Diversity, Equity, Inclusion, & Belonging At IDEO
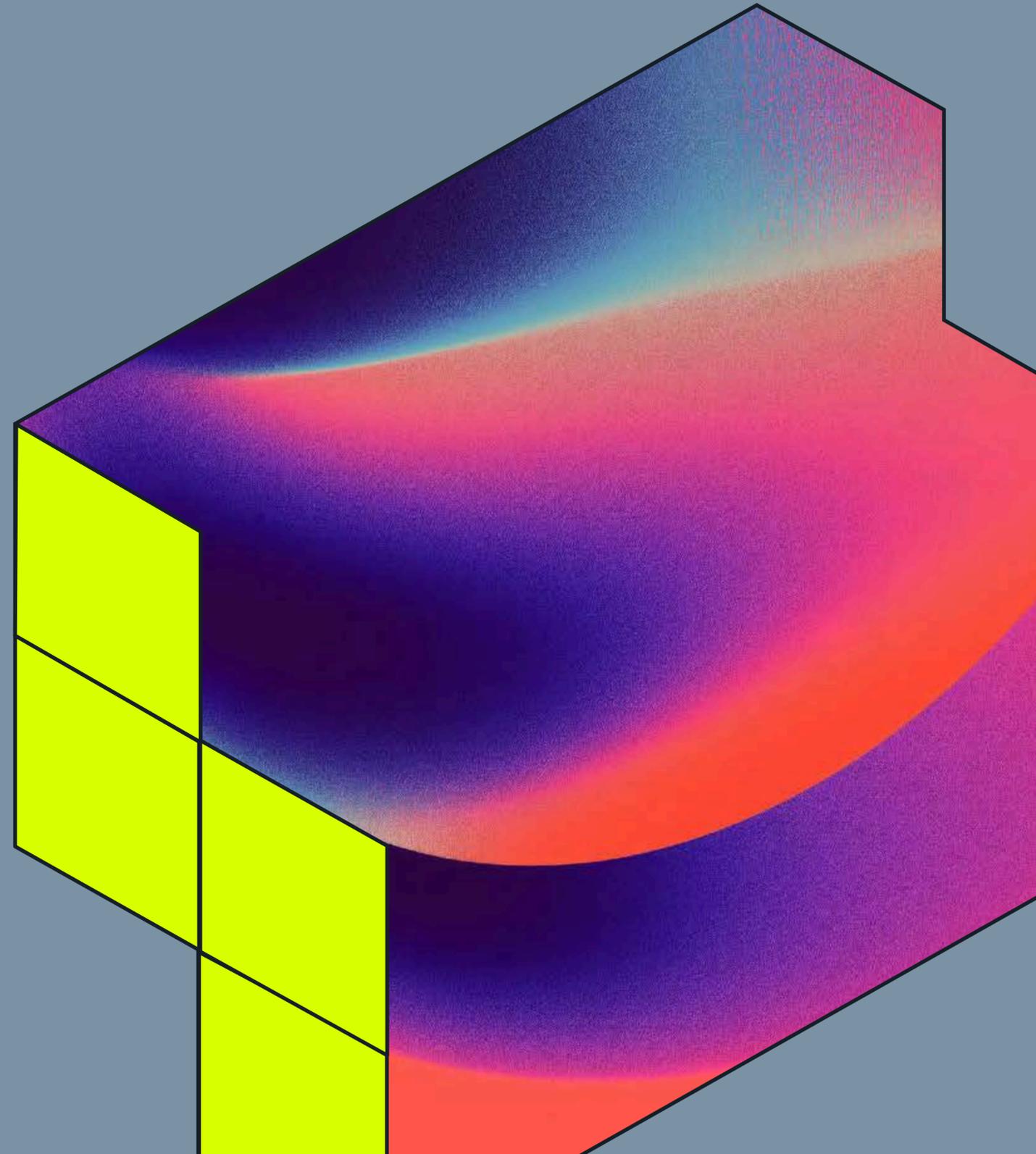
IDEO

2025 DEIB Summary
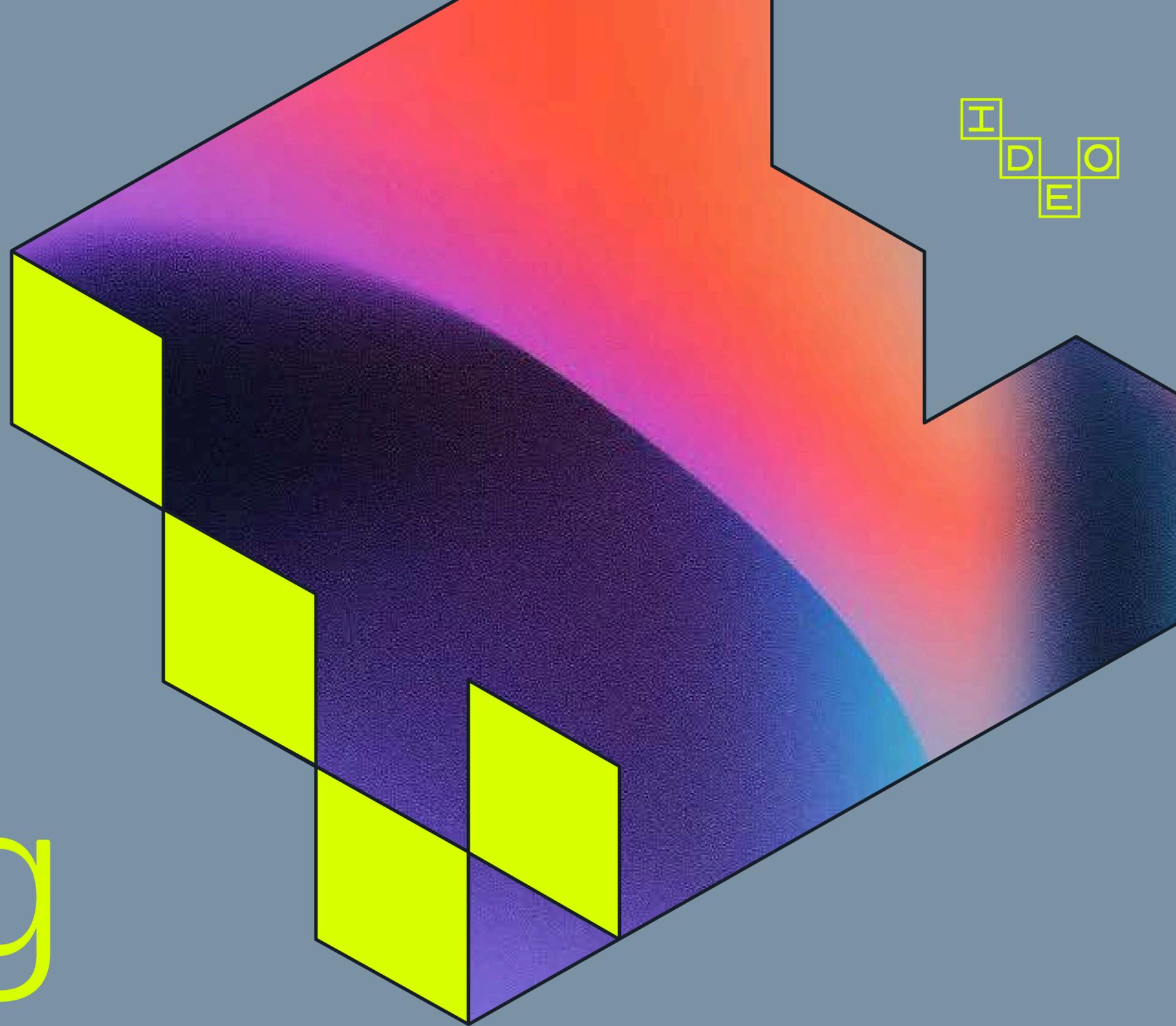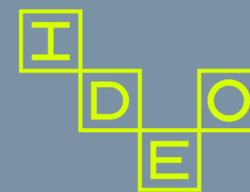
IDEO CEO MIKE PENG

We know from working here at IDEO, creativity isn't about the lone genius with the answer. It's about what becomes possible when people with different backgrounds, skills, and lived experiences work together—with each other and with our clients—to design better futures. Creative collaboration is at the heart of how we work. It's one of the things that I love most about IDEO, and it's what makes IDEO's impact distinctive.

That's why diversity, equity, inclusion, and belonging are essential to our collective creativity.

