of Leaders in Action) ERG founded
- Gender-affirming benefits offered to US employees
- Signed UN Women's Empowerment Principles
- First time measuring employee sentiment on inclusive culture
- Began offering childcare subsidies in the US
- Began offering backup care benefits for families globally

2007-2017

- Military Software and Systems Academy (MSSA) founded
- Covered taxes for same-sex domestic partner benefits for over a decade, until the US legalized same-sex marriage
- Joined Billion Dollar Roundtable and invested more than \$2 billion with diverse suppliers
- Leap apprenticeship program created
- Inclusive Design approach formalized
- Neurodiversity Hiring Program developed
- Disability ERG founded
- Began reporting pay equity data for the US
- Added a performance-based component around culture and organizational leadership, which includes progress on D&I representation, to the compensation of every member of the Senior Leadership Team

Microsoft's diversity and inclusion journey

2018-2020

- Global minimum parental and family caregiver leave rolled out
- Annual performance and development goal related to Diversity & Inclusion (D&I Core Priority) introduced for all employees
- Developed the Allyship at Microsoft learning pathway, a program grounded in neuroscience and growth mindset, and designed to deepen awareness and meet people wherever they are on their respective allyship journey
- Began expanding reporting of pay equity data outside the US
- First comprehensive Global Diversity & Inclusion Report published in 2019
- Families, Military, and Indigenous ERGs founded
- Racial Equity Initiative announced
- Global gender-affirming benefits offered to all employees

A commitment to lasting change

In June 2020, we outlined a series of multiyear commitments designed to further address the racial injustice and inequality experienced by racial and ethnic minorities in the US, including Black and African American communities.

Our Racial Equity Initiative focuses on three pillars, each containing actions and progress we aim to make across a five-year period. We remain committed to addressing racial injustice and inequity and to improving lived experiences at Microsoft, in employees' communities, and beyond.

Strengthening our communities: Using data, technology, and partnerships to help improve the lives of Black and African American people in the United States, including our employees and their communities.

Engaging our ecosystem: Using our balance sheet and relationships with suppliers and partners to foster societal change and create new opportunities.

Increasing representation and strengthening inclusion: Building on our momentum, adding a \$150 million investment to strengthen inclusion and double the number of Black, African American, Hispanic, and Latinx leaders in our US operations by 2025.

Read more about [our commitments and updates on our progress](#) across the Racial Equity Initiative pillars.

2021-Present

- Hosted Include 2021, a free global digital event with 75,000 employees, partners, customers, and ecosystem members, to engage and learn from external experts on diversity, inclusion, identity, global perspectives, racial injustice, and more
- Self-expression and pronouns in Microsoft 365
- Began reporting median unadjusted pay analysis (pay gap) data
- Further expanded pay disclosures to reflect total pay and employees globally
- Published Microsoft's 2023 Global Diversity & Inclusion Report, our fifth report and tenth year publishing our workforce demographic data externally
- Accelerated our companywide commitment to D&I through the all-company ERG Engage event
- Invested in ERG leadership development
- Furthered our investment in D&I skills development by expanding our capability-building portfolio
- Integrated D&I, Talent Management, and Learning and Skilling to ensure access to career opportunities and a culture of inclusion that enables every employee to thrive

Tailored learning that drives inclusion

In 2021, we introduced personalized D&I Learning Pathways, offering tailored tracks on core D&I concepts and identity-based topics like race and gender. These pathways provide essential knowledge, practical skills, and opportunities for discussion through Microsoft forums. Since then, we've continued to expand our content, adding new pathways on allyship and religion and faith.

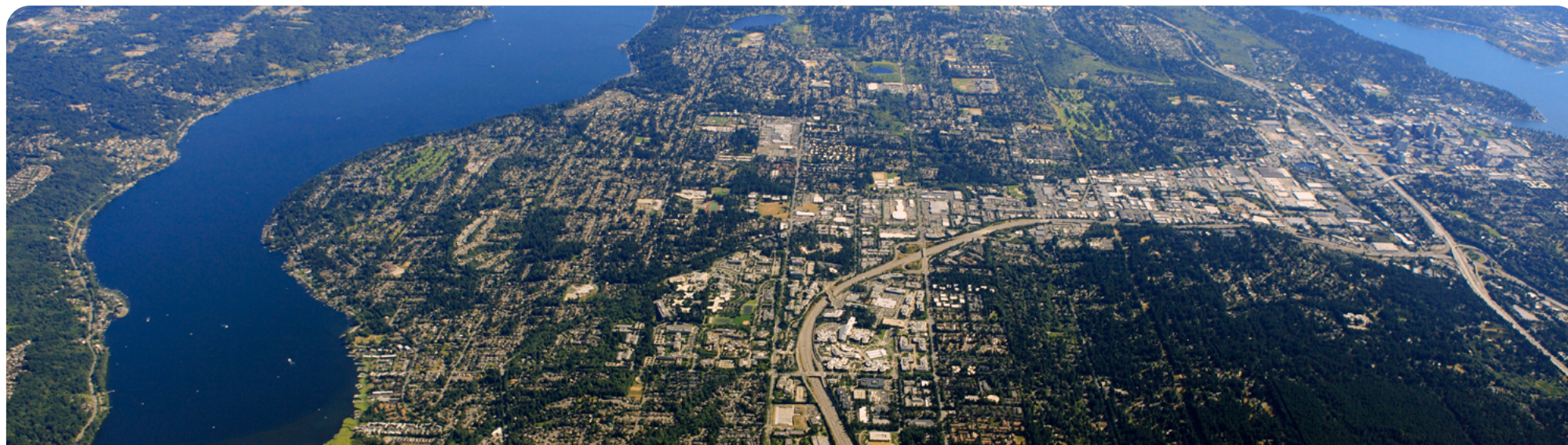
More than 20,000 Microsoft learners actively engaged with Learning Pathways, and there has been overwhelming positive feedback highlighting the transformative impact of this initiative.

We've harnessed cutting-edge technology to launch immersive simulations, allowing employees to practice crucial D&I skills such as recognizing and addressing bias, responding to microaggressions, and demonstrating effective allyship. These simulated workplace scenarios provide real-time feedback, driving deeper learning and lasting behavior change. By focusing on essential topics like creating inclusive team environments, our D&I simulations empower employees to confidently apply these skills in their daily work, fostering a more inclusive and equitable culture across Microsoft.

Our mission-driven commitment

As we enter our 50th year as a company, diversity and inclusion continues to be critical to our mission: Empower every person and every organization on the planet to achieve more.

Integrating diversity and inclusion into all aspects of our work is necessary for business success. Diversity in employee perspectives, skill sets, and lived experiences helps broaden our horizons and inform our collective perspective. Working together, we transform these expansive views into robust solutions that make a significant impact on customers and consumers globally and help create an inclusive world where everyone has the opportunity to thrive.



“By actively seeking diversity and embracing inclusion, we ensure our workforce represents the planet we serve, and that the products we build always meet our customers’ needs. This is how we thrive—as individuals, as teams, and as an organization. And, when we thrive, we can help our customers, and the world thrive too.”

Satya Nadella, Chairman and Chief Executive Officer



“Unlocking individual and organizational potential begins with employees being empowered to pursue meaningful work and thrive. Creating these conditions is only possible when everyone feels recognized, valued, and heard with a mutual commitment to our company’s values and mission. By inviting in many different perspectives and experiences and nurturing an inclusive culture with career and talent opportunities for every employee, we make the seemingly impossible, possible—for individuals and the industry.”

Kathleen Hogan, Executive Vice President and Chief Human Resources Officer

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Representation

On pages 11 to 18, we look at D&I data across our **broader** Microsoft business in terms of both representation and population of women and men globally, and of racial and ethnic groups in the US. We also explore results for our minimally integrated companies.

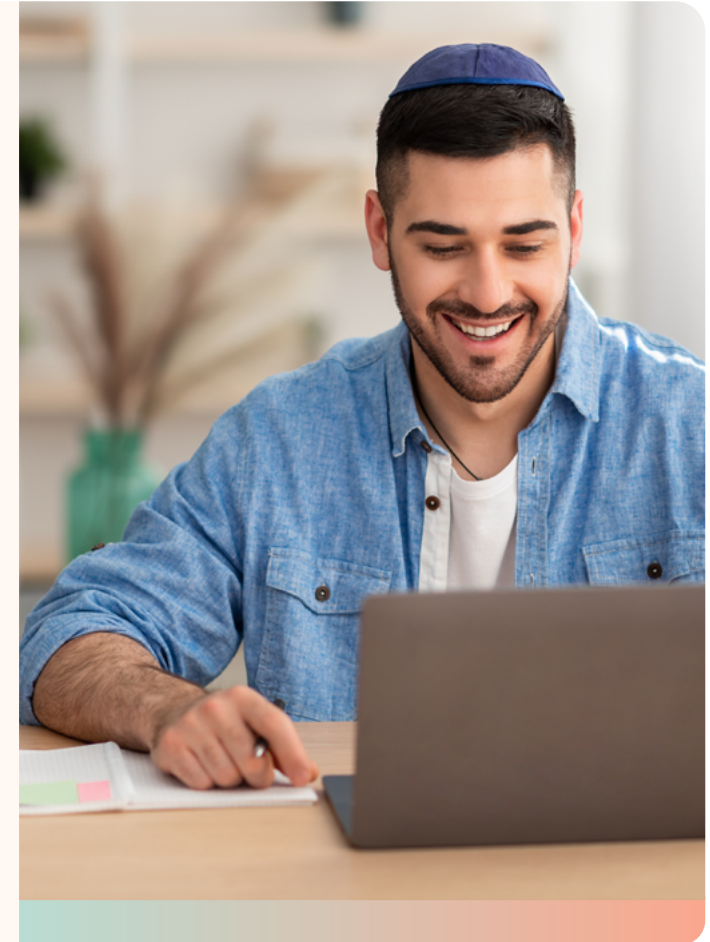
INSIGHTS

- ▶ Representation of women declined 0.4 percentage points year over year to 32.8%.
- ▶ Overall racial and ethnic minority group representation increased 0.6 percentage points year over year to 53.9%.
- ▶ Asian employees experienced the largest year-over-year representation growth of 0.6 percentage points year over year to 35.9%.
- ▶ Hispanic and Latinx representation grew 0.1 percentage point year over year to 8.0%.
- ▶ Multiracial representation grew 0.2 percentage points year over year to 2.9%.

Representation trends from 2020 to 2024*

Global data	2020	2021	2022	2023	2024
WOMEN	30.2%	30.9%	32.7%	33.1%	32.8%
MEN	69.6%	69.0%	67.2%	66.8%	67.1%
US data	2020	2021	2022	2023	2024
ASIAN	34.9%	34.9%	34.2%	35.3%	35.9%
BLACK AND AFRICAN AMERICAN	4.7%	5.6%	6.9%	6.8%	6.6%
HISPANIC AND LATINX	6.4%	6.9%	7.5%	7.9%	8.0%
NATIVE AMERICAN AND ALASKA NATIVE	0.4%	0.4%	0.4%	0.4%	0.3%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	0.2%	0.2%	0.2%	0.2%	0.2%
WHITE	49.2%	48.3%	47.2%	46.0%	45.5%
MULTIRACIAL	2.3%	2.5%	2.7%	2.7%	2.9%

*Percentages are calculated to the 1/100th but rounded and published in 1/10th. Differentials may differ slightly due to rounding. Totals may not equal 100% due to rounding or because denominators include people who choose not to disclose.



Inside inclusion spotlight: INTRODUCTION

While data and insights are essential for measuring progress and informing our strategy, they must be paired with a deep understanding of the human experiences behind the numbers.

Throughout this report, in these inside inclusion spotlights, we explore the **people, perspectives, partnerships,** and **products** that illuminate and contextualize our D&I work—from the way we widen pathways into technology to find critical talent, to the centralized strategy and globally relevant context we apply to advocate for change, to forge the intentional partnerships we establish, and the guiding principles of inclusive design that drive our product innovation.

In these spotlights, learn more about how we move from aspiration, to accountability, to action.



Inside inclusion spotlight:

PEOPLE

Building and growing a meaningful career is a personal journey. At Microsoft, we focus on sourcing tech talent through various pathways, hiring inclusively, supporting those early in their professions as they join Microsoft and start their careers, and helping employees develop and nurture their growth with an intentional and high-touch approach.

Widening pathways into technology

As an organization, we continue to focus on broadening the aperture of our talent sourcing by inviting in talent through non-traditional pathways. Here are some of the ways we do this:

Microsoft Leap

In 2016, Jenny Ferries, a former elementary and middle school teacher, embarked on a journey with one of the first software engineering cohorts of Microsoft Leap, an immersive experience that blends classroom instruction with project work to give participants (known as Leapers) an opportunity to break into the tech industry. Like 98% of Leapers, she then took a leap of faith and found a role in tech following her experience. For Ferries, the pivot catapulted her from a career inspiring young minds in elementary and middle schools to tackling the art and science of software engineering.

