Snap's 3i Framework to approach DEI

Each of us at Snap can drive transformational change using the 3i framework:

1

INTERNAL

Change your thinking

2

INTERPERSONAL

Change your behavior

3

INSTITUTIONAL

Change the system

3i (3 👁) "Perception beyond ordinary sight"

Implementing 3i — the WHY

INTERNAL

Each of us must increase and deepen our DEI insight, expertise & leadership.

INTERPERSONAL

To change the system, individuals within the system must change behavior.
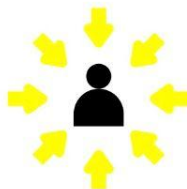
INSTITUTIONAL

Equity must be embedded at the heart of our business plan.

Connecting the 3is

3i action is **internal**,
interpersonal,
and **institutional**

Behavioral change starts
with **internal** reflection and
personal awareness

Awareness leads
to insight

Greater DEI insight will be
a life-long journey and will
change our **interpersonal**
relationships with others

You will only achieve sustainable
institutional change - removing
bias from our systems - if you do
the internal and interpersonal
work too

There is no shortcut to
drive long-term impact

1

Internal
Change your thinking

Learn
to identify bias and privilege

Do
the personal reflection
that sustains allyship

Activate
awareness that leads
to action

People

1. Deepen your understanding of your role as an ally with formal training, eg attend Allyship Workshops hosted by your company or online

2. Be open to view points of underrepresented groups, for example:

   Tech Culture Interrupted: podcast by National Council for Women in Technology

   Race Ahead: Fortune's newsletter on race and equity

   NYT's Still Processing podcast

   Subscribe to **5 Ally Action newsletter**

Product

1. Get curious about how your work product impacts different groups. Start with **this podcast**, **this one** or even **this one**.

2. Build products with **equity in mind**

3. Educate yourself about the most important equity issues in your industry - for example understand **why the concept of intersectionality is important**

4. Consume and elevate content created by historically excluded creators.

Community

1. Make space in your own daily news reports for views direct from URGs (check out **Blavity**)

2. Personally support organizations in your ecosystem that drive diversity.

3. Get familiar with the demographics of your primary audience or customer base. It's likely they're more diverse than you think! Get curious about what's important to them, then build that into your strategy.

2

Interpersonal
Change your interactions

Design
DEI into your everyday behavior

Speak up
when you see inequity

Change choices
about who you meet, invite into your inner circle, and sponsor

Establish your profile as a leader who values diversity

People

1. Be intentional about distributing stretch projects. Look at **this tool** to reduce bias. Examine existing frameworks, processes, or checklists for how projects are distributed for bias; if there are none, make some!

2. Look at who you mentor and sponsor. Are they similar to you? If you are not from an underrepresented group (URG), intentionally increase the URGs you sponsor or mentor.

3. Increase access to you and your leadership team for team members from underrepresented groups (eg. host open brown bag lunches for your teams).

4. Attend an ERG meeting and really listen.

Product

1. Know your audience and how they identify. Do the research, don't assume.

2. Engage with users and stakeholders of your work product from different backgrounds and understand how they experience your work. Build with their experience in mind.

3. Bring new voices to the table when building your roadmap. For example, think about engaging your Employee Resource Groups in brainstorms.

4. What data informs your research? Are your insights from people with lived experience? If so, your product will be more relevant and authentic.

Community

1. Build pipeline by establishing yourself as a leader in DEI.

2. Amplify the voices of URG thought-leaders and share high priority roles available at your company on LinkedIn.

3. Expand your network with a focus on diversity — attend virtual events and build relationships with candidates from our network of diversity partnerships orgs

4. Seek out experiences that are different to your lived experience. This uplevels your understanding of equity - not the intellectual understanding you already have, but the lived experience you may never have had.

3

Institutional
Change the system

Design equity
into the system(s) you
work within

Introduce
Inclusive Design Principles
to your team

Audit systems
you use most for bias

People

1. Invest in career development of under-represented groups.

2. If you are a Hiring Manager (or can influence a HM, ask them to) review reports that show whether applicants for your roles have been diverse. If not, work with your recruiter to improve outreach efforts that produce more qualified URG candidates.

3. Ensure your leaders take into account work to improve culture and DEI outcomes (eg as part of performance review).

4. Ask your leader to regularly review your team's diversity data. The aim is to move towards an end state where hiring, promotion, and retention rates are the same across all groups.

Product

1. Introduce, or request the introduction of, Inclusion Guidelines for your team (eg. Inclusive Content or Design Guidelines).

2. Introduce a DEI review of your product design process. This applies to non-product orgs also — what are the high leverage points that your team controls that could change the game, and increase DEI? For example, introducing a supplier diversity program.

3. Invest in increasing the DEI expertise of your team to ensure DEI is built into how we approach our work.

Community

1. Complete supplier/partner diversity audits to establish baseline metrics and institute supplier/vendor diversity policy (aim for a % of RFPs to be from URGs).

2. Review partnership guidelines and ensure DEI principles are embedded.

3. Widen industry access: support or launch initiatives that bring in URGs into your industry / sector.

What's next?

The 3i framework leads to the most important
"i"... **IMPACT!**

If everyone takes steps to implement internal,
interpersonal and institutional change, we can
change our companies, our industry and our world.