When people feel valued, supported, and able to fully contribute, the collective work is stronger. This report reflects our commitment to building the conditions for that kind of collaboration. It shares where we're making progress, where we need to do better, and how we're continuing to ensure every member of our community can fully participate and thrive.

Our Approach

At IDEO, we're designing a future where diversity, equity, inclusion, and belonging fuel our collective creativity.

IDEO is driven by the ambition to create positive impact in the world through design and creativity, and to help others do the same.

Fostering a diverse community of talent and ensuring an equitable and inclusive workplace are essential to that ambition.

Across our global organization, we are committed to making IDEO a place where everyone has equal access to opportunity and growth, where our differences are celebrated and valued, and where those differences strengthen how we work together.

We approach diversity, equity, inclusion, and belonging (DEIB) with the same care and intentionality as design: as an ever-evolving practice that requires deep listening, collaboration, curiosity, building, evaluation, and iterative refinement. To measure our progress, we track important indicators, including the evolution of our demographic diversity (particularly at senior levels); employee experiences and sense of belonging; and accountability for equitable and transparent practices that meet our mission and the needs of our people.

Since 2020, we've published summary data about our demographic representation each year, along with the insights and actions that are shaping our journey. We will continue to share that information publicly. This report reflects that ongoing commitment.

In 2024, we launched a global internal initiative to reflect on our progress since our first public DEIB commitments in 2020 and to refine our strategy based on what we've learned.

In 2025, we focused on activating and strengthening that strategy, organized around three core focus areas:

1. **Embedding DEIB across our business:** Isolated efforts have limited impact; to achieve our goals, we will further integrate DEIB considerations into the core of our operations, strategies, and choices.

2. **Putting power in our people's hands:** Top-down leadership is critical, but the IDEO community is also central to driving meaningful, lasting change. We will equip people with the tools, resources, and confidence they need.

3. **Aligning globally and impacting locally:** We'll continue to pursue an approach to DEIB strategy that resonates across our global teams, while remaining adaptable to local contexts and needs.

2025 Demographic Data

This information is collected from our employees at the time of hiring, and the specific data collected varies from country to country.
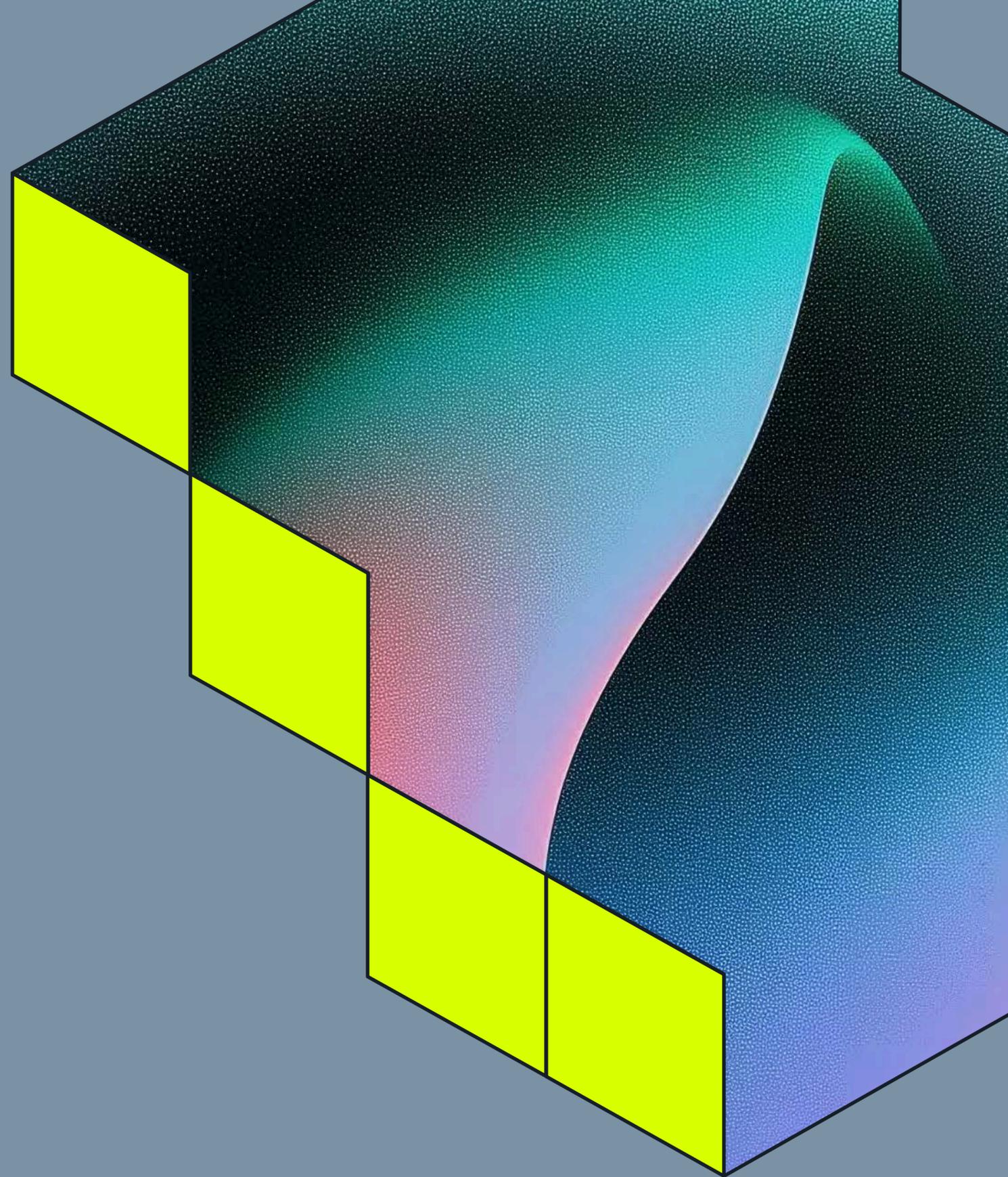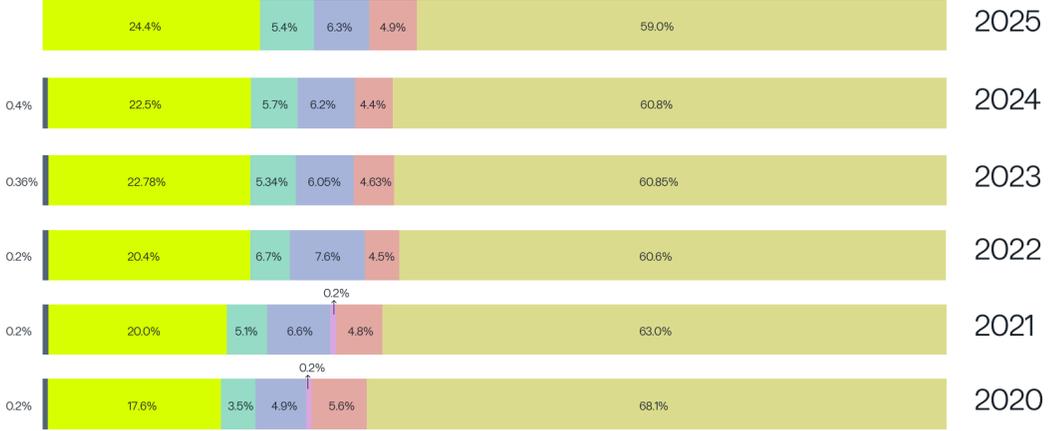
Race/Ethnicity (U.S.)