Initially, Ferries intended to return to the classroom armed with hands-on experience. But inspired by the problem-solving opportunities of working in the tech industry, she unexpectedly made a permanent career pivot.

Ferries, now a Principal Software Engineering Manager, relies on the skills that made her a successful teacher—empathy, passion, and creativity—to propel her team forward, be bold, blaze new trails, and contribute to Microsoft’s success. “I’m now in a position where I can pay it forward,” says Ferries.



“Microsoft Leap finds and develops great talent that represents the many communities and cultures of our global ecosystem. From entering new markets and developing new partnerships to launching

the biggest cohort of software engineers – our team has worked tirelessly to help close the skills gap and accelerate employability around the world.”

David Campbell, Director of Skilling & Insights



“Power skills are key to success. I adopted this term from a guest speaker who highlighted the value of soft skills and networking, and I am eager to use these abilities during my time with the cohort and in the future.”

Will Rackley, Microsoft Leap NFL Legend Cohort Guard | Jacksonville Jaguars and Baltimore Ravens

Microsoft Leap NFL Legends Cohort

In February 2024, Microsoft Leap expanded to enable yet another unconventional pathway into technology. This program, run jointly by the [NFL Player Care Foundation \(PCF\)](#) and Microsoft, provides former NFL players with hands-on education, training, and networking, allowing them to use their NFL experiences to kick off their tech careers.

In June 2024, 17 NFL Legends came together to celebrate their graduation from the inaugural Microsoft Leap NFL Legend Cohort. During the event, the Legends participated in panels featuring Microsoft and NFL executives, toured the Microsoft campus as a team, networked, and presented their final group projects to an audience of potential employers.

Microsoft Software and Systems Academy

The skills, experiences, and talent of those in the military inform another critical way we differentiate perspectives. Microsoft Software and Systems Academy (MSSA) provides transitioning service members and veterans with the technical and career skills required in today’s rapidly transforming tech industry. We understand that, like military members, spouses also often face unemployment or underemployment due to frequent relocations or permanent change of station. As a result, this year, we launched MSSA-Military Spouse, with a curriculum designed to train spouses for technical program and project management in global, portable IT roles.



“Microsoft values the collaboration, communication, and initiative that military members develop during their service. These skills seamlessly transition

into the workplace and strengthen the teams they belong to. It’s inspiring to work with an organization that acknowledges and appreciates the unique talents veterans contribute to our community.”

Chris Cortez, Vice President of Microsoft Military Affairs, and Retired United States Marine Corps Major General

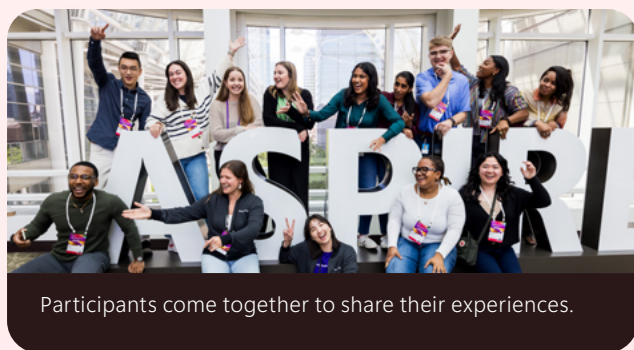
Intention for early-in-profession experiences

Regardless of the path our employees take to get to Microsoft, we aim to ensure they have a strong start once they get here.

Microsoft Aspire Experience

Every year, Microsoft welcomes thousands of early-career and MBA new hires. This global community includes more than 2,000 Aspire hires annually from more than 600 universities across 36 countries and regions, who come with their unique dreams and talents. We help them find their path. We support their initial steps toward a successful career with a comprehensive two-year journey focused on growth and development.

Isaac Vargas Chacon, a Product Manager for the Microsoft 365 Copilot Developer Experience team who participated in the Aspire Experience program, found it crucial for launching his career. "It exposed me to various perspectives and working styles," says Chacon. "Through global connections with individuals from different backgrounds, skills, and experiences, I gained valuable insights and advice that have significantly contributed to my professional growth, Chacon said."



Participants come together to share their experiences.

Cultivating careers that inspire individuals to thrive

Discover, Connect, and Grow—these are the three career pillars that ensure we facilitate every employee through their career journey.

At Microsoft, we believe careers are a partnership between the employee, manager, mentors, and others. We've developed transparent tools and resources to support employees as they build their networks and invest in relationships with mentors, sponsors, career coaches, and other partners. This past year we've expanded our focus on sponsorship, launching new resources and learning across all employee audiences to increase our shared understanding of sponsorship—what it is, what it isn't, how it can support an employee's development, and how to approach and engage in the sponsor relationship—and build consistent experiences.



"One of the most important things we can do as leaders is nurture and empower the next generation of leaders."

Darryl Willis, Corporate Vice President Worldwide Energy and Resources Industry, Sponsorship program champion, and BAM ERG Executive Sponsor

We strongly believe that we are at our best as a company when our employees are thriving. At Microsoft, thriving means being energized and empowered to do meaningful work. By leveraging our career framework of Discover, Connect, and Grow, we strive to empower every employee to pursue

their purpose, enhance their skills, and engage in meaningful work.



"As leaders, one of our core accountabilities is ensuring that we are creating and sustaining a thriving organization for today and tomorrow. And we do this by empowering our teams to pursue bold ambitions"

Priya Priyadarshini, Vice President of Global Talent Management

Leading the Future

Part of our inclusive talent management focus at Microsoft is a belief that everyone must lead. One of the many ways we nurture leadership is Leading the Future, a unique development initiative designed to strengthen intentional career planning. This six-to twelve-month cohort-based program equips participants with the tools and knowledge to navigate their career paths with confidence. With two tailored tracks for mid-level and senior-level employees, Leading the Future fosters collaboration between participants, their managers, and peers. To date, over 1,200 participants and their managers have benefited from this transformative experience, empowering them to grow thriving careers and contribute meaningfully to Microsoft's future.

"The Leading the Future program has been instrumental in cultivating my capabilities and outlook as a forward-thinking leader," says Lindsey Craft-Goins, Senior Director, Security and Modern Work Customer Success. "It has inspired inventive and critical thinking by urging me to confront and rethink

established norms based on my experiences. The leadership skills and vision nurtured by this program are truly indispensable."

Executive Excellence

Another way we help leaders is through one-on-one engagement and coaching to support them to succeed within their organizations, and to advance the company's mission, culture, values, and collaboration across boundaries while tackling significant challenges.

As part of this focus we've identified the key skills needed for executive success, the mindsets necessary for tackling challenges, and the career experiences that develop these capabilities and perspectives. By redefining and illuminating executive excellence, we can develop a bench of senior leaders from wide-ranging backgrounds, skill sets, and lived experiences to both perform and transform in the era of AI.



"Development is often overlooked or undervalued at our level. D&I Coaching provided a valuable opportunity for me to step away from daily tasks and focus on my personal development. It also

allowed me to benefit from external motivation to improve. Diversity and Inclusion is not a check box, but an ongoing learning journey."

Matt Barlow, Corporate Vice President, Windows + Surface Marketing

Event spotlight: Discover, connect, and grow @ Discover Day

Five years ago, Microsoft capitalized on the reach and impact of our global digital experiences by creating Discover Day, a series of conversations with peers, expert firesides, and skill-building opportunities for employees to invest in their professional growth and development.

"A career at Microsoft is more than a job. It's about who you are and who you want to become. We know that work is foundational to people's identity and wellbeing, so we want our employees to have the opportunity to do work that they love. Discover Day is an opportunity for all employees to find work that's aligned with their purpose and the future they want to build," says Roxana Tanase, Human Resources Director, Scale Talent Management.

This past year, 27,000 employees joined live from around the world to engage on topics including thriving in a changing world, developing and growing leadership, mentorship and sponsorship, the power of self-awareness, and nurturing character skills to uncover hidden potential.

One of those discussions invited leaders from across Microsoft to share insights into building a successful career. "If I could go back and tell myself a piece of advice, [it would be to] invest in skills like communication," Nadim Abdo, Corporate Vice President, Engineering, Identity Offerings, shared in the conversation. "It's a superpower ... how you work with others and form partnerships and collaborate, build on the work of others, and help others to be successful. These are durable things that will help you no matter what the specific technology of the day is."



"Embracing one's identity and the importance of authenticity cannot be overstated. My Caribbean heritage profoundly shapes who I am as a leader.

Early on I worked hard to assimilate to the dominant culture around me, but after many failed attempts realized I am here to be myself, which includes my culture, perspectives, roses and thorns. This all in authenticity empowers us to be the sole patent of ourselves, and transforms our leadership and career journeys.

Rashida Hodge, Corporate Vice President of Customer Success, Azure Data & AI, and BAM ERG Executive Sponsor

Mainstage sessions



Outside In with Adam Grant

Speakers: Adam Grant, Lindsay-Rae McIntyre



The Power of Self-Awareness

Speaker: LaTonya Polk



Career Stories Panel

Speakers: Roxana Tanase, Rashida Hodge, Nadim Abdo, Rodrigo Kede Lima

INCLUSION IS INNOVATION

When people are intentionally included, the impact is exponential, the experience of innovating is more fulfilling, and the work we do is better. As part of our exploration of the power of inclusion and our ongoing recognition of communities, cultures, and connections, Microsoft employees around the globe voluntarily share their stories through our Inclusion Is Innovation campaign. We highlight some throughout this report.

→ You can explore the full stories, videos, and more at: <https://aka.inclusionisinnovation>.



"As a Hispanic woman from Mexico, I initially didn't see myself in the tech industry. Over time, my perspective changed as I embraced my cultural identity. Now, I'm proud to represent who I am and where I come from within this field."

Elva Fernandez Sanchez, Senior Product Manager, and Finance Chair for the HOLA ERG

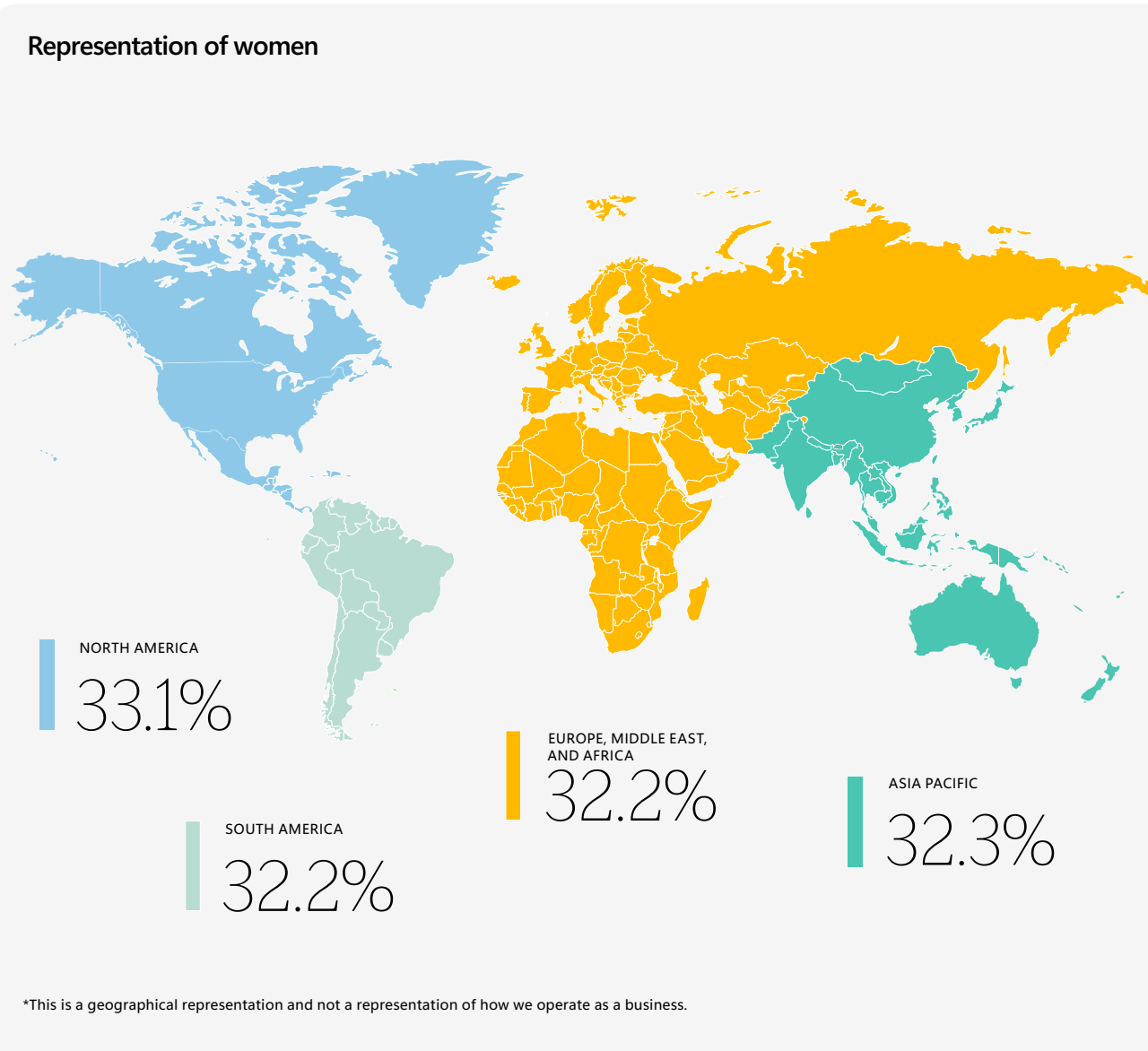
→ Learn more about how Fernandez Sanchez stays connected to her roots.