Legend:
- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic or Latinx
- Native Hawaiian or Other Pacific Islander
- Two or More Races
- White

Everyone

Year	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latinx	Two or More Races	White
2025		24.4%	5.4%	6.3%	4.9%	59.0%
2024	0.4%	22.5%	5.7%	6.2%	4.4%	60.8%
2023	0.36%	22.78%	5.34%	6.05%	4.63%	60.85%
2022	0.2%	20.4%	6.7%	7.6%	4.5%	60.6%
2021	0.2%	20.0%	5.1%	6.6% (0.2%)	4.8%	63.0%
2020	0.2%	17.6%	3.5%	4.9% (0.2%)	5.6%	68.1%

Team Leads

Year	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latinx	Two or More Races	White
2025		31.1%	5.4%	6.8%	1.4%	55.4%
2024		27.3%	9.1%	6.8%	2.3%	54.6%
2023	1.02%	25.51%	6.12%	8.16%	6.12%	53.06%
2022		18.2%	8.1%	8.8%	5.4%	59.5%
2021	0.6%	20.7%	5.6%	6.1%	5.0%	62.0%
2020	0.5%	17.8%	3.7%	2.1% (0.5%)	6.8%	68.6%

Individual Contributor

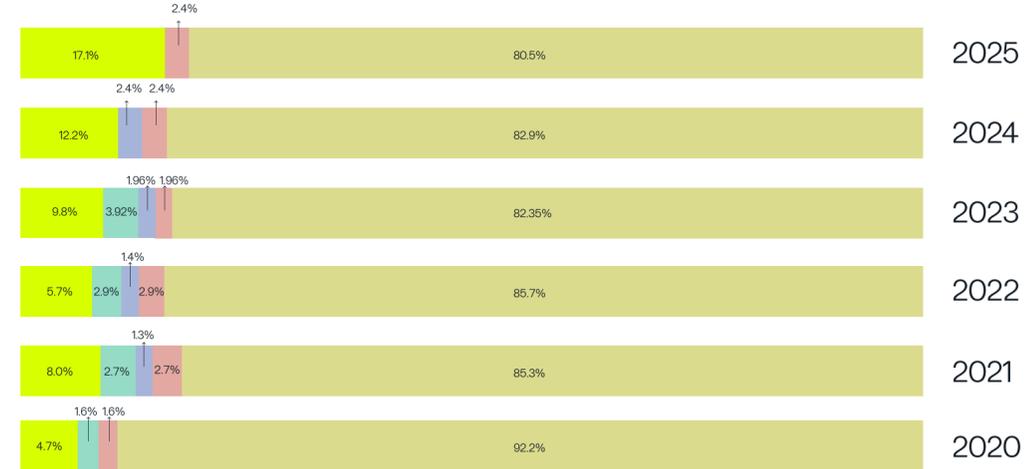| Year	Asian	Black or African American	Hispanic or Latinx	Two or More Races	White
2025	35.7%	17.9%	10.7%	17.9%	17.9%
2024	40.0%	13.3%	10.0%	6.7%	30.0%
2023	36.07%	8.2%	8.2%	3.28%	44.26%
2022	34.6%	9.3%	13.1%	3.7%	39.3%
2021	33.7%	7.1%	15.3%	5.1%	38.8%
2020	23.4%	4.7%	9.3%	7.5%	55.1%

Race/Ethnicity (U.S.)

Legend:
- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic or Latinx
- Native Hawaiian or Other Pacific Islander
- Two or More Races
- White

Directors

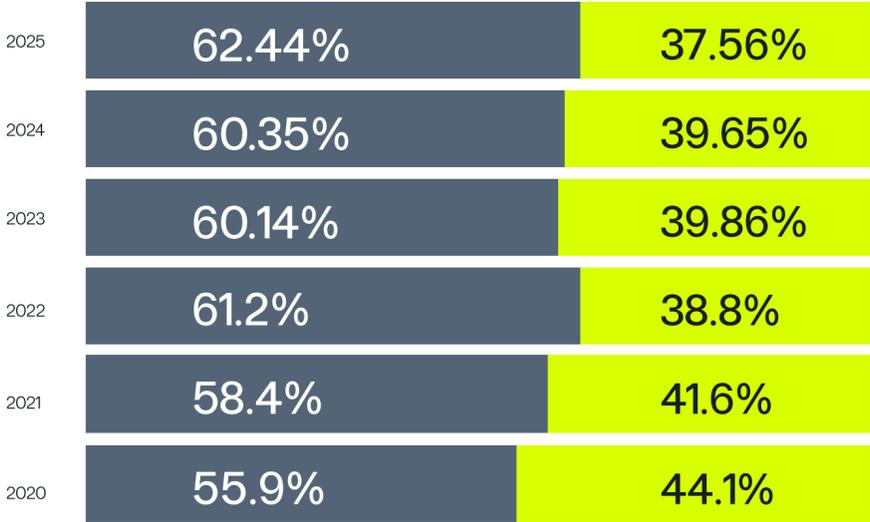| Year	Asian	Black or African American	Hispanic or Latinx	Two or More Races	White	Other
2025	16.1%	3.2%	6.5%	6.5%	67.7%	
2024	14.7%	1.5%	5.9%	7.4%	69.1%	1.5%
2023	16.9%	2.82%	4.23%	5.63%	70.42%	
2022	18.8%	4.2%	4.2%	5.2%	67.7%	
2021	14.7%	3.9%	2.9%	5.9%	71.6%	1.0%
2020	13.3%	1.9%	3.8%	1.9%	79.0%	

Senior Leadership

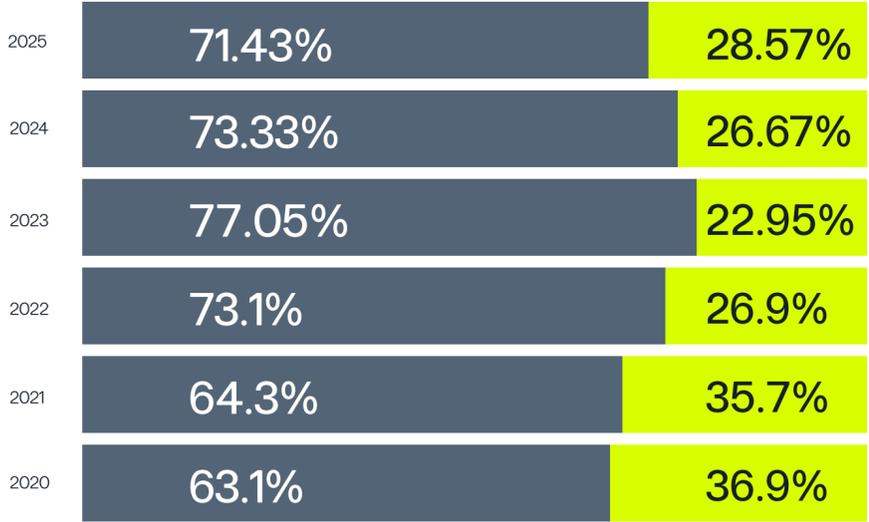| Year	Asian	Black or African American	Hispanic or Latinx	Two or More Races	White
2025	17.1%			2.4%	80.5%
2024	12.2%	2.4%	2.4%		82.9%
2023	9.8%	3.92%	1.96%	1.96%	82.35%
2022	5.7%	2.9%	1.4%	2.9%	85.7%
2021	8.0%	2.7%	1.3%	2.7%	85.3%
2020	4.7%	1.6%	1.6%		92.2%

Gender (U.S.)

Legend:
- ■ Women
- ■ Men
- ■ Non-Binary

We include internal self-reported data to recognize employees who identify outside binary gender classifications. In 2025, 2.4% of U.S. employees identified as non-binary (2.2% in 2024 and less than 1% in 2023).
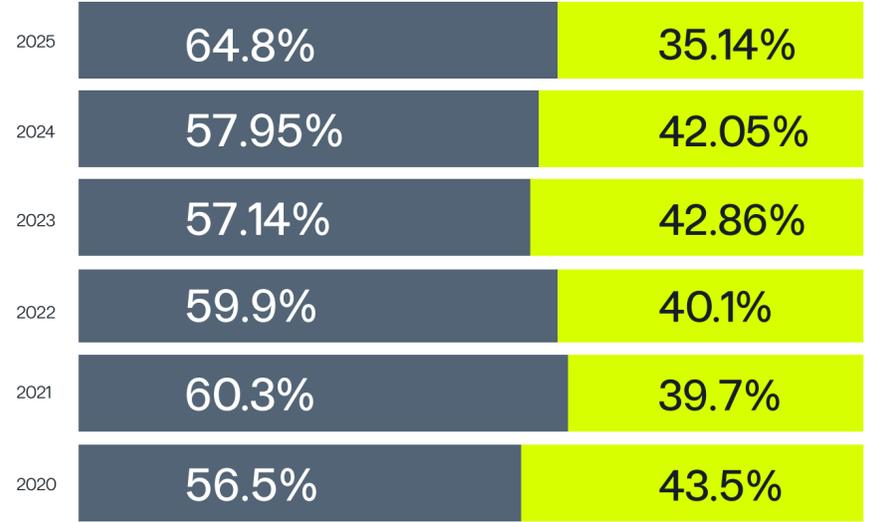
Everyone

Year	Women	Men
2025	62.44%	37.56%
2024	60.35%	39.65%
2023	60.14%	39.86%
2022	61.2%	38.8%
2021	58.4%	41.6%
2020	55.9%	44.1%