Representation of women by geographic region

This is our third year sharing data on the representation of women in our broader Microsoft business by region, in addition to worldwide.*

INSIGHTS

- ▶ Representation of women within the broader Microsoft workforce is 32.8%, a decrease of 0.4 percentage points year over year.
- ▶ North America has the highest representation of women at 33.1%, followed by the Asia Pacific region at 32.3%.



Population

INSIGHTS

- ▶ Globally, population growth for women decreased 3.3% year over year while Microsoft's global broader workforce population declined 2.2%.
- ▶ The broader multiracial population had the highest year-over-year growth across all racial and ethnic groups in 2024 of 5.5%, followed by Native Hawaiian and Pacific Islander growth of 3.2%.
- ▶ While the broader Microsoft population in the US decreased 1.5% year over year, the Asian, Native Hawaiian and Pacific Islander, and multiracial communities experienced population growth in 2024.

Population growth in our broader Microsoft business*

Global data	2023-2024	2020-2024
GLOBAL WORKFORCE GROWTH	-2.2%	+34.1%
WOMEN	-3.3%	+45.5%
MEN	-1.7%	+29.2%
US data	2023-2024	2020-2024
US WORKFORCE GROWTH	-1.5%	+24.7%
ASIAN	+0.2%	+28.2%
BLACK AND AFRICAN AMERICAN	-5.6%	+73.7%
HISPANIC AND LATINX	-0.3%	+53.9%
NATIVE AMERICAN AND ALASKA NATIVE	-6.4%	-0.8%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	+3.2%	+33.9%
WHITE	-2.6%	+15.2%
MULTIRACIAL	+5.5%	+58.4%

*Microsoft + LinkedIn + GitHub + Game Studios (Playground Games, Ninja Theory, Undead Labs, Compulsion Games, InXile, Obsidian, Double Fine, ZeniMax). Percentages are calculated to the 1/100th but rounded and published in 1/10th.



Our broader Microsoft ecosystem

Microsoft’s minimally integrated companies maintain separate recordkeeping systems, but our investments and commitment to diversity and inclusion extend across all entities of the Microsoft Corporation. Our investments and commitment to D&I are critical to our business success; we are not backing down.

Our principles and strategies have common elements, while also allowing companies to tailor their actions to unique opportunities and challenges.

The figures in individual company reports may differ slightly because of variations in rounding, methodology, and timing. The methodology used in this report represents data as a percentage of the entire employee population.



We believe when our people bring a broad set of perspectives and backgrounds, we can create more inclusive games where players can explore expansive and welcoming worlds, and feel that sense of belonging we’re all looking for. That’s why we continue to invest in this work—it creates an environment where people can be their best and deliver great games for our players.

This year, representation of women increased by 0.3 percentage points overall, with a 0.6 percentage points rise in leadership roles (Director+). 1.0% of employees self-identified as non-binary.

In 2021, we made a commitment to increase gender diversity, globally. Since then, representation of women increased 2.8 percentage points and employees who self-identified their gender as non-binary increased by 0.8 percentage points. The population of women at the leadership level (Director+) has grown 55.1%.

We remain committed to continuing to strengthen a culture of inclusion across every part of Activision, Blizzard, and King.

Representation and year-over-year percentage point change

GLOBAL WOMEN	26.0%	+0.3
GLOBAL WOMEN IN TECHNICAL ROLES	21.9%	+1.0
US BLACK AND AFRICAN AMERICAN	3.4%	-0.2
US HISPANIC AND LATINX	8.8%	-0.3

➔ *Read more in our [March 2024 blog](#).

*The company’s methodology has been updated in this report to reflect representation as a percentage of the entire employee population – regardless of whether they choose to self-ID. The March 2024 blog and previous reporting reflect representation as a percentage of only the population that chose to self-ID. Data presented specifically for this report reflects Microsoft’s fiscal year-end.

GitHub

GitHub’s mission is to accelerate human progress through developer collaboration. We are an interconnected community of over 100 million developers across more than 4 million organizations, and our global employee population increased by 1.5% in fiscal year 2024.

Representation of women globally increased by 1.4 percentage points year over year. Women now make up 33.0% of the global workforce, 25.9% of senior leader roles, 38.3% of management roles, and 26.5% of technical roles.

In the US, the Asian employee population increased by 1.0 percentage point year over year, making up 17.2% of the GitHub workforce. The Hispanic and Latinx population grew by 0.2 percentage points, now comprising 7.1% of the GitHub workforce. Black and African American employees represent 6.1% of the GitHub workforce. Multiracial employees account for 4.7% of the GitHub workforce.

We are committed to diversifying GitHub’s workforce and fostering an inclusive, remote-first environment.

Representation and year-over-year percentage point change

GLOBAL WOMEN	33.0%	+1.4
US ASIAN	17.2%	+1.0
US BLACK AND AFRICAN AMERICAN	6.1%	-0.1
US HISPANIC AND LATINX	7.1%	+0.2
US MULTIRACIAL	4.7%	-0.2

➔ Read more in our [2024 GitHub Diversity, Inclusion, and Belonging Report](#).

LinkedIn

At LinkedIn, our vision is to create economic opportunity for every member of the global workforce. We recognize that realizing this vision requires us to have a diverse and inclusive workforce committed to building products with an equity mindset. The foundation of our work is a commitment to creating a sense of belonging that is shared by all employees across our global company.

Upon this foundation, we invest in diversifying our organization through retention and recruiting efforts. While we have more work ahead, our commitment both to an environment of belonging and to a diverse and inclusive workforce remains core to our strategy. Our leaders play an important role in building a workforce and culture that is inclusive for everyone, and we’ve placed a strategic emphasis on diversifying this community. Black and African American representation among leadership has grown 0.5 percentage points since last year. Representation of women in leadership roles grew by 3.0 percentage points since last year.

We acknowledge that our diversity and inclusion work is ongoing, and we remain focused on ensuring employees from all backgrounds have the opportunity to thrive.

Representation and year-over-year percentage point change

GLOBAL WOMEN IN LEADERSHIP	49.0%	+3.0
GLOBAL WOMEN IN TECHNICAL ROLES	29.9%	+0.6
US BLACK AND AFRICAN AMERICAN	6.5%	-0.2
US HISPANIC AND LATINX	7.7%	+0.1

➔ Read more in our [2024 LinkedIn Workforce Diversity Report](#).



The state of diversity & inclusion at Microsoft

Our core Microsoft business

Representation

Datacenters

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Inside inclusion spotlight:

Perspectives

Self-identification

Indigenous inclusion

Inside inclusion spotlight:

Partnerships

Hires

Exits

Pay equity and median unadjusted pay analyses

Inside inclusion spotlight:

Products

Employee Signals and thriving

Culture of inclusion

Employee Resource Groups

Employee Communities

Recognition

Representation

On pages 20 through 43, we look more closely at our **core** Microsoft business, which represents 88.4% of our broader Microsoft workforce, excluding minimally integrated companies. We report representation and population data on women and men globally, and racial and ethnic groups in the US.

In addition, we share data about representation within levels and roles to be more transparent about our progress toward a more diverse workforce and inclusive workplace, and around opportunities for growth. We share updates on voluntary employee self-identification (Self-ID), compensation data, employee sentiment, and workforce hires and exits.

OVERALL INSIGHTS

- ▶ The representation of women grew 0.4 percentage points year over year.
- ▶ Hispanic and Latinx and multiracial representation were up 0.1 percentage point and 0.2 percentage points, respectively, year over year.
- ▶ Representation for Native American and Alaska Native and Native Hawaiian and Pacific Islander groups remained unchanged year over year.
- ▶ Representation for Asian and Black and African American employees was down year over year, 0.4 percentage points and 0.1 percentage point, respectively.

LEADERSHIP INSIGHTS

- ▶ Representation of women rose year over year at all leadership levels except for the Executive level, which declined 0.1 percentage point year over year.
- ▶ Women had the highest representation growth at the Partner + Executive and Director+ levels.
- ▶ Asian and multiracial representation rose year over year at all leadership levels. Both groups experienced the highest representation growth at the Executive level, 1.3 percentage points and 0.7 percentage points, respectively.
- ▶ Representation of Black and African American employees at the Partner + Executive level grew 0.5 percentage points year over year to 4.3%. Representation decreased at the Executive, Director, and People Manager levels.
- ▶ Native American and Alaska Native representation increased at the Partner + Executive level and remained unchanged at the Executive, Director, and People Manager levels.
- ▶ Hispanic and Latinx representation at the Executive level rose 0.8 percentage points year over year. This is the highest representation growth this group has experienced at the Executive level since 2020.



Representation



Representation trends from 2020 to 2024* Numbers reflect percent of representation

WOMEN



BLACK AND AFRICAN AMERICAN



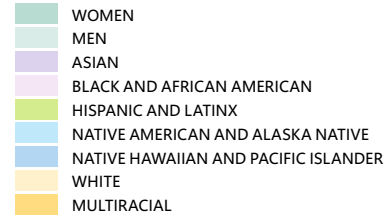
HISPANIC AND LATINX



*Percentages are calculated to the 1/100th but rounded and published in 1/10th. Data visualization on this page is not to mathematical scale.

Representation

Representation in our core Microsoft business 2020-2024*



Year	ALL CORE MICROSOFT	EXECUTIVE	PARTNER + EXECUTIVE	DIRECTOR	PEOPLE MANAGER	INDIVIDUAL CONTRIBUTOR	TECHNICAL ROLES	NON-TECHNICAL ROLES
2024								
WOMEN	31.6%	29.0%	24.9%	24.6%	28.8%	32.1%	27.2%	53.4%
MEN	68.4%	71.0%	75.1%	75.4%	71.1%	67.9%	72.8%	46.5%
ASIAN	36.4%	25.9%	30.9%	34.0%	34.1%	37.0%	40.4%	18.4%
BLACK AND AFRICAN AMERICAN	6.6%	4.9%	4.3%	3.7%	4.3%	7.1%	5.9%	9.9%
HISPANIC AND LATINX	8.0%	4.6%	5.3%	5.9%	6.3%	8.4%	7.5%	10.6%
NATIVE AMERICAN AND ALASKA NATIVE	0.4%	0.0%	0.3%	0.4%	0.5%	0.4%	0.4%	0.4%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	0.2%	0.0%	0.1%	0.2%	0.2%	0.2%	0.2%	0.4%
WHITE	45.3%	62.2%	57.0%	53.7%	52.6%	43.8%	42.9%	56.8%
MULTIRACIAL	2.9%	2.3%	2.0%	2.0%	2.0%	3.1%	2.8%	3.5%
2023								
WOMEN	31.2%	29.1%	24.2%	23.9%	28.4%	31.7%	26.6%	53.1%
MEN	68.8%	70.9%	75.8%	76.0%	71.6%	68.3%	73.4%	46.8%
ASIAN	36.8%	24.6%	30.7%	33.9%	33.8%	37.5%	40.9%	18.4%
BLACK AND AFRICAN AMERICAN	6.7%	5.1%	3.8%	3.8%	4.5%	7.2%	5.8%	10.5%
HISPANIC AND LATINX	8.0%	3.8%	5.1%	5.9%	6.5%	8.3%	7.2%	11.3%
NATIVE AMERICAN AND ALASKA NATIVE	0.4%	0.0%	0.3%	0.4%	0.5%	0.4%	0.4%	0.4%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	0.2%	0.0%	0.0%	0.2%	0.2%	0.2%	0.2%	0.4%
WHITE	45.2%	64.9%	58.1%	54.1%	52.5%	43.6%	42.9%	55.6%
MULTIRACIAL	2.7%	1.6%	1.9%	1.7%	1.9%	2.8%	2.5%	3.3%
2022								
WOMEN	30.7%	25.9%	23.0%	23.2%	28.4%	31.1%	25.8%	52.0%
MEN	69.3%	74.1%	77.0%	76.8%	71.6%	68.9%	74.2%	48.0%
ASIAN	35.8%	22.5%	28.4%	32.4%	32.2%	36.5%	40.1%	18.1%
BLACK AND AFRICAN AMERICAN	6.6%	4.0%	5.7%	3.7%	4.5%	7.1%	5.7%	10.5%
HISPANIC AND LATINX	7.6%	3.5%	5.1%	5.6%	6.2%	7.9%	6.8%	11.0%
NATIVE AMERICAN AND ALASKA NATIVE	0.4%	0.3%	0.3%	0.4%	0.4%	0.4%	0.4%	0.3%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	0.2%	0.0%	0.0%	0.1%	0.2%	0.2%	0.2%	0.4%
WHITE	46.7%	66.1%	60.3%	55.9%	54.5%	45.0%	44.3%	56.4%
MULTIRACIAL	2.6%	1.9%	1.9%	1.7%	1.9%	2.7%	2.4%	3.2%
2021								
WOMEN	29.7%	25.0%	21.1%	22.0%	27.1%	30.2%	24.4%	41.2%
MEN	70.3%	75.0%	78.9%	78.0%	72.9%	69.8%	75.6%	58.8%
ASIAN	35.4%	23.3%	26.2%	31.3%	31.0%	36.3%	42.6%	16.9%
BLACK AND AFRICAN AMERICAN	5.7%	5.6%	3.8%	3.2%	3.9%	6.1%	4.4%	9.1%
HISPANIC AND LATINX	7.0%	3.7%	5.2%	5.2%	6.0%	7.2%	5.8%	10.3%
NATIVE AMERICAN AND ALASKA NATIVE	0.5%	0.4%	0.3%	0.5%	0.4%	0.5%	0.5%	0.4%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	0.2%	0.0%	0.1%	0.1%	0.2%	0.2%	0.1%	0.4%
WHITE	48.6%	66.3%	62.9%	58.2%	56.6%	47.0%	44.2%	60.0%
MULTIRACIAL	2.5%	0.7%	1.4%	1.6%	1.8%	2.6%	2.3%	2.8%
2020								
WOMEN	28.6%	24.0%	20.0%	21.1%	26.3%	29.0%	22.8%	40.4%
MEN	71.3%	75.7%	79.9%	78.9%	73.7%	71.0%	77.1%	59.5%
ASIAN	34.7%	21.5%	25.2%	29.8%	30.6%	35.5%	41.8%	16.5%
BLACK AND AFRICAN AMERICAN	4.9%	3.7%	2.9%	2.6%	2.9%	5.2%	3.6%	8.1%
HISPANIC AND LATINX	6.6%	3.3%	4.4%	4.8%	5.4%	6.8%	5.3%	9.9%
NATIVE AMERICAN AND ALASKA NATIVE	0.5%	0.0%	0.3%	0.4%	0.4%	0.5%	0.5%	0.4%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	0.2%	0.0%	0.1%	0.1%	0.2%	0.2%	0.1%	0.4%
WHITE	50.2%	70.2%	65.2%	60.3%	58.7%	48.6%	45.8%	61.8%
MULTIRACIAL	2.3%	0.4%	1.1%	1.4%	1.5%	2.4%	2.2%	2.6%

*Percentages are calculated to the 1/100th but rounded and published in 1/10th. Totals may not equal 100% due to rounding or because denominators include people who choose not to disclose. Data visualization on this page is not to mathematical scale.

Datacenters

This year, we are sharing data and insights on datacenter roles for the first time. Microsoft datacenters are the backbone of our modern digital infrastructure, supporting everything from cloud services to AI applications. As businesses increasingly rely on data-driven technologies, the need for skilled professionals to manage and maintain these critical facilities has never been greater.

We continue to use talent architecture to structure all work and roles at Microsoft, to improve the employee experience by providing more information about roles, career development opportunities, and skills aligned to the market. This framework not only helps employees understand their current roles better but also provides a clear pathway for career progression. By aligning roles with market demands, we ensure that our workforce is equipped with the skills needed to thrive in a rapidly evolving industry.

Join us for a virtual tour of a Microsoft datacenter to learn more about the infrastructure that powers your services.

[→ Take an immersive 3D tour through the hidden world of datacenters.](#)

Representation trends in datacenter roles 2023–2024*

Global data	2023	2024
WOMEN	11.8%	12.6%
MEN	88.2%	87.4%
US data	2023	2024
ASIAN	7.2%	7.0%
BLACK AND AFRICAN AMERICAN	8.6%	10.0%
HISPANIC AND LATINX	15.7%	15.5%
NATIVE AMERICAN AND ALASKA NATIVE	0.6%	0.5%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	0.5%	0.6%
WHITE	63.0%	61.3%
MULTIRACIAL	4.3%	5.0%

*Percentages are calculated to the 1/100th but rounded and published in 1/10th. Totals may not equal 100% due to rounding or because denominators include people who choose not to disclose.



“Investing in Microsoft datacenters isn’t just a financial commitment; it’s a pledge to the community, creating hundreds of skilled full-time and contractor roles dedicated to their construction and operation. We’re eager to employ local talent for these vital tasks. In many regions, Microsoft partners with local educational institutions to offer digital skills training, preparing residents for opportunities in IT, including rewarding positions in our datacenters.”

Noelle Walsh, Corporate Vice President, Cloud Operations & Innovation

+23.9%

The population of datacenter employees grew 23.9% globally and 28.9% in the US in 2024. This population has more than tripled globally since 2020.



Population

OVERALL INSIGHTS

- ▶ The populations of Asian, Black and African American, Hispanic and Latinx, Native Hawaiian and Pacific Islander, and multiracial groups in the US grew year over year.
- ▶ The multiracial population had the highest year-over-year growth across all racial and ethnic groups in 2024 of 11.8%, followed by Native Hawaiian and Pacific Islander with 9.8%.
- ▶ The population of women in technical roles grew 5.8% year over year.

+17.1%

The Native Hawaiian and Pacific Islander population in technical roles had the highest year-over-year growth across all racial and ethnic groups in 2024 at 17.1% followed by multiracial with 13.1%.

LEADERSHIP INSIGHTS

- ▶ Women experienced population growth at every leadership level in 2024 with the highest population growth at the Director level at 16.1%.
- ▶ Men, women, and all races and ethnicities had population growth at the Partner + Executive and Director levels.
- ▶ In 2024, Asian, Hispanic and Latinx, and multiracial populations increased at every leadership level, with the largest growth experienced at the Executive level for each group.
- ▶ The population of Hispanic and Latinx employees at the Executive level has doubled since 2020.
- ▶ Since 2020, the population of Black and African American employees has doubled at every leadership level except the Executive level, which grew 88.9%.

Population growth in our core Microsoft business*

GLOBAL WORKFORCE GROWTH	2023-2024	+3.1%	US WORKFORCE GROWTH	2023-2024	+3.5%
	2020-2024	+34.6%		2020-2024	+23.6%

Global data		ALL CORE MICROSOFT	EXECUTIVE	PARTNER + EXECUTIVE	DIRECTOR	PEOPLE MANAGER	INDIVIDUAL CONTRIBUTOR	TECHNICAL ROLES	NON-TECH ROLES
WOMEN	2023-2024	+4.3%	+12.9%	+15.8%	+16.1%	+4.0%	+4.3%	+5.8%	+0.8%
	2020-2024	+48.5%	+78.1%	+98.9%	+104.3%	+56.7%	+47.3%	+98.2%	-8.9%
MEN	2023-2024	+2.5%	+13.4%	+11.4%	+11.8%	+1.9%	+2.7%	+2.9%	-0.3%
	2020-2024	+29.0%	+38.1%	+50.1%	+67.2%	+37.8%	+27.5%	+57.3%	-46.1%
US data		ALL CORE MICROSOFT	EXECUTIVE	PARTNER + EXECUTIVE	DIRECTOR	PEOPLE MANAGER	INDIVIDUAL CONTRIBUTOR	TECHNICAL ROLES	NON-TECH ROLES
ASIAN	2023-2024	+2.4%	+16.9%	+13.3%	+11.7%	+3.5%	+2.2%	+2.4%	+2.5%
	2020-2024	+29.9%	+73.1%	+86.9%	+85.0%	+50.7%	+26.5%	+36.3%	-12.3%
BLACK AND AFRICAN AMERICAN	2023-2024	+2.5%	+6.3%	+26.8%	+8.9%	-1.5%	+3.0%	+4.9%	-3.6%
	2020-2024	+68.5%	+88.9%	+126.1%	+128.9%	+100.0%	+65.2%	+131.2%	-3.5%
HISPANIC AND LATINX	2023-2024	+4.3%	+33.3%	+17.4%	+11.9%	+0.1%	+5.0%	+7.0%	-3.5%
	2020-2024	+51.0%	+100%	+82.9%	+96.7%	+59.5%	+49.7%	+99.4%	-15.5%
NATIVE AMERICAN AND ALASKA NATIVE	2023-2024	-1.6%	—	+33.3%	+12.7%	-2.4%	-1.3%	-3.7%	+9.5%
	2020-2024	-5.3%	—	+60.0%	+95.6%	+72.9%	-15.9%	+1.0%	-25.8%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	2023-2024	+9.8%	—	+100.0%	+23.3%	-3.3%	+12.0%	+17.1%	-4.1%
	2020-2024	+33.5%	—	+100.0%	+96.3%	+31.8%	+33.8%	+90.7%	-21.1%
WHITE	2023-2024	+3.9%	+6.4%	+10.1%	+10.3%	+3.0%	+4.1%	+3.6%	+4.9%
	2020-2024	+11.6%	+27.1%	+33.0%	+44.1%	+21.6%	+9.3%	+32.1%	-27.5%
MULTRIRACIAL	2023-2024	+11.8%	+60.0%	+17.5%	+27.2%	+6.5%	+12.5%	+13.1%	+7.1%
	2020-2024	+56.5%	+700.0%	+161.1%	+132.7%	+82.7%	+53.4%	+81.1%	+4.3%

*Percentages are calculated to the 1/100th but rounded and published in 1/10th. "—" indicates a mathematically undefined term that results when the starting point is zero.

Inside inclusion spotlight: PERSPECTIVES

As a company doing business in 190 countries across the world, we understand that global perspectives are critical, and everything we do to advance diversity and strengthen at Microsoft is anchored on a central framework contextualized by global understanding. We continue to expand and deepen that understanding so that the work we do is resonant and relevant.

Company-wide priorities and expectations

One of the key differentiators at Microsoft is our One Microsoft Diversity & Inclusion Plan, which is driven by a mindset- and behavior-led approach that empowers every employee to contribute. This plan enables leaders to scale proven D&I best practices globally, tailored to local knowledge and cultural insights.

Every employee sets an annual D&I Core Priority goal, informed by the One Microsoft D&I Plan, to enable individual accountability and foster a collaborative, inclusive environment.

Global activations and individual impact

Microsoft teams and individuals around the world activated D&I this past year in ways that were relevant to local identities to advance workforce representation and strengthen an inclusive culture. Here we share just some examples.



Systemic change through the One Microsoft D&I Plan

As part of a multiyear initiative in India, we developed a tailored program to enhance D&I awareness and capabilities across the topics of race, ethnicity, caste, religion, and faith. This program trained leaders and managers to lead contextualized, empathetic, and constructive conversations, fostering inclusiveness within their teams.



"I am proud of how we've embraced local identities and fostered a culture of empathy and inclusion. By equipping our leaders to have crucial conversations, we are building a stronger, more connected Microsoft."

Deepak A. Menon, Vice President of Experiences and Devices, and D&I Executive Sponsor

Across Asia, Central and Eastern Europe, the Middle East and Africa, and Australia and New Zealand, leaders facilitated workshops that encouraged employees to set a personalized D&I Core Priority. These sessions emphasized individual accountability in fostering an inclusive culture, with thousands participating to align their goals with Microsoft's mission. This effort has strengthened the collective responsibility for inclusiveness, integrating D&I into daily actions and decisions.



"These workshops have made huge impact by drawing a large and engaged audience from various business groups in China."

Gebi Liang, Vice President of Engineering, and D&I Executive Sponsor

In Australia and New Zealand, the InClUSive initiative sparked meaningful discussions on topics such as accessibility, disability, allyship, identity, intersectionality, and privilege. Leaders and managers encouraged employees to engage in dialogue and reflection, resulting in 95% of participants committing to make personal changes to help foster a more inclusive culture.

In Western Europe, the D&I Community of Practice unites leaders and managers across 10 countries to drive systemic D&I impact. By collaborating, sharing best practices, and integrating D&I into business operations through the One Microsoft D&I Plan, the Community fosters accountability and embeds D&I into the core of the organization.



"D&I is a crucial part of how we do business—it is a foundation and enabler of wellbeing, productivity, and good performance."