Individual Contributors

Year	Women	Men
2025	71.43%	28.57%
2024	73.33%	26.67%
2023	77.05%	22.95%
2022	73.1%	26.9%
2021	64.3%	35.7%
2020	63.1%	36.9%

Team Leads

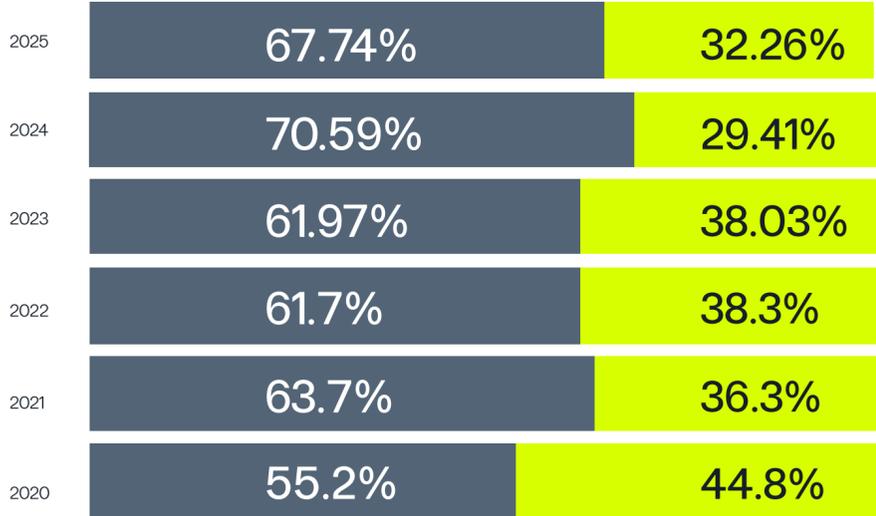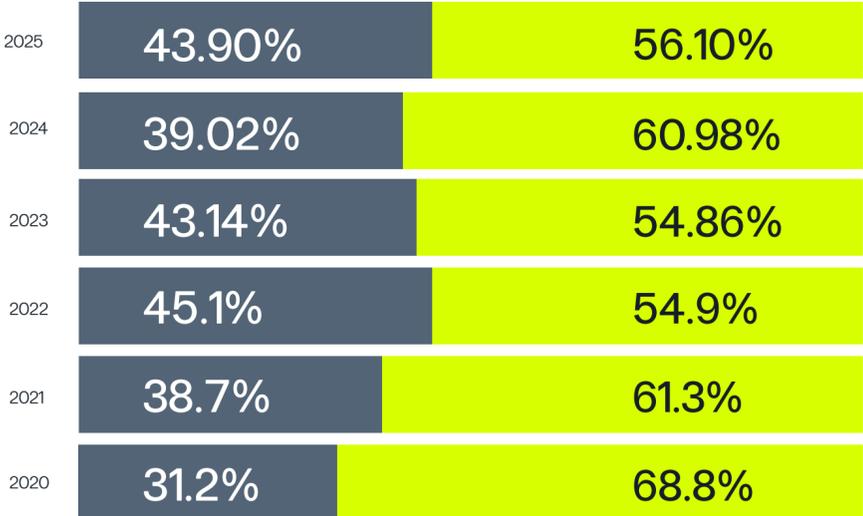| Year	Women	Men
2025	64.8%	35.14%
2024	57.95%	42.05%
2023	57.14%	42.86%
2022	59.9%	40.1%
2021	60.3%	39.7%
2020	56.5%	43.5%

Gender (U.S.)

■ Women
■ Men
■ Non-Binary

We include internal self-reported data to recognize employees who identify outside binary gender classifications. In 2025, 2.4% of U.S. employees identified as non-binary (2.2% in 2024 and less than 1% in 2023).
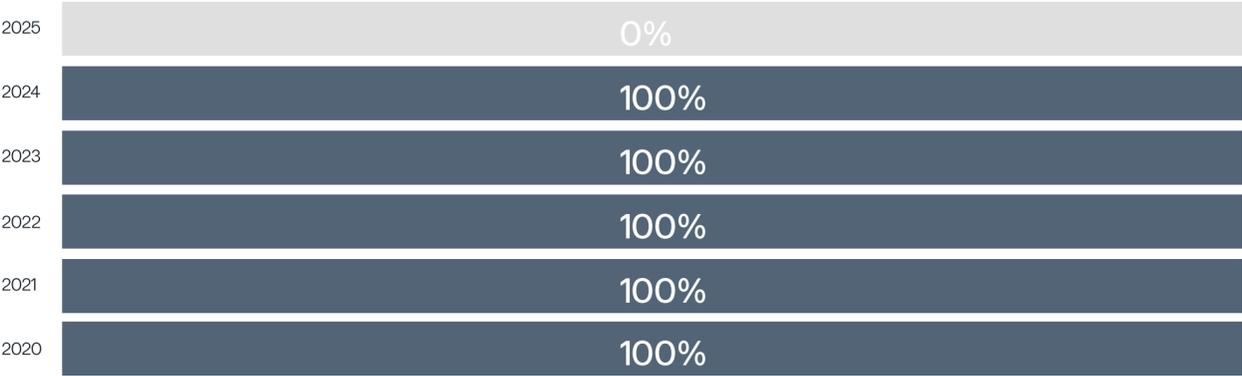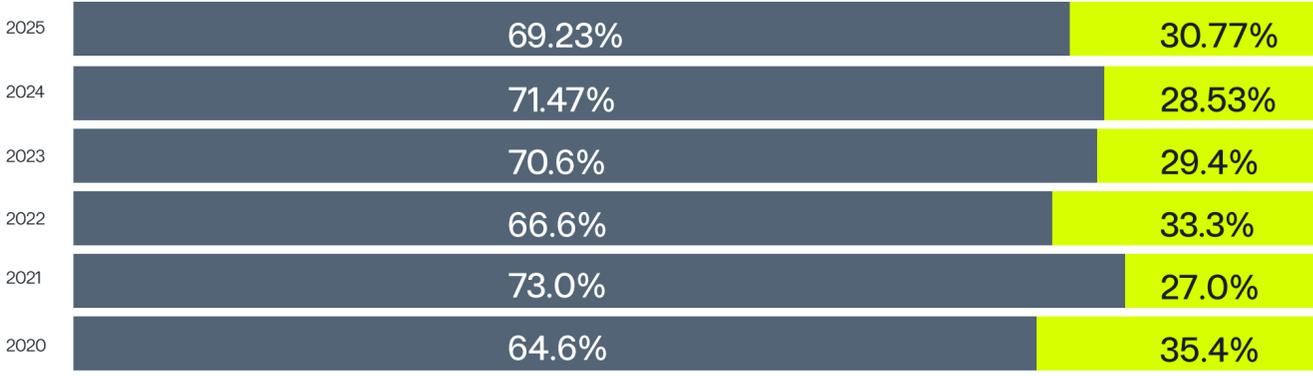
Directors

	Women	Men
2025	67.74%	32.26%
2024	70.59%	29.41%
2023	61.97%	38.03%
2022	61.7%	38.3%
2021	63.7%	36.3%
2020	55.2%	44.8%

Senior Leadership

	Women	Men
2025	43.90%	56.10%
2024	39.02%	60.98%
2023	43.14%	54.86%
2022	45.1%	54.9%
2021	38.7%	61.3%
2020	31.2%	68.8%

Race & Gender Intersection (U.S.)

Legend:
- ■ Women
- ■ Men
- ■ Non-Binary

We include internal self-reported data to recognize employees who identify outside binary gender classifications. In 2025, 2.4% of U.S. employees identified as non-binary (2.2% in 2024 and less than 1% in 2023).
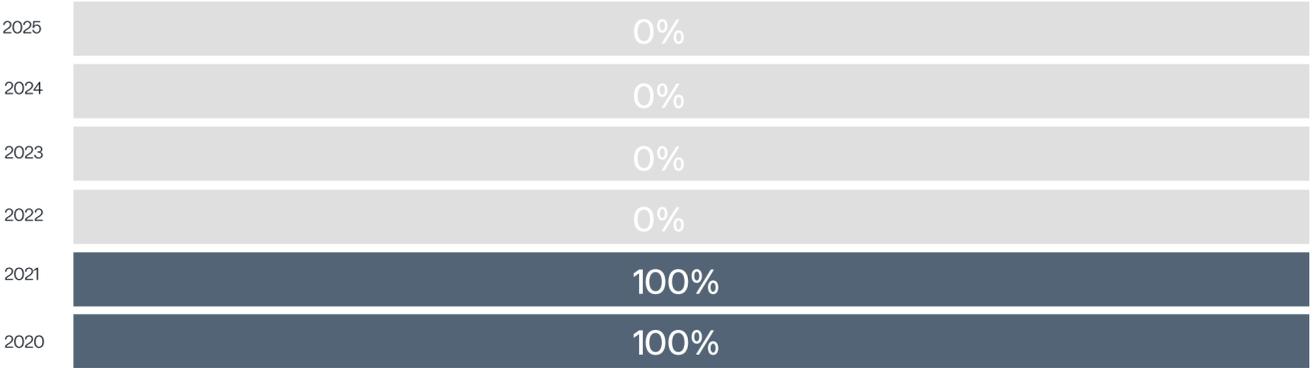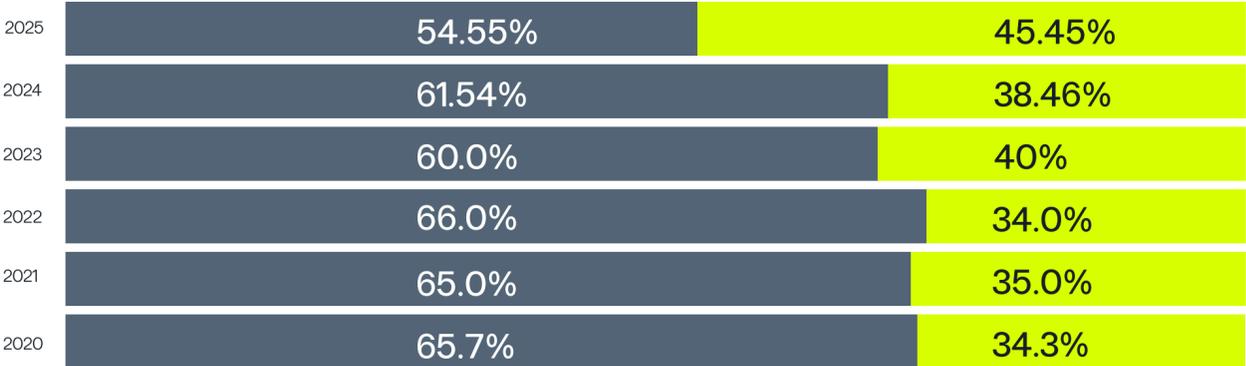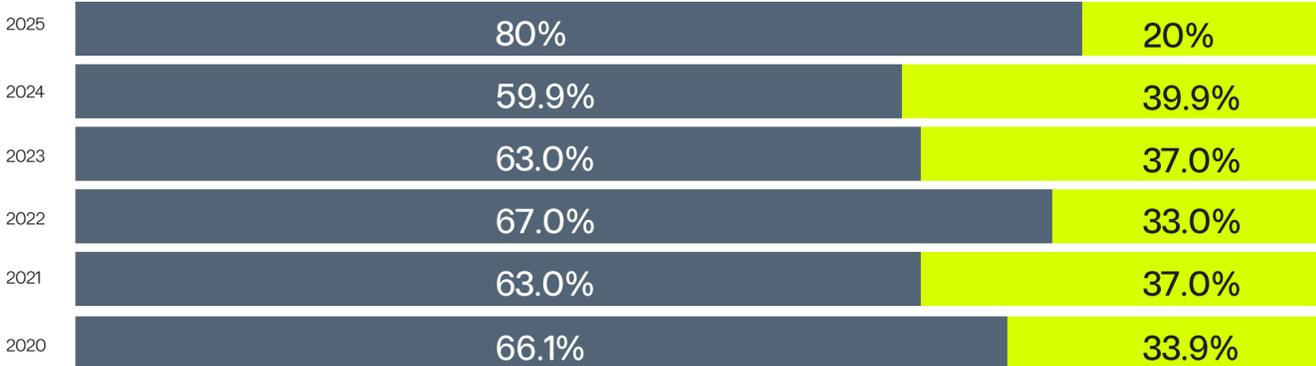
American Indian or Alaska Native

Year	Women	Men
2025	0%	
2024	100%	
2023	100%	
2022	100%	
2021	100%	
2020	100%	

Hispanic or Latinx

Year	Women	Men
2025	69.23%	30.77%
2024	71.47%	28.53%
2023	70.6%	29.4%
2022	66.6%	33.3%
2021	73.0%	27.0%
2020	64.6%	35.4%

Asian

Year	Women	Men
2025	68%	32%
2024	68.63%	31.37%
2023	67.0%	33.3%
2022	67.0%	33.3%
2021	67.0%	33.3%
2020	65.31%	34.69%

Native Hawaiian or Other Pacific Islander

Year	Women	Men
2025	0%	
2024	0%	
2023	0%	
2022	0%	
2021	100%	
2020	100%	

Race & Gender Intersection (U.S.)

■ Women
■ Men
■ Non-Binary

We include internal self-reported data to recognize employees who identify outside binary gender classifications. In 2025, 2.4% of U.S. employees identified as non-binary (2.2% in 2024 and less than 1% in 2023).
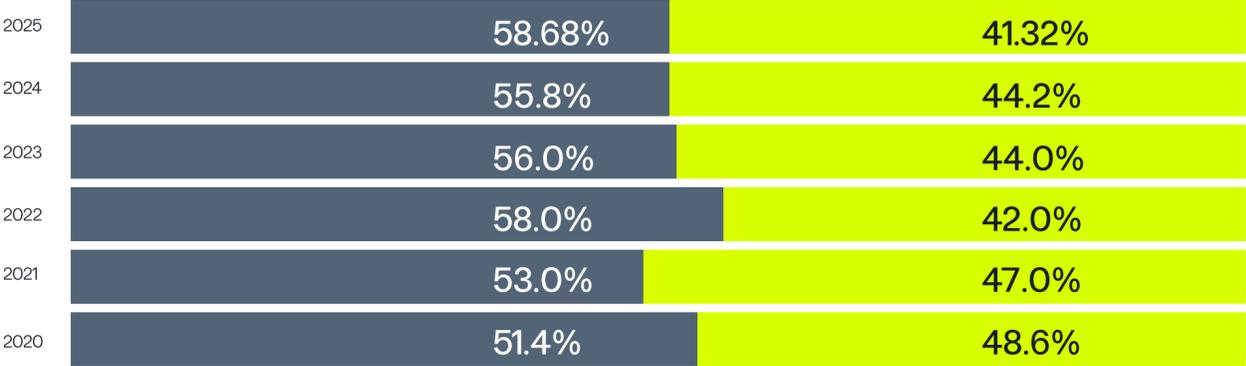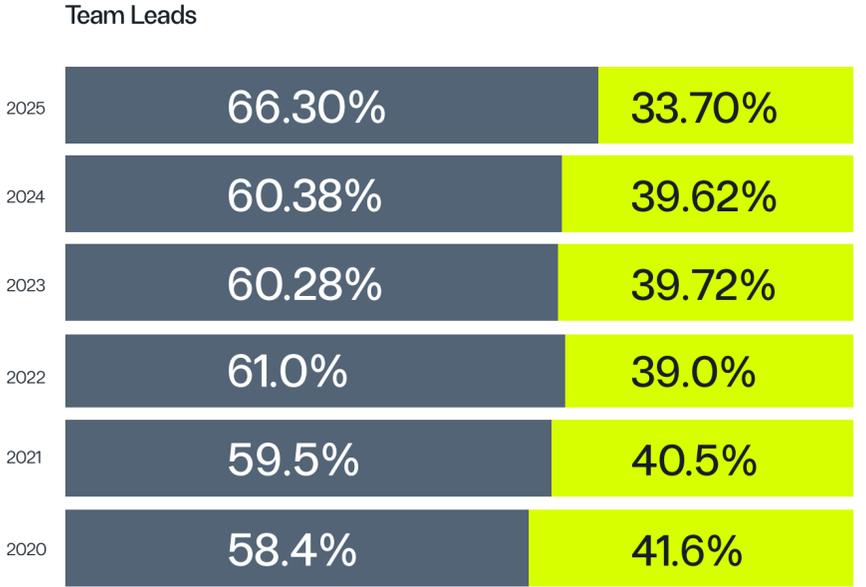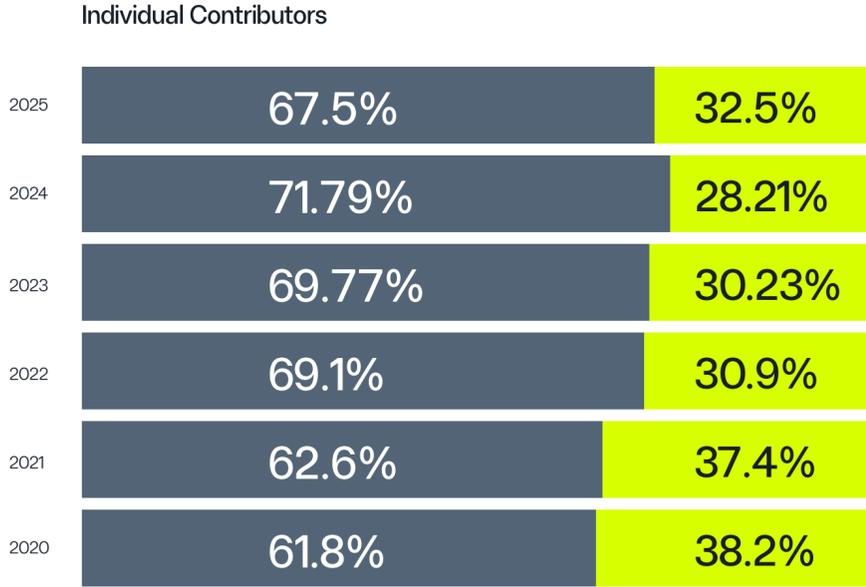
Black or African American