Peter Kuna, Chief of Staff, Western Europe, and D&I Executive Sponsor

Individual change through the D&I Core Priority

When Christina Leimoni moved back to Greece to lead a local sales team, she faced a huge barrier: Only her wife was recognized as their child's mother due to local laws. Moved to advocate, she shared her story within Microsoft, became an Executive Sponsor of the GLEAM ERG Chapter in Central and Eastern Europe, and influenced policy, ultimately playing a significant role in legalizing same-sex marriage in Greece.



"Microsoft has empowered me to drive meaningful change for the LGBTQIA+ community in my country. The support from my colleagues has fueled my passion for

inclusive leadership and shown the impact we can have when united."

Christina Leimoni, Director, AI Skills for Social Impact, EMEA

In our Europe, Middle East, and Africa regions, Karen Sancto, Senior Benefits Specialist, addressed menopause stigma by engaging local leaders and driving critical conversations. This led to global menopause support through the Maven Clinic, aiding employees in managing peri-menopausal symptoms while maintaining their careers.



"As leaders, whether it's for menopause, fertility, or ongoing parental support, we must ensure our employees and their families have access at their convenience."

Karen Sancto, Senior Benefits Specialist, Central and Eastern Europe, Middle East, and Africa, and Families ERG, Chapters Lead (EMEA)



Event spotlight: ERG Engage: Intentional action for meaningful progress

Imagine an all-company learning experience where everyone, from the CEO to every employee globally, joins in a powerful day of engagement, celebration, and learning about diverse workplace identities. This is ERG Engage, produced with Microsoft's Employee Resource Groups (ERGs). The event connects and amplifies our daily work, bringing everyone together to deepen our understanding of crucial issues and moving us from intention to action.

This year, tens of thousands attended live—a 5% increase year over year—and continue to engage with nine hours of on-demand programming. Of those who participated, 88% felt empowered to deepen their allyship journey.

Here's what a few attendees had to say:



Lindsay-Rae McIntyre, Chief Diversity Officer and Corporate Vice President, Talent and Learning, welcoming all employees to ERG Engage as a day to invest in Microsoft's culture.

"Listening and acting with commitment is crucial for the change we seek! Thank you for showing how curiosity leads to new learning and perspectives. Leading from the front is a call to action for all leaders at Microsoft."

"ERG Engage was not just a one-day event but an investment in the growth of Microsoft's ERG leadership teams. By sharing experiences and taking intentional action, we left empowered and inspired to drive positive change across the company."



Leaders from Microsoft's nine ERGs participate in leadership development to support their roles and career growth.

"Thank you for helping me recognize my responsibility to be a better ally and to view every business decision through the lens of inclusion."

Self-identification

Seven years ago, we introduced self-identification (Self-ID) to promote inclusion by helping us better understand who employees are and what they need so that we can tailor benefits, learning offerings, and leadership development.

Since then, we've continued to expand the ways employees can voluntarily share their identity information in ways that are culturally and locally relevant, increasing options beyond government classifications when and where possible. Employees can Self-ID anytime based on the options available in their country, and Self-ID is available in 46 global markets, with local variations across identities including military status, disability, race and ethnicity, gender identity, and sexual orientation.

Greater participation leads to more informed perspectives. Through our annual Count Me In campaign, we educate employees on how Self-ID supports their experience and invite some of them to voluntarily share their personal stories of identity and impact.

"Knowing that the company will adapt to my needs to ensure that I have the best experience possible, and everyone is going to have the best experience possible," says Thiago Gomes, Director, M365 Category. "That is an inclusive employee experience."

One example of how understanding employee experience informs support through various life stages is our partnership with Maven, with benefits such as paid caregiver and parental leave, gender-affirming healthcare, financial education services, and wellness expense reimbursements. This year, Microsoft introduced Menopause & Ongoing Care and Parenting & Pediatrics support, providing education and assistance to employees, which includes:

- 24/7 support from a dedicated Care Advocate to help address symptoms, provide specialized virtual care and personalized guidance
- Access to resources and education, including articles and provider-led classes
- Support for topics from menopause to pediatric care



"Having grace from my organization and my manager to take the time to take care of my son has been critical for me to be able to evolve into a manager position. When

I came to Microsoft, I really tried to lead with empathy. Knowing that you have the strength within you, always make sure that you are your best cheerleader and people will follow."

Cynthia Bryant, Director, Customer Success Account Manager Management



Learn more about how Bryant [strives to manage her team with grace, strength, and truth in moments where they are also balancing family life and career.](#)



Self-identification

Military self-identification

We offer employees the choice to identify as a person with military experience in 38 countries, including the US. With this self-identification option, we aim to create more visibility and support for employees in the Microsoft military community, veterans and transitioning service members, or active members of the armed forces around the globe. This year for the first time, we are sharing global data in addition to sharing US military data.

INSIGHTS

- ▶ As of June 2024, 4.8% of US employees in our core Microsoft business self-identified as having served in the US Armed Forces or as having Protected Veteran status, remaining unchanged from 2023.
- ▶ 0.9% of non-US employees in our core business self-identified as having served in the military, which is a 0.1 percentage point increase from 2023.
- ▶ 3.5% of global employees in our core Microsoft business self-identified as having served in the military, unchanged from 2023.



"Self-identification of military service not only helps bring greater awareness to the unique experiences, skills, leadership, and strong sense of duty that the military community offers, but also facilitates support for our former and current military service members around the world through a better understanding of the military community and their needs."

Douglas Phillips, Corporate Vice President, Engineering, and Executive Sponsor of the Military ERG



"What I'm proud the most of is [working] somewhere [where I'm] able to share my personal experiences without being scared."

Petrus Johnson, Customer Success Account Manager, Manager, and United States Marine Corps

→ Learn more about how Johnson [honors his roots by guiding fellow veterans and fostering social justice discussions beyond the workplace.](#)

Disability self-identification

It's estimated there are 1.3 billion people with [disabilities](#) around the globe. Many people benefit from the use of accessibility features and products. In fact, research shows that involving individuals with disabilities in the design process enables companies to create products and services that meet the needs of a wider customer base. This year for the first time, we are sharing global data in addition to sharing US disability data.

INSIGHTS

- ▶ As of June 2024, 9.0% of US employees in our core Microsoft business self-identified as having a disability, an increase of 0.2 percentage points from 2023. 32.6% completed this part of the survey, down 2.3 percentage points from last year.
- ▶ 1.3% of non-US employees in our core business self-identified as having a disability, a 0.1 percentage point increase from 2023. 28.1% completed this survey portion, up 2.8 percentage points.
- ▶ 5.7% of Microsoft's global core workforce self-identified as having a disability, an increase of 0.2 percentage points since 2023. 30.7% completed this survey portion, down 0.1 percentage point.



"Knowing that the company will try to adapt to my needs to ensure that I have the best experience possible, and everyone is going to have the best experience possible."

Gonçalo Mendes, Business Process Analyst

→ Learn more about Mendes' [journey from relying on others for care to taking care of others.](#)



Self-identification

Gender identity and sexual orientation self-identification

We offer employees the choice to identify based on their sexual orientation, gender identity (including options beyond binary gender terms), and/or as transgender in 26 countries, including the US. We continue to explore opportunities to expand the number of markets where this self-identification option is offered.



“As I became more comfortable presenting as my actual self, my confidence just gradually started increasing, and I was able to vocalize my goals more to my manager. Knowing that I can do that

in my job means that I can do it in real life, right? So, you know, maybe I can live my life a little bit less afraid sometimes.”

Caroline Scalley, Senior Business Administrator

→ Learn more about how Scalley blends humor with originality and compassion in their role, redefining norms through unique understanding.

Middle Eastern or North African self-identification

In the US, we adhere to the official race and ethnicity reporting categories. Acknowledging that these categories may not be sufficiently precise for everyone, we have adjusted them for US employees to offer a more accurate and affirming Self-ID experience. For instance, we allow employees to specifically identify as Middle Eastern or North African, which members of these communities have indicated is important to them.



INSIGHTS

▶ As of June 2024, 0.6% of US employees in our core Microsoft business self-identified as Middle Eastern or North African. This is an increase of 0.2 percentage points from 2023.

Asian representation details*

The Asian community is the single largest racial and ethnic minority group within our company, comprising over 20 sub-identities from four different regions in Asia. We provide an opportunity for employees who identify as a part of this community to identify further of their background and continue to share this data to highlight the importance of identity and the impact of self-identification.

Asian sub-identities	2023	2024
CENTRAL ASIAN (INCLUDING KAZAKH AND TURKMEN)	0.3%	0.3%
EAST ASIAN (INCLUDING CHINESE, JAPANESE, AND KOREAN)	23.6%	25.8%
SOUTH ASIAN (INCLUDING INDIAN, PAKISTANI, AND SRI LANKAN)	69.8%	65.9%
SOUTHEAST ASIAN (INCLUDING INDONESIAN, SINGAPOREAN, AND VIETNAMESE)	6.3%	7.0%

*Percentages are calculated to the 1/100th but rounded and published in 1/10th. Totals may not equal 100% due to rounding or because denominators include people who choose not to disclose.

Multiracial representation details*

We recognize that there can be many dimensions to multiracial identity. We offer employees who self-identify as multiracial the option to be more specific about their racial and ethnic identities.

Multiracial sub-identities	2023	2024
ASIAN	34.6%	37.6%
BLACK AND AFRICAN AMERICAN	26.2%	25.6%
HISPANIC AND LATINX	30.1%	29.8%
NATIVE AMERICAN AND ALASKA NATIVE	15.2%	14.5%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	5.5%	5.2%
WHITE	72.2%	73.3%
I DON'T WISH TO ANSWER	3.6%	3.1%

*Percentages are calculated to the 1/100th but rounded and published in 1/10th. The total doesn't add up to 100% because employees providing multiracial details may select two races and ethnicities.



“My experiences have made me build empathy for people coming from different backgrounds and understanding everybody can bring some value to the table. Keep growing, finding opportunities, and creating innovation because that’s the future. Not just for you, but also for the generations after you.”

Sonja Gu, Senior Product Marketing Manager

→ Learn more about how Gu overcame introversion and how she confidently contributes in a way that reflects her own growth.

Indigenous inclusion

Honoring cultural perspectives within and beyond Microsoft

At Microsoft, we value and respect the important ways that Indigenous experiences and perspectives shape our global past and inform our innovative future. Here we explore some of the ways we engage with and support global Indigenous communities through employee experiences, external partnerships, product innovation, and more.

Indigenous self-identification

This year, for the first time, we're sharing further details on Indigenous employees globally. We currently gather information on Indigenous identity based on government classifications in each country where this Self-ID opportunity is available. In the US, this includes employees who identify as Native American and Alaska Native or Native Hawaiian and Pacific Islander. In Australia, New Zealand, Canada, and Brazil, employees have the option to select a broader Indigenous category. Finally, in Taiwan, employees have the option to identify as Aboriginal.

We are continuing to improve our Self-ID program and processes, including broadening employees' opportunities to identify as Indigenous globally while allowing for country-specific identification of Indigenous peoples.

INSIGHTS

- ▶ 0.6% of Microsoft US core workforce self-identified as Indigenous, which is unchanged from 2023.
- ▶ Of the core workforce outside of the US, 0.5% self-identified as Indigenous, which remained unchanged from 2023.
- ▶ As of June 2024, 0.6% of global employees in our core Microsoft business self-identified as Indigenous, which remained unchanged from 2023.

Earning global trust with Indigenous communities

There are many efforts supporting Indigenous communities globally, including in Canada, the United States, Australia, and New Zealand. The areas of focus include digital inclusion, policy, procurement, and people. By harnessing our resources, we inform actionable progress that upholds Indigenous rights. In this section, we focus on some of our most significant endeavors and programs, such as collaborating with Microsoft's Indigenous Employee Resource Group (ERG), funding digital literacy through our TechSpark initiative for Tribes in North Dakota, and revitalizing languages like Inuktitut and Inuinnaqtun.

Supporting employees and honoring culture globally

To enhance awareness and belonging, the Indigenous at Microsoft ERG helps build and support communities globally across its nine chapters through sharing knowledge and integrating Indigenous traditions and values into our Microsoft culture. The ERG has partnered with our Global Real Estate and Facilities team to source artwork from local artists and include Land Acknowledgments in the global playbook for any new locations. The ERG also provides guidance for Land Acknowledgments to be incorporated into company events, promoting understanding of Indigenous Peoples and honoring the original stewards of the land.



"It's been really enjoyable to be involved in Indigenous at Microsoft... I feel like I have the ability to speak up and make change. I can be my full self. I don't have to worry about covering."

Brent Nix, Senior Security Technical Specialist
Tribal Affiliation: Mapuche

→ Learn more about how Nix [found the courage to uncover and find a space and voice where he no longer felt the need to hide his true self](#)



"Technology can aid in the preservation and revitalization of languages, aligning with our mission to empower every person and organization on the planet to achieve more, even if they don't speak English."