Year	Women	Men
2025	54.55%	45.45%
2024	61.54%	38.46%
2023	60.0%	40%
2022	66.0%	34.0%
2021	65.0%	35.0%
2020	65.7%	34.3%

Two or More Races

Year	Women	Men
2025	80%	20%
2024	59.9%	39.9%
2023	63.0%	37.0%
2022	67.0%	33.0%
2021	63.0%	37.0%
2020	66.1%	33.9%

White

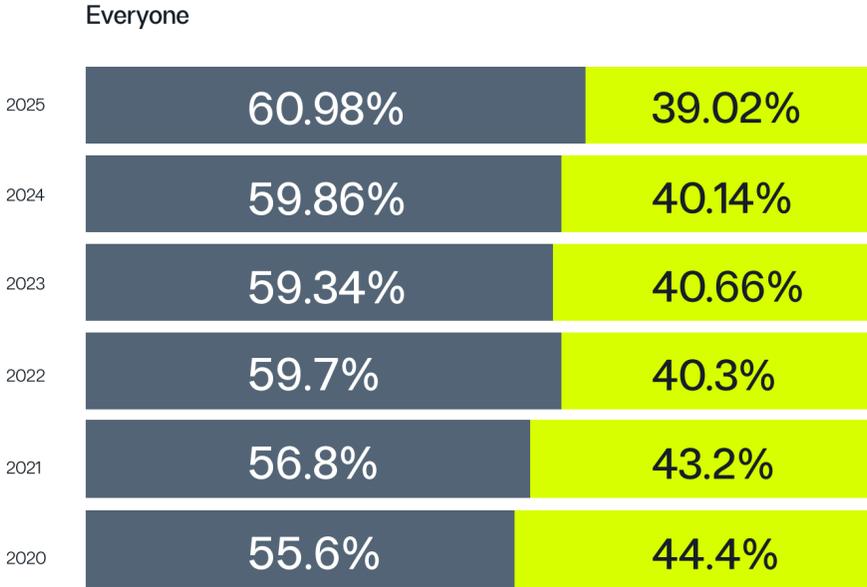| Year	Women	Men
2025	58.68%	41.32%
2024	55.8%	44.2%
2023	56.0%	44.0%
2022	58.0%	42.0%
2021	53.0%	47.0%
2020	51.4%	48.6%

Gender (Global)

■ Women
■ Men
■ Non-Binary

We include internal self-reported data to recognize employees who identify outside binary gender classifications. In 2025, 2.4% of U.S. employees identified as non-binary (2.2% in 2024 and less than 1% in 2023).

Everyone

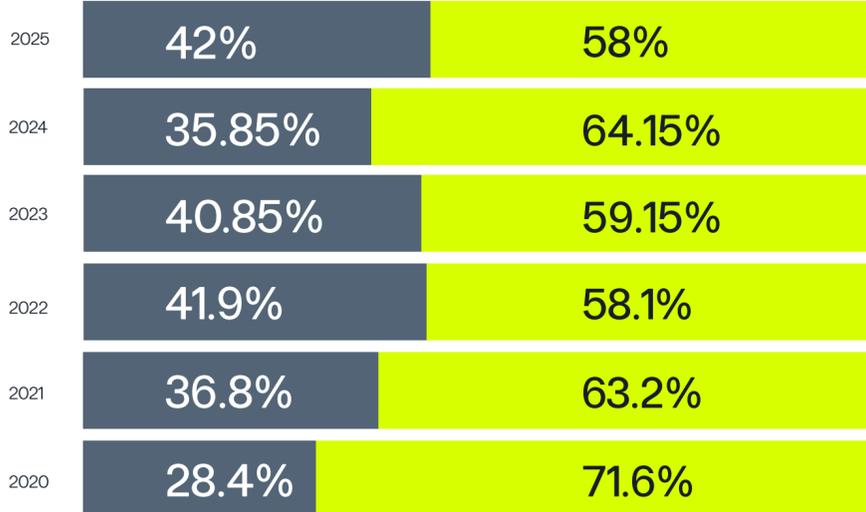| Year	Women	Men
2025	60.98%	39.02%
2024	59.86%	40.14%
2023	59.34%	40.66%
2022	59.7%	40.3%
2021	56.8%	43.2%
2020	55.6%	44.4%

Individual Contributors

Year	Women	Men
2025	67.5%	32.5%
2024	71.79%	28.21%
2023	69.77%	30.23%
2022	69.1%	30.9%
2021	62.6%	37.4%
2020	61.8%	38.2%

Team Leads

Year	Women	Men
2025	66.30%	33.70%
2024	60.38%	39.62%
2023	60.28%	39.72%
2022	61.0%	39.0%
2021	59.5%	40.5%
2020	58.4%	41.6%

Gender (Global)

Women (dark grey)
Men (yellow-green)
Non-Binary (black)

We include internal self-reported data to recognize employees who identify outside binary gender classifications. In 2025, 2.4% of U.S. employees identified as non-binary (2.2% in 2024 and less than 1% in 2023).

Directors

Year	Women	Men
2025	63.41%	36.59%
2024	68.60%	31.40%
2023	62.24%	37.76%
2022	59.7%	40.3%
2021	60.0%	40.0%
2020	53.9%	46.1%

Senior Leadership

Year	Women	Men
2025	42%	58%
2024	35.85%	64.15%
2023	40.85%	59.15%
2022	41.9%	58.1%
2021	36.8%	63.2%
2020	28.4%	71.6%

Level and Data Details

IDEO's demographic data is self-reported by employees upon their employment at IDEO, as per U.S. Equal Employment Opportunity (EEO) guidelines and in compliance with privacy laws in all regions. The data limitations for gender identity (two options) and race/ethnicity (seven options) are a result of the EEO's defined classifications.

- The EEO-1 Report is a compliance survey mandated by the U.S. government. More details and a sample copy of the EEO-1 form are available here.

- IDEO does not collect race/ethnicity data in countries outside the United States.

- IDEO employment levels are categorized as follows:

  - Individual Contributors — Focus primarily on individual contributions to teams and/or departments.

  - Team Leads — Begin taking direct responsibility for others, often by leading projects or guiding other practitioners.

  - Directors — Hold leadership responsibilities across studio, location, and organizational levels. They help guide craft, manage client relationships, shape culture, and participate directly in people development.

  - Senior Leadership — Carries a broad range of responsibilities for nurturing individual development of designers, including career and salary decisions. They make decisions that affect the strategic direction of the business.

- Percentages may not sum perfectly to 100 because of rounding.

- IDEO's employment data, in accordance with government requirements, inaccurately presents gender as binary. We don't agree with this presentation and want to publicly acknowledge that there are members of our community who identify outside a binary gender framework, including Agender, Androgynous, Bigender, Gender nonconforming, More than one, Questioning, and Two Spirit. To address this gap, IDEO uses internal voluntarily self-reported employee data to more accurately represent our non-binary community.

2025 Data Observations

Reflecting on six years of demographic data, IDEO has made gradual progress in key areas while recognizing that there is still significant work to be done to achieve greater equity and representation across race, ethnicity, and gender — particularly at the director and senior leadership levels. Overall, the distribution of employees by race and gender in 2025 remains largely consistent with 2024, with most intersectional groups showing stability rather than sustained growth.
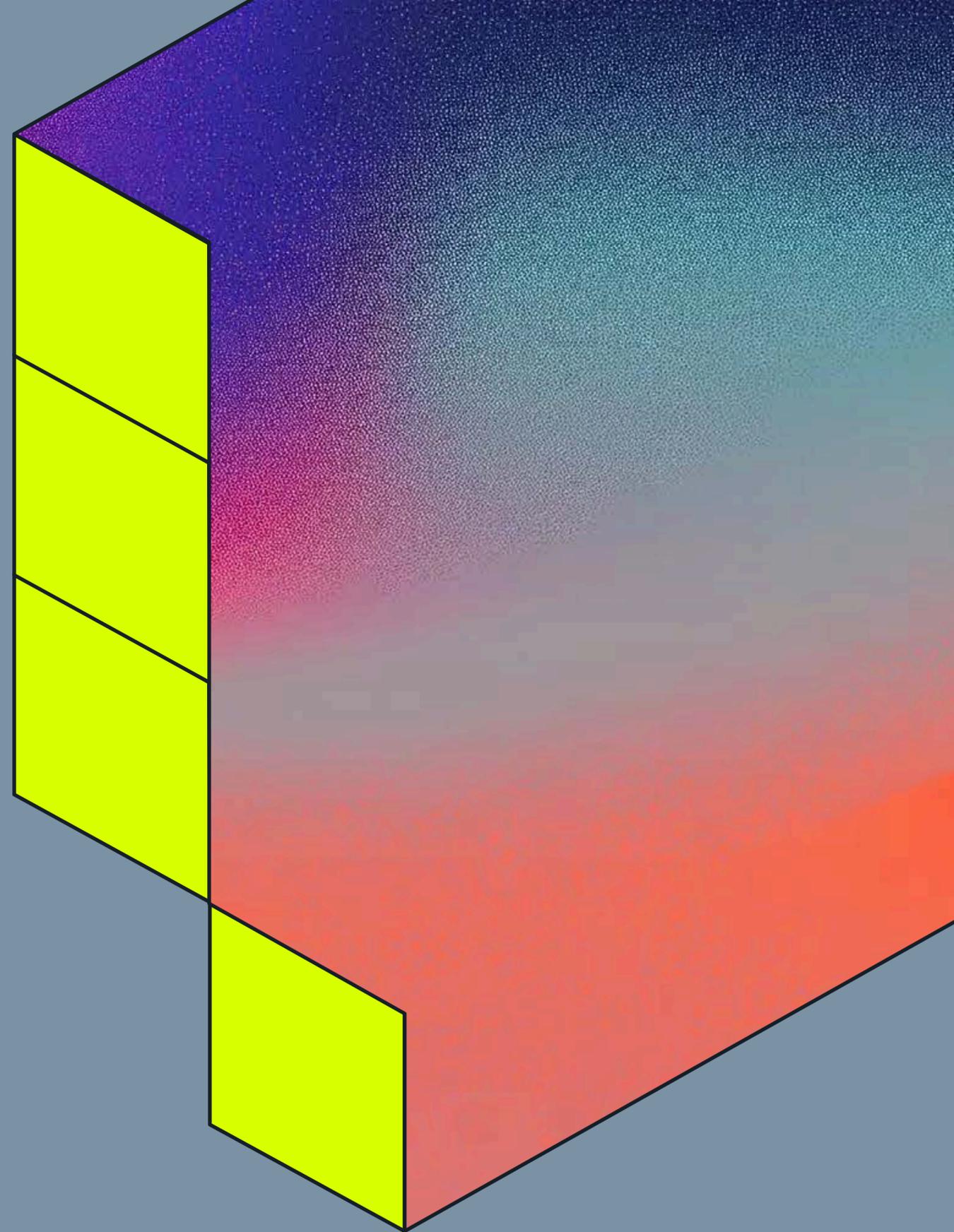
2025 Data Observations: Race and Ethnicity Representation

In North America, where the largest proportion of IDEO's workforce is based, employees identifying as people of color now make up a larger share of our organization than five years ago:

People of Color

32% IN 2020 → 41% IN 2025

This shift reflects meaningful change at the aggregate level.

At the same time, representation of people of color remains concentrated at earlier career stages, particularly at the individual contributor level where several groups have grown since 2020.

Asian

23.4% IN 2020 → 35.7% IN 2025

Black or African American

4.7% IN 2020 → 17.9% IN 2025

Representation of American Indian/Alaska Native and Native Hawaiian/Pacific Islander employees remains less than 1% across all levels, underscoring the need for focused efforts to broaden outreach to these communities.

Hispanic or Latinx

9.3% IN 2020 → 10.7% IN 2025

2025 Data Observations: Race and Ethnicity Representation

Despite these changes, we still have further to go in diversifying senior leadership roles. In 2025:

80.5%

of Enterprise/Partner roles are held by employees identifying as white (92.2% in 2020).

67.7%

of Director roles are held by employees identifying as white, showing somewhat greater racial and ethnic diversity at this level (79% in 2020).

One area of change in 2025 was Asian representation at the Enterprise/Partner level:

17.1%

of Enterprise/Partner roles are held by employees identifying as Asian (12.2% in 2024 and 4.7% in 2020).

This increase reflects a notable change in the composition of representation at the Enterprise/Partner level over time.

Similar movement has not yet been observed across other underrepresented racial and ethnic groups. Black, Hispanic, and Indigenous employees remain significantly underrepresented in senior leadership roles.

Enterprise/Partner:
- Black or African American: **0% in 2025** (1.6% in 2020)
- Hispanic or Latinx: **2.4% in 2025** (0% in 2020)
- Indigenous: **0%** (0% in 2020)

Director:
- Black or African American: **3.2% in 2025** (1.9% in 2020)
- Hispanic or Latinx: **6.5% in 2025** (3.8% in 2020)
- Indigenous: **0%** (0% in 2020)

Taken together, these patterns highlight persistent gaps in advancement and leadership representation and underscore the need for continued, intentional focus on building equitable opportunities for progression into senior roles.

2025 Data Observations: Intersection of Race and Gender

Looking at race and gender together, the overall distribution of employees in 2025 remains largely consistent with 2024, with most intersectional groups showing stability rather than growth.

Women: North America Representation by Race/Ethnicity

White women remain the largest race × gender intersectional group within IDEO's North American workforce, representing 34.63% of employees (35% in 2020).

Among employees of color, Asian women have experienced the most sustained growth of any intersectional group since 2020. In 2025:

- 16.59% of the total NA workforce identified as Asian women (up from 11.5% in 2020)

In contrast, Black and Hispanic/Latinx women make up a relatively small portion of the workforce:

- 2.93% of the total NA workforce identified as Black women (2.3% in 2020)

- 4.39% of the total NA workforce identified as Hispanic/Latinx women (3.1% in 2020)

Men: North America Representation by Race/Ethnicity

Men of color represent an even smaller share of the North American workforce, particularly among Black and Hispanic/Latinx employees:

- 7.8% of the total NA workforce identified as Asian men (6.1% in 2020)

- 2.44% of the total NA workforce identified as Black men (1.2% in 2020)

- 1.95% of the total NA workforce identified as Hispanic/Latinx men (1.7% in 2020)

Taken together, these patterns highlight the importance of continuing to apply an intersectional approach to recruitment, retention, and advancement, ensuring that women, men, and gender-expansive employees from underrepresented racial and ethnic groups are supported equitably at all levels of the organization.

2025 Data Observations: Gender Representation

Globally, women continue to represent the majority of IDEO's workforce, comprising **60.98% in 2025 (up from 55.6% in 2020). In North America, women represent 62.44% of the workforce (55.9% in 2020).**

Though IDEO has made meaningful progress on gender representation in leadership over time, it remains an area of opportunity:

In 2025, global representation of women at the Enterprise/Partner level increased to:

42%
(UP FROM 35.8% IN 2024 AND 28.4% IN 2020)

In North America women at the Enterprise/ Partner level was:

43.9%
(UP FROM 39% IN 2024 AND 31.2% IN 2020)

Globally, women account for 63.41% of Director roles (53.9% in 2020) and 67.74% in North America (55.2% in 2020).

While these gains reflect meaningful progress, retaining and developing women leaders to transition into Enterprise/Partner roles remains a priority. When viewed alongside our racial and ethnic diversity data, these improvements also highlight the importance of maintaining an intersectional lens, as progress in gender representation has not been mirrored consistently across race and ethnicity.