Marc-André Groulx, Strategic Customer Success Account Manager

Pathways into tech and economic growth

In addition to employee-focused initiatives, we engage with [Asian American and Native American Pacific Islander-Serving Institutions \(AANAPISIs\)](#) and [Tribal Colleges and Universities \(TCUs\)](#) through recruitment and professional development, partnering with institutions like the University of Washington Tacoma. We also collaborate with organizations like [American Indian Science and Engineering Society \(AISES\)](#) to network, recruit, grow, and develop talent across our workforce.

To boost economic opportunities, our TechSpark initiative funded a Digital Literacy Program for Tribal Colleges in North Dakota. In partnership with Turtle Mountain Community College, we have supported a cybersecurity program, helping students gain digital economy skills and reduce educational barriers.



Steven Worrall, Managing Director, Microsoft Australia, and Steve Hughes, Traditional Custodian of the Cabrogal mob.

Collaboration at our Sydney datacenter

Last June, Microsoft launched a one-of-a-kind project at the Kemps Creek datacenter in Western Sydney, partnering with Indigital and the Dharug people. This marks the first time an Indigenous cultural connection has been included in the design and building of a datacenter by a hyperscale cloud provider in Australia. The initiative combines traditional Indigenous practices, extensive community engagement, and machine learning to create artwork that is meaningful, while preserving Indigenous traditions in modern infrastructure projects. The work in progress will comprise an estimated 4,575 construction roles, requiring 18.6 million work hours, with many jobs filled by local contractors.



An artist's impression of the 190-megawatt datacenter Microsoft is building in Western Sydney's Kemps Creek.

Language preservation

Indigenous languages are crucial to cultural and societal identity, necessitating their preservation. Microsoft's Language Bank employs AI to safeguard endangered languages such as Inuktitut and Inuinnaqtun, now integrated into Microsoft Translator, making them available across our products and services. Through partnerships with governments and language communities, we aim to prevent the extinction of the world's nearly 7,000 languages. You can now translate between Inuinnaqtun or Romanized Inuktitut and any of more than 100 supported languages and dialects in the [Microsoft Translator apps](#), Office, and [Translator for Bing](#). Using [Azure Cognitive Services Translator](#), you can add Inuinnaqtun and Romanized Inuktitut text and document translation to your apps, websites, workflows, and tools.



Microsoft Translator helps preserve Indigenous languages such as Inuinnaqtun or Inuktitut.



"I struggled for a long time being disconnected from my Māori identity. As I rediscovered my roots, I've gone from being a student of my culture to, now, actively sharing and teaching others about my culture. Microsoft is a place where I can be me. I want that for the younger generation and for my children."

Dan Te Whenua Walker, Senior Partner Development Manager

Tribal Affiliation: Ngāti Ruanui, Ngāruahine, Ngāti Kahungunu ki Wairoa, Maniapoto, Tūhourangi, Te Atiawa

→ Learn more about how Walker [connecting with the local Māori community allowed him to bridge the two worlds of his dual heritage, Māori and Pākehā.](#)

The first Anishinaabe community built in Minecraft

The Manito Ahbee Aki project, in collaboration with the Louis Riel School Division, Microsoft Canada, and Minecraft: Education Edition, immerses students in historical Manitoba. Through an interactive Minecraft world, they explore Indigenous traditions, community living, and sites like The Forks and Manitoba petroforms. This initiative enhances understanding and respect for Anishinaabe history, promotes experiential learning, and supports cultural reconciliation efforts.

Inside inclusion spotlight:

PARTNERSHIPS

Our commitment to fostering diversity and inclusion extends beyond our workforce to our ecosystem and the communities where we do business. From our focus on supplier diversity, to the partnerships we form to increase opportunities for communities, to the ways our technology unlocks access to critical resources, stories, and knowledge globally, our approach to partners extends our values.

Supporting the ecosystem beyond Microsoft

At Microsoft, we embrace a core set of values, and count on our supplier network to help us fulfill this mission.

Fueled by infrastructure and technology investments, fiscal year 2024 marked the highest annual spending in the 20-year history of Microsoft’s Supplier Diversity Program. More than \$18 billion was spent with more than 700 diverse-owned and small to midsized underrepresented businesses globally.

“Supplier diversity extends beyond mere metrics; it’s about cultivating enduring partnerships that enable everyone to succeed,” said Glenda Dengah, Director of Supplier Diversity. “It’s essential to nurturing mutual success for Microsoft, our suppliers, and the diverse communities we represent.”

Partnering with diverse suppliers allows those suppliers to have an outsized impact, empowering communities around the world, so businesses of all sizes can have shared success. Here are just a few highlights featuring suppliers we work with:

- Hanson Consulting, a dynamic and innovative woman-owned company, is dedicated to empowering future leaders in STEM. Through their scholarship fund, Hanson Consulting awards scholarships to first-generation

college students and those from low-income backgrounds pursuing bachelor’s degrees in STEM at Central Washington University. This initiative has already provided more than \$500,000 in scholarships, supporting 47 ambitious and talented students, paving their way toward a brighter future.

- Oxygen, a Native-American and minority-owned supplier, plays a pivotal role in transforming our workforce through comprehensive sales enablement training. By empowering every seller and supporting customers’ needs, Oxygen Learning helps drive the delivery of more than 1,000 diverse projects and solutions, benefiting more than 130,000 Microsoft global employees and partners. Their commitment to providing learning and development resources tailored to diverse backgrounds and experiences ensures that empathy and human understanding are at the core of their training programs, thereby amplifying the positive impact on minority communities and fostering an inclusive and dynamic working environment.

- Comcentia, a Black and African American-owned business, provides software solutions to businesses of all sizes, in turn helping their customers strategically scale and deliver. Comcentia received support through our Racial Equity Initiative to access critical capital and mentoring, enabling them to enhance efficiencies and accelerate business growth.

We will continue enhancing the processes, policies, and programs that contribute to our success and that of our customers through a diverse and inclusive supply chain, with a focus on supporting underrepresented small businesses among our diverse suppliers.

For digital skilling

One of the ways we invest in critical skilling and education is by helping students and adults develop the skills necessary in the digital economy.

Since 2009, Microsoft has led Technology Education and Learning Support (TEALS), which builds sustainable computer science (CS) programs in high schools to support students excluded from learning CS because of race, gender, or geography. TEALS helps technology professionals learn to teach CS by pairing them with industry volunteers and proven curricula. More than 100,000 students have received CS education through the program.

700+

In fiscal year 2024, Microsoft spent more than \$18 billion with more than 700 diverse and small to midsized underrepresented businesses globally.

Through our Racial Equity Initiative, TEALS accelerated to expand access and is now providing computer science education to high school students in nearly 550 schools across 21 racial equity expansion regions with the support of 1,500+ volunteers, 12 percent of whom identify as Black or African American.

The program is projected to expand to a total of 600 schools for the 2024-2025 school year.

Another way we increase access is through our Nonprofit Tech Acceleration (NTA) program, committed to increasing technology access for



“At Microsoft Philanthropies, our mission is to empower people, nonprofits, and communities with the digital and AI capabilities they need to drive inclusive economic growth. By

democratizing access to technology, we’re not just expanding opportunities, but also helping to create a more equitable and inclusive society. Our commitment is to ensure that everyone, regardless of background, has the tools to thrive in the digital economy.”

Kate Behncken, Corporate Vice President and Global Head of Microsoft Philanthropies

nonprofit organizations that serve historically underrepresented communities. To help digitally transform nonprofits in underserved communities, we have provided support to more than 537 nonprofits serving Hispanic and Latinx communities and helped streamlined operations with technical solutions impacting over 1,900 Black and African American communities.

To preserve history

In partnership with The Martin Luther King Jr. Center for Nonviolent Social Change (The King Center), Microsoft is honored to digitize the world’s largest collection of primary source material related to Dr. Martin Luther King Jr., and the American Civil Rights Movement. Through this partnership, we have supported the creation and launch of The Coretta Scott King Rose Gallery, which offers a unique glimpse into the life of Coretta Scott King, the visionary behind the King legacy. More than just a virtual museum, the gallery is an immersive journey that connects the past with the present, inviting audiences to explore the legacy of a remarkable woman who dedicated her life to social justice and peace.

At Microsoft, we believe that by using technology to help unlock the important history, stories, and experiences of the Black and African American communities in the US and globally, we can co-create a more equitable present and future.

Event spotlight: Global Nonprofit Leaders Summit

AI has democratized innovation in ways previously unimaginable. We believe access to innovation is even more relevant and urgent for the nonprofit and non-governmental organization (NGO) community. In this two-day inaugural event, Microsoft hosted nonprofit leaders from around the world to engage, elevate, and empower each other with tools for leadership in the era of AI.

Participants from organizations representing causes such as social justice, food security, education equity, and climate resilience converged from 117 countries to discuss and explore the potential of AI in driving meaningful social change. The summit drew 6,700 attendees representing 3,650 nonprofit organizations and featured keynote speakers and AI visionaries including Trevor Noah, Dr. Fei-Fei Li, and Vilas Dhar. Through a series of engaging keynotes, breakout sessions, and interactive demonstrations, attendees explored how AI can be a catalyst for social impact.

➔ Join our [discussion spaces to connect with nonprofit peers and Microsoft experts.](#)



Trevor Noah and Microsoft Philanthropies Corporate Vice President Kate Behncken host a fireside chat.



Attendees at the Global Nonprofit Leaders Summit.

Hires

In 2023, we started reporting our hiring data by women and men globally and by race and ethnicity in the US. These numbers reflect hires of members of a particular group as a percentage of total employee hires within the respective year.

Hires representation exceeding headcount representation is one of the factors that could increase a group's representation.

INSIGHTS

- ▶ For women employees, hires representation of 34.1% was 2.6 percentage points greater than headcount representation of 31.6%.
- ▶ For Asian employees, hires representation of 30.6% was 5.8 percentage points less than headcount representation of 36.4%.
- ▶ Hires representation for Black and African American employees was 9.5%, 2.9 percentage points higher than headcount representation of 6.6%.
- ▶ Hires representation for Hispanic and Latinx employees was 11.5%, 3.4 percentage points higher than headcount representation of 8.0%.
- ▶ For multiracial employees, hires representation of 4.6% was 1.7 percentage points greater than headcount representation of 2.9%.

Hires representation for 2023 and 2024*

Global data	2023	2024
WOMEN	35.5%	34.1%
MEN	64.4%	65.6%
US data	2023	2024
ASIAN	39.5%	30.6%
BLACK AND AFRICAN AMERICAN	9.6%	9.5%
HISPANIC AND LATINX	10.1%	11.5%
NATIVE AMERICAN AND ALASKA NATIVE	0.2%	0.2%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	0.2%	0.3%
WHITE	32.4%	38.6%
MULTIRACIAL	3.5%	4.6%

*Percentages are calculated to the 1/100th but rounded and published in 1/10th. Totals may not equal 100% due to rounding or because denominators include people who choose not to disclose.



Exits

We report on workforce exits of employees who have left the core Microsoft business voluntarily or involuntarily, by women and men globally, and by race and ethnicity in the US. These numbers reflect the exits by members of a particular group as a percentage of total employee exits within the respective year.

Keeping exits representation lower than headcount representation is one of the factors that could increase a group's representation.

INSIGHTS

- ▶ For women employees, exits representation of 32.7% was 1.2 percentage points greater than headcount representation of 31.6%.
- ▶ For Asian employees, exits representation of 27.7% was 8.7 percentage points less than headcount representation of 36.4%.
- ▶ For Black and African American employees, exits representation of 10.0% was 3.3 percentage points greater than headcount representation of 6.6%.
- ▶ For Hispanic and Latinx employees, exits representation of 9.8% was 1.8 percentage points greater than headcount representation of 8.0%.
- ▶ Exits representation for Native American and Alaska Native and Native Hawaiian and Pacific Islander employees was equal to headcount representation in 2024.

Exits representation for 2023 and 2024*

Global data	2023	2024
WOMEN	31.0%	32.7%
MEN	69.0%	67.2%
US data	2023	2024
ASIAN	31.7%	27.7%
BLACK AND AFRICAN AMERICAN	8.7%	10.0%
HISPANIC AND LATINX	8.0%	9.8%
NATIVE AMERICAN AND ALASKA NATIVE	0.4%	0.4%
NATIVE HAWAIIAN AND PACIFIC ISLANDER	0.2%	0.2%
WHITE	48.0%	48.7%
MULTIRACIAL	2.9%	3.0%

*Percentages are calculated to the 1/100th but rounded and published in 1/10th. Differentials may differ slightly due to rounding. Totals may not equal 100% due to rounding or because denominators include people who choose not to disclose.



Pay equity and median unadjusted pay analyses

We are sharing results from both analyses as part of our continued commitments to pay equity and representation.

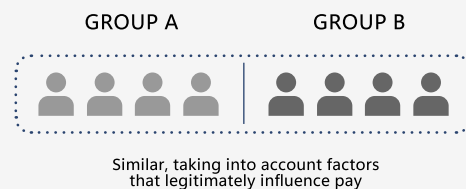
We report our analyses globally, based on total pay for rewards eligible employees. As of September 2024, our pay equity analysis shows we continue to have pay equity for each of the comparisons shared, and the median unadjusted pay analysis indicates that there is an opportunity for us to continue our focus on representation at more senior levels.

As we continue to increase representation for women and racial and ethnic minority groups at more senior levels, and continue to ensure pay equity for all, the median unadjusted pay gaps will reduce.

Understanding pay equity analysis

A pay equity analysis, also known as an adjusted pay analysis, measures the difference in pay between two groups (Group A and Group B), accounting for factors that legitimately influence pay. For example, a pay equity analysis may control for employee level, because that can explain some differences in pay.

As a result, a pay equity analysis can give insight into equitable pay for substantially similar work.

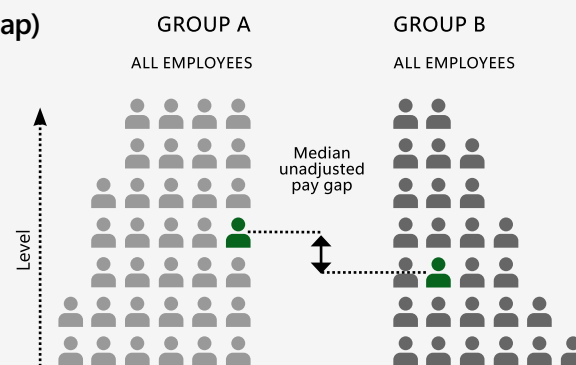


Understanding median unadjusted pay analysis (pay gap)

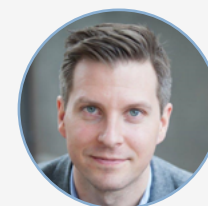
A median unadjusted pay analysis takes a group of employees (Group A) without accounting for any factors that legitimately influence pay and identifies the median pay of the group (the value in the middle).

That median is compared to the median pay of another group of employees (Group B).

Any difference between the median pay values is referred to as a median unadjusted pay gap—or “pay gap.”



		Pay equity earned for every \$1.0 earned by comparison group	Median unadjusted pay analysis Median relative to comparison group median
WOMEN RELATIVE TO MEN	WOMEN GLOBALLY	\$1.0	89.0%
	WOMEN IN THE US	\$1.0	90.7%
	WOMEN OUTSIDE THE US	\$1.0	87.1%
RACIAL AND ETHNIC MINORITY GROUPS RELATIVE TO WHITE EMPLOYEES	ALL RACIAL AND ETHNIC MINORITY GROUPS IN THE US	\$1.0	92.0%
	BLACK AND AFRICAN AMERICAN EMPLOYEES IN THE US	\$1.0	79.6%
	HISPANIC AND LATINX EMPLOYEES IN THE US	\$1.0	84.5%
	ASIAN EMPLOYEES IN THE US	\$1.0	96.2%



“Diversity and inclusion are key to our culture, mission, and business at Microsoft. Disclosing both our pay equity and median unadjusted pay analyses holds us accountable to our commitments. While each analysis on its own provides important insights, combined they are even more powerful – as long as we have pay equity, any pay gaps indicate opportunities to increase representation at more senior levels.”

Mike Cyran, Vice President of Global Compensation, Performance, and International Benefits

Inside inclusion spotlight: PRODUCTS

We understand that people view technology as an extension of themselves, and we are at our best when we feel included in our workplace. Microsoft creates technology and tools with inclusive principles at the core, so that our innovation helps people connect, collaborate, and thrive.

Solve for one, extend to many: Our guiding principle for Inclusive Design

One of the ways to ensure we empower every person and organization on the planet to achieve more is to create products that are for everyone. Our product creators follow the guidance of Microsoft’s inclusive design principles, which outline how they should learn from people with lived experiences different than their own, apply insights into product creation, and extend benefits across a broad range of people. To help put the principles into practice, Microsoft created the [Mental Health Toolkit](#), an extension of the award-winning Cognitive Inclusion Toolkit which focuses on how our brains work.

Launched earlier this year in partnership with [Mental Health America](#), the Mental Health Toolkit focuses on designing inclusive experiences with different cognitive abilities, as well as wellbeing, in mind.

“Tools that aren’t designed with mental health considerations can reduce productivity by creating negative experiences that worsen someone’s emotional state,” says Christina Mallon, Director of Inclusive Design. “If I have an experience that is made to consider the needs of someone with

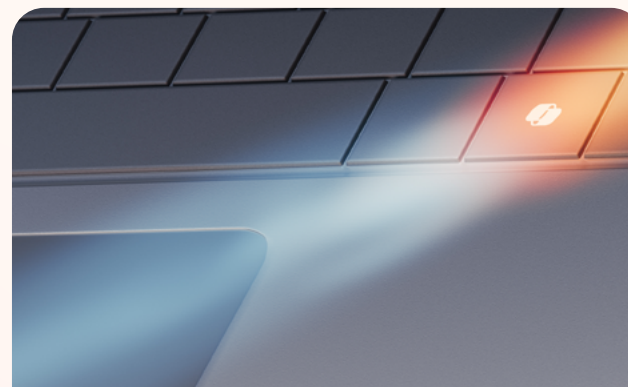


“Inclusive design leads to better experiences. Our diverse teams bring varied perspectives, making our products more inclusive.”

Christina Mallon, Director of Inclusive Design

ADHD and anxiety like me, and then I can create and be productive with this experience, it really brings so much joy. By creating environments and products that cater to diverse needs and preferences, we can foster a culture of learning, productivity, and wellbeing for everyone. Inclusion makes our products better.”

“Solve for one, extend to many” is a mantra from the disability community that Microsoft has long used to guide our designs. Solving for individual needs creates more universally valuable outcomes.



The most inclusive touchpad

Products that foster inclusion

This past year, we continued to evolve our product suite, announcing new features and programs to enable productivity and collaboration while solving some of the biggest challenges for people around accessibility and inclusion.

Empowering users through Cameo

One new feature, Cameo, allows people to record short videos embedded in their PowerPoint slides, with as many retakes as needed, enabling

people to present their best selves in front of a live audience.

This is an impactful feature for those with anxiety, speech impediments, or other disabilities. For example, Cameo provides Meenakshi Das, Software Engineer, the flexibility to express herself and convey her message in the way that is most convenient and comfortable for her. Das has a stutter, which is often affected by factors such as stress, time of day, or background noise. Cameo allows her to add effects and make the content more dynamic and engaging without the intense effort of video editing.

“As a leader in the disability community, I genuinely enjoy attending conferences and giving presentations. However, when the content is highly technical or the presentations are lengthy, it can be difficult to maintain a smooth flow while juggling content recall, speaking, and managing nerves. This often leads to significant fatigue,” says Das. “It’s awesome to have a tool that lets me create engaging presentations from home in a low-stress environment.”



“Accessibility is more than just a technical concept—it’s a fundamental human right and a reflection of the respect that people with disabilities deserve. It means designing solutions that

work seamlessly for people with disabilities, without requiring additional modifications or extra assistance, and going beyond compliance to meet the needs of people with disabilities.”

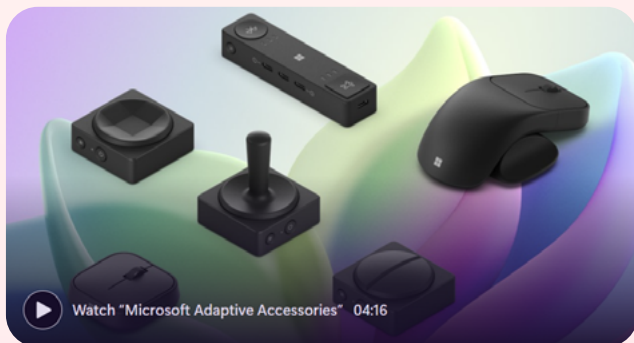
Meenakshi Das, Software Engineer

Empowering productivity while easing stress, through AI

One of the most effective ways people manage their work is through Outlook, whether it's collaborating, communicating, or scheduling their day. However, the sheer volume of email can be overwhelming and exhausting, flooding users with information. This barrage can intensify mental health challenges, making it difficult to focus, prioritize, and initiate tasks, and fostering negative self-perceptions.

To address this, Outlook designers harnessed the power of generative AI to develop Copilot in Outlook, helping users cope with work tasks, prevent overload, and alleviate stress.

Feedback from co-creators and users with mental health conditions showed that Copilot helped manage cognitive demands on memory and communication, empowering users to feel confident in their abilities and reducing cognitive strain. By facilitating action, Copilot in Outlook significantly reduces the sensation of being overwhelmed and prevents burnout.



GAMING FOR EVERYONE

Ensuring gaming includes everyone

There are 3+ billion players on the planet, and research shows that 71% of players say having diverse characters and/or diverse content is rated either very or highly important to them when purchasing a game. We believe gaming should be inclusive of all, accessible to all, and safe for all.

Our Gaming For Everyone Product Inclusion Framework, organized by four Inclusive Growth Doorways—Approachability, Representation, Globalization, and Accessibility—helps game developers weave intentionality and inclusion into their games. Microsoft has been using and evolving this framework since 2019, and this year made it available publicly to game developers and the wider games industry in multiple languages.

We pull inclusive design across our games and products to ensure more players experience the joy of gaming.

"Inclusive design is something that is going to be non-negotiable moving forward if you want your business to remain relevant over time and continue to grow, especially with younger generations," said

Katy Jo Wright, Head of Gaming for Everyone + Sustainability, Xbox, speaking on a panel discussion about product inclusion this year at Build. Wright's team applied these principles to update the game Forza Horizon 5 with character customization features, such as skin tone, hair types, race, ethnicity, and even pronouns that carry through the game. The feedback from players is that these options help them feel like they belong in the game—and when they feel like they belong, they play more.



"I think your identity and seeing yourself in a game is really important. Your uniqueness makes you who you are."

Christina Parker, Senior Program Manager

→ Learn more about how Parker [champions diversity and representation in the gaming industry](#).

If we don't intentionally include, we unintentionally exclude. Inclusive design and inclusive products are not just about accessibility; they are about creating experiences that cater to the diverse needs of all users. By recognizing and addressing the various barriers that people face, we can develop solutions that are not only functional but also empowering.

Event spotlight: Advancing accessibility at the Ability Summit

Every year, the Ability Summit at Microsoft brings together thought leaders, innovators, and advocates from around the globe to push the boundaries of accessibility and inclusion. This year's summit included more than 17,000 people from 137 countries and 3,000 organizations joining us to bridge the disability divide.

The summit is not just an event, it's a movement. It's about imagining a future where technology empowers everyone, including people with disabilities. It's about collaborating with the disability community to build accessible and inclusive products, services, and environments that empower all users. And it's about including everyone in the conversation, amplifying the perspectives of people with disabilities.

→ Learn more about [this year's Ability Summit](#).



"As we reflect on our ongoing commitment at Microsoft, our goal remains to cultivate a culture of accessibility and integrate it

into all aspects of our work, always guided by the insights of people with disabilities. This objective extends beyond Microsoft; it addresses a societal need and a fundamental right. Our efforts are crucial for the over 1.3 billion people with disabilities worldwide."

Jenny Lay-Flurrie, Chief Accessibility Officer

Employee Signals and thriving

Understanding the employee experience at Microsoft is important so that we can assess what is working and where we need to improve. We capture sentiment in several different ways, which informs the action we take.

One way we listen to our workforce is through Employee Signals, a twice-yearly survey focusing on the employee experience. This frequency helps us stay close to employee feedback and respond in a timely way. This year, inclusion was one of the top strengths highlighted by Employee Signals

respondents. We also heard from employees that a supportive and inclusive environment and collaboration with diverse teams are two elements employees enjoy most about working at Microsoft.

We calculate average scores based on participants' responses on a five-point scale ranging from "Strongly disagree," which equals a score of 0, to "Strongly agree," which equals a score of 100. An average score of 75, for example, indicates that on average, employees "Agree" with a sentiment.

Thriving

Within Employee Signals, we focus on thriving, which we define as "being energized and empowered to do meaningful work." This is designed to measure employees' sense of purpose, which is important to personal and professional fulfillment.

We survey employees on three dimensions of thriving:

- Feeling energized
- Feeling empowered
- Doing meaningful work



INSIGHTS

- ▶ Global and US thriving scores remained flat compared to last year at 76.
- ▶ This year's global score of 76 was made up of an average of energized (72), empowered (77), and meaningful work (79). We still have room to improve, especially with feeling energized.
- ▶ Men and women's global thriving scores remained flat year over year at 77 and 75, respectively.
- ▶ Thriving scores in the US for white employees increased year over year; Black and African American, Hispanic and Latinx, multiracial, and Native Hawaiian and Pacific Islander employees' scores remained unchanged; Asian and Native American and Alaska Native employees' scores decreased.