Currently, **2.4% of our workforce self-identifies as non-binary**. This highlights the importance of creating a workplace where individuals feel comfortable and safe disclosing their gender identity, as well as a need for continued focus on inclusive hiring practices, retention strategies, and support systems tailored to gender-expansive employees.

As a midsize organization, the addition or departure of individuals can significantly impact year-over-year demographic percentages, which is important to consider when assessing trends.

Actions & Progress
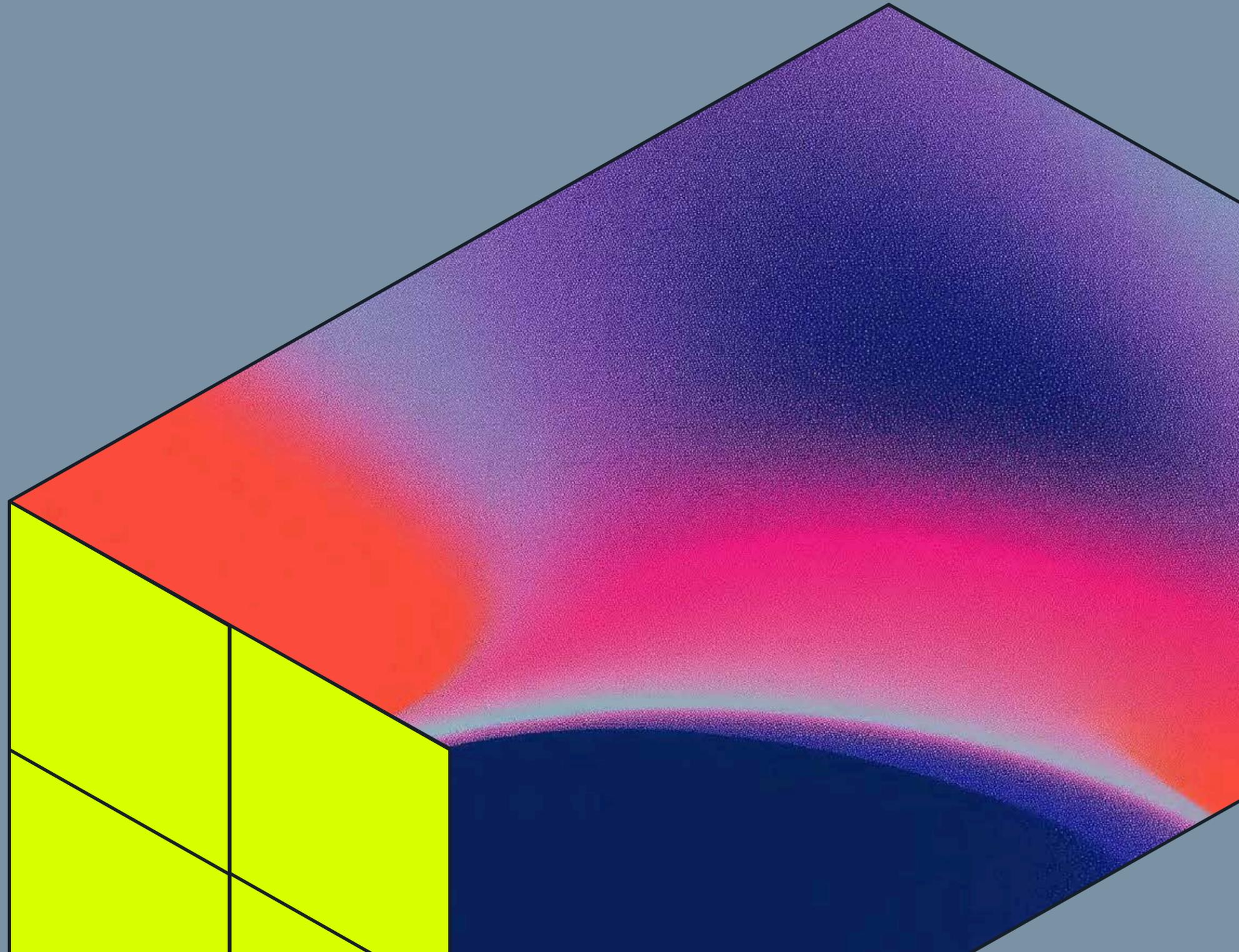
In 2025, we focused on activating and strengthening our renewed DEIB strategy, centering our efforts around four unifying pillars that guide how we prioritize action and measure progress across IDEO:

1. Foster and Empower a Diverse Creative Workforce

2. Promote Equitable Access to Opportunity and Support

3. Enable a Culture of Inclusivity and Awareness

4. Make IDEO a Place Where Everyone Belongs

The initiatives outlined on the following pages reflect both ongoing and planned work aligned to each pillar. Together, they represent how we are translating strategy into action in service of fostering a more diverse, equitable, and inclusive organization—one where all IDEOers can thrive and feel a sense of belonging.

Actions & Progress

01

Foster and Empower a Diverse Creative Workforce

Our Goals

- Enhance access to employment opportunities at IDEO across communities historically underrepresented in the design industry.

- Strengthen IDEO's reputation as an organization that actively values and integrates diversity and inclusion.

Current Actions

- Continue offering a paid fellowship program designed to expand access to careers in design and create pathways for individuals experiencing structural barriers to accessing the field, in partnership with RepresentED.

- Apply inclusive recruitment and hiring practices, including mandatory interview training for hiring teams, to help reduce bias and support fair and consistent candidate evaluation.

- Maintain annual demographic reporting to track representation trends and transparently share progress over time.

02

Promote Equitable Access to Opportunity and Support

Our Goals

- Ensure all employees have equitable access to resources and support for career growth.

- Provide clear opportunities for advancement, including for underrepresented employees.

- Uphold company values equitably across all levels and locations.

Current Actions

- Provide development resources to support employees' self-directed growth and professional development needs.

- Maintain systems for anonymous feedback and reporting to support psychological safety and accountability.

- Ensure salary band transparency for external job postings to promote clarity and fairness in compensation practices.

- Streamline performance management systems to improve consistency and clarity around role expectations, performance evaluation, and career development.

- Regularly analyze promotion rates, career progression, and demographic trends to identify patterns and address potential inequities.

- Sustain bias checks during performance review cycles to mitigate inequities..

Actions & Progress

03

Enable a Culture of Inclusivity and Awareness

Our Goals

- Foster a culture where leaders actively demonstrate behaviors and actions that reinforce an equitable and inclusive environment for everyone.

- Ensure IDEO projects consistently apply an inclusive design lens.

- Create an environment where all employees feel supported and motivated to contribute to building an inclusive culture.

- Embedded inclusion and equity as a core part of IDEO's business strategy.

Current Actions

- Sustain global DEIB leadership structures that bring together perspectives across all regions where IDEO operates.

- Maintain an internal, community-led collective focused on evolving IDEO's design practice by centering inclusivity and equity, in addition to hosting external experts and guest speakers to deepen collective learning.

- Support an open learning community for employees, including those in roles with greater decision-making influence, to build skills around allyship and contribute to DEIB transformation efforts.

- Embed inclusive leadership behaviors and 360 feedback into performance management standards for senior leaders.

- Expand tools and frameworks for design teams to reflect on power dynamics, bias, and impact within their work.

- Integrate DEIB goals into regional business planning to better align inclusion efforts with IDEO's strategic priorities and local contexts.

- Offer an organization-wide DEIB learning series, open to all IDEOers, to build shared understanding and practical skills related to equity and inclusion.

- Ensure broad access to learning resources, including foundational DEIB modules, to support employees in engaging meaningfully with inclusion efforts regardless of role or location.

04

Make IDEO a Place Where Everyone Belongs

Our Goals

- Cultivate a workplace culture where everyone feels valued, respected, and able to belong.

- Support connection and community across IDEO by fostering spaces for shared experience, learning, and mutual support.

- Enhance employees' awareness of and access to DEIB programs, resources, and tools.

Current Actions

- Invest in Employee Resource Groups (ERGs) as formal, employee-led communities that foster connection, learning, and dialogue, and provide opportunities for engagement with senior leadership.

- Maintain a centralized platform for DEIB resources and tools to support accessibility, visibility, and ongoing engagement across the organization.

- Highlight and celebrate the contributions of ERGs to IDEO's culture through storytelling, shared learning, and company-wide recognition.

- Strengthen onboarding practices to help new employees feel welcomed and informed about IDEO's DEIB initiatives and resources.