Employee Signals 2024 survey results*

Global data	Thriving	Energized	Empowered	Meaningful work
WOMEN	75	71	76	78
MEN	77	73	78	80
US data	Thriving	Energized	Empowered	Meaningful work
ASIAN	76	72	77	78
BLACK AND AFRICAN AMERICAN	77	72	79	79
HISPANIC AND LATINX	77	72	79	80
NATIVE AMERICAN AND ALASKAN NATIVE	73	67	75	77
NATIVE HAWAIIAN AND PACIFIC ISLANDER	78	74	79	80
WHITE	75	71	76	79
MULTIRACIAL	73	67	75	76

*Data visualization on this page is not to mathematical scale.

Culture of inclusion

While increasing representation is vital to our D&I goals, strengthening inclusion is equally essential. Understanding the level of inclusion felt by employees is key to bridging the gap between the culture we aspire to and the lived experiences of each individual at Microsoft. This year, Employee Signals analyses indicate that fostering team-level sentiment—where people can be their authentic selves, are treated with respect, work effectively in a hybrid environment, and drive positive cultural change—positively impacts creating and sustaining inclusive workplaces.

To measure our collective efforts, we focus on the following sentiments in Employee Signals:

- Inclusive team: “I feel included in my team.”
- Contribute to D&I: “I understand what is expected of me on a daily basis to contribute to a diverse and inclusive Microsoft.”

Employees respond to these statements on a five-point “Strongly disagree” to “Strongly agree” scale. Both items signal whether our collective efforts enable everyone to feel included and deepen individual and organizational D&I awareness, acumen, and adoption.

Employee Signals 2024 survey results*

Inclusive team

- The average “Inclusive team” score remained unchanged year over year at 86 globally and in the US.
- Average scores remained flat for men and women year over year at 87 and 85, respectively.
- Black and African American, Hispanic and Latinx, and white employees reported a 1-point increase year over year.
- The average scores for Native American and Alaska Native and Native Hawaiian and Pacific Islander decreased year over year by 4 points and 1 point, respectively.
- Average scores remained flat for Asian and multiracial employees year over year.

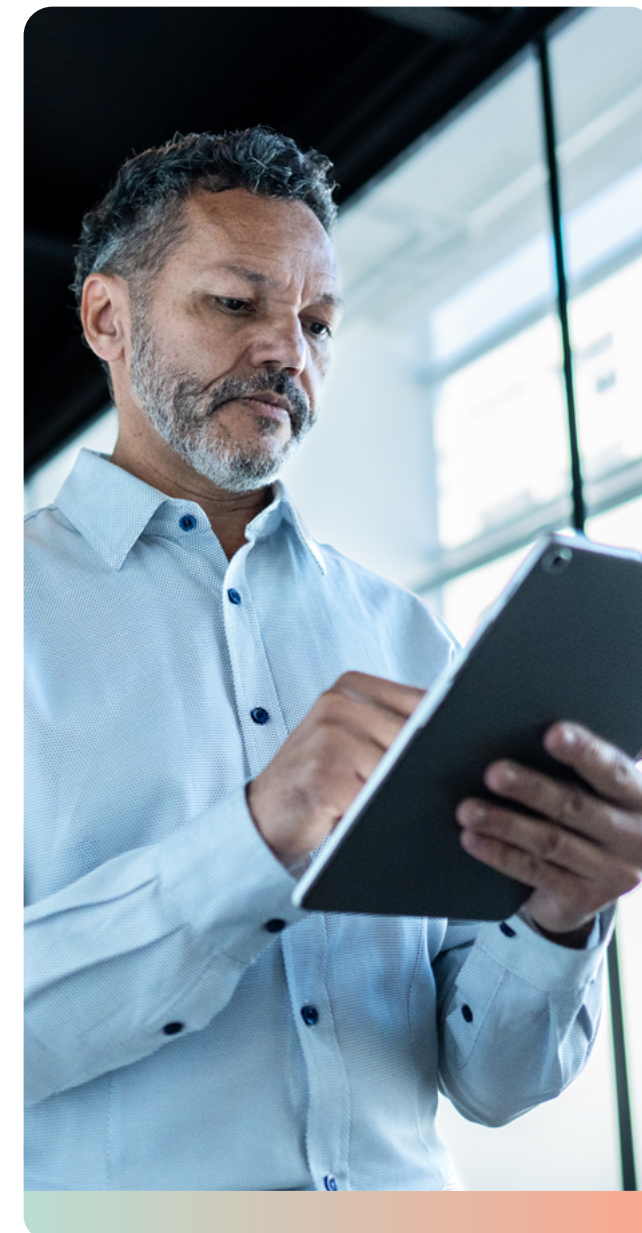
Global data	Inclusive team
WOMEN	85
MEN	87
US data	Inclusive team
ASIAN	85
BLACK AND AFRICAN AMERICAN	86
HISPANIC AND LATINX	88
NATIVE AMERICAN AND ALASKAN NATIVE	82
NATIVE HAWAIIAN AND PACIFIC ISLANDER	87
WHITE	87
MULTIRACIAL	86

Contribute to D&I

- The average “Contribute to D&I” score decreased from 84 to 82 globally.
- The average US score decreased from 83 to 81.

Global data	Contribute to D&I
WOMEN	83
MEN	82
US data	Contribute to D&I
ASIAN	81
BLACK AND AFRICAN AMERICAN	81
HISPANIC AND LATINX	84
NATIVE AMERICAN AND ALASKAN NATIVE	77
NATIVE HAWAIIAN AND PACIFIC ISLANDER	82
WHITE	81
MULTIRACIAL	80

*Data visualization on this page is not to mathematical scale.



Employee Resource Groups

ASIANs BAM DISABILITY FAMILIES GLEAM HOLA INDIGENOUS MILITARY WOMEN

At Microsoft, we strive to create inclusive environments where everyone can bring their unique selves and thrive. The nine [Employee Resource Groups \(ERGs\)](#) within our company are vital in fostering community, learning, networking, and support for employees. Since 1989, these employee-led and centrally funded groups have been essential in enhancing connectivity, support, and inclusion at Microsoft. The nine ERGs are governed and supported by the Talent, Diversity, Inclusion, and Learning (TDIL) team and align with our diversity and inclusion priorities to drive the business for our customers and partners.

Over the past year, ERGs have been instrumental in providing support, fostering engagement, influencing for change, and making an impact both within Microsoft and beyond:

- Asians at Microsoft partnered with nonprofits to develop an external mentorship program, pairing 30 Microsoft mentors with 30 early-career mentees over two months. This initiative featured 18 speakers, involved 6 charities, and spanned 10 locations with 9 nationalities represented.
- The Talent, Learning, Diversity, and Inclusion (TDIL) Team partnered with Blacks at Microsoft (BAM) to host events as a part of Microsoft's sponsorship of Afrotech, an annual event for Black and African American tech professionals, start-ups, and entrepreneurs. BAM Leadership led a session focused on how to support one

another and request support from managers in the workplace and hosted a networking event to grow and build connections for the 238 Microsoft employees in attendance.

- Disability at Microsoft received a record high of more than 570 applications for their scholarships. Ten scholarships were awarded, with 70 community members participating in the review process. Scholarships aimed at bridging the disability divide went to students who have a cognitive or intellectual disability and are enrolling at a two-year school.
- The Families ERG continued to host crucial informational sessions throughout the year, covering topics such as elder fraud and abuse awareness, keeping kids safe online, building a family tech strategy, and partnerships with other ERGs, bringing in over 5,000 registrants.



"Employee Resource Groups and Communities are essential in fostering growth, allyship, and an inclusive culture that attracts top talent and drives customer success. The dedicated employees who lead and sponsor these groups play a pivotal role in ensuring our D&I strategy remains dynamic, relevant, and responsive."

Sarah Bender, Director of ERG and Community Experience

- This past year, the Global LGBTQIA+ Employees and Allies at Microsoft (GLEAM) Employee Resource Group partnered with Microsoft Stakeholders Voluntary PAC (MSVPAC) to host an event with Sarah McBride, Democratic state senator and Congressional candidate, to raise awareness about the US community's experiences and foster connection across GLEAM's global membership. The event included a fundraising reception and fireside chat highlighting Senator McBride's experiences and vision for a more inclusive and equitable society and was streamed for Microsoft employees.
- The Hispanic and Latinx Organization of Leaders in Action (HOLA) ERG raised \$90,000 during Microsoft's annual Give donation event, and more than doubled the number of scholarships provided to students.
- The Indigenous ERG's US chapter, in collaboration with Natives Rising—a nonprofit organization dedicated to empowering Indigenous communities through technology careers and entrepreneurship—successfully hosted the third annual STEM camp. This event brought together students from 19 tribes across 12 states.
- The Military ERG partnered with the Global Benefits team to share feedback and suggestions to improve Microsoft's Military Leave of Absence Policy. The ERG input influenced changes to

policy to provide more support and stability for employees who must take military leave in the US. ERG leadership remains engaged with the benefits team to discuss similar improvements for employees in other countries.

- In 2025, the Women at Microsoft ERG will celebrate 35 years, with a thriving community of over 35,000 employees and more than 100 business and regional chapters worldwide. Their mission focuses on advancing inclusion, equity, and representation for women of all racial, ethnic, ability, and background identities. A core focus of their work has been creating opportunities for connection, mentorship, and networking, helping to empower women at all career stages and contributing to increased representation in leadership roles across the company.



BAM Summer Mentorship opened the NYSE and attended a financial workshop

Employee Communities

We recognize that each individual is unique, yet being part of a community often helps us thrive. No matter if a community is based on interests, identity, or career, there is likely a Microsoft Employee Community to serve it. Alongside the nine Employee Resource Groups, employees can join various peer-led communities through our internal Find Your Community hub. Employee Communities are key enablers of our culture of inclusion by providing spaces where employees can garner support, mentorship, and expand their networks.



"Employees come to Microsoft from a wide variety of backgrounds, some overcoming considerable challenges and bringing invaluable perspectives that enrich

their work and our company. It makes me incredibly proud that so many go on to help others overcome the same socioeconomic barriers, helping people both internally and externally."

Hugh Milward, Vice President, External Affairs, UK and Executive Sponsor

Communities centered on culture or identity, which align with our diversity and inclusion priorities, receive direct support from the Talent, Diversity, Inclusion, and Learning (TDIL) team, offering resources and leadership guidance. Some of these Employee Communities include:

- Catholics at Microsoft
- EmbrACE
- Ethical Non-Monogamy at Microsoft (ENUM)
- First Generation Low Income (FLI) at Microsoft
- Generations at Microsoft
- Jews at Microsoft
- Middle Eastern and North African at Microsoft
- Mixed at Microsoft
- Multifaith Community at Microsoft
- Muslims at Microsoft
- Palestinians and Allies at Microsoft
- Social Mobility at Microsoft



Recognition

We invest in our D&I work with the aim of making internal progress, not gaining accolades. However, we do recognize the value of the third-party assessments, which can offer an objective view of how we're measuring up to our D&I commitments. These appraisals can help stakeholders, current and potential employees, and partners understand our D&I work better.

Brandon Hall Group's Best Learning Program That Supports and Promotes Diversity, Equity, Inclusion, and Belonging 2024

Awarded August 2024

Comparably's Best Global Culture 2024

Awarded March 2024

Disability: IN Best Places to Work for Disability Inclusion 2024

Awarded June 2024

Fast Company's World's Most Innovative Companies 2024

Awarded March 2024

Forbes America's Best Employers by State 2024

Awarded August 2024

(Arizona, California, Colorado, Florida, Georgia, Illinois, Indiana, Maryland, Massachusetts, Michigan, Nevada, New Jersey, New York, North Carolina, Ohio, Oregon, Pennsylvania, Tennessee, Texas, Virginia, Washington)

Forbes America's Best Employers for Diversity 2024

Awarded April 2024

Forbes America's Best Employers for New Grads 2024

Awarded May 2024

Forbes America's Best Employers for Veterans 2023

Awarded November 2023

Forbes America's Best Employers for Women 2024

Awarded July 2024

Forbes America's Best Large Employers 2024

Awarded February 2024

Forbes Canada's Best Employers 2024

Awarded January 2024

Forbes World's Best Employers 2023

Awarded October 2023

Forbes World's Top Companies for Women 2023

Awarded October 2023

Glassdoor's Best Places to Work 2024

Awarded January 2024

Human Rights Campaign's Corporate Equality Index 2023-2024

Awarded November 2023

JUST 100 by JUST Capital 2024

Awarded February 2024

Newsweek World's Most Trustworthy Companies 2024

Awarded September 2024

Randstad's Top 10 Most Attractive Employers in India 2024

Awarded August 2024


Sustainability Magazine's Top 10: Diversity Leaders 2024

Awarded August 2024

TIME World's Best Companies 2024

Awarded September 2024

With each report, we continue our mission to consciously and intentionally include everyone.

 Explore more at aka.ms/DIReport.

