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Superior Court of CA,
County of Santa Clara
18CV321529
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SUPERIOR COURT OF CALIFORNIA

COUNTY OF SANTA CLARA

UNLIMITED JURISDICTION

JAMES DAMORE and DAVID GUDEMAN, individually and on behalf of all others similarly situated,

Plaintiffs,

v.

GOOGLE, LLC, a Delaware limited liability company; and DOES 1-10,

Defendants.

Case Number: **18CV321529**

CLASS ACTION COMPLAINT:

1. **Violation of Cal. Labor Code § 1101**
2. **Violation of Cal. Labor Code § 1102**
3. **Workplace Discrimination on the basis of Gender and/or Race in Violation of FEHA**
4. **Workplace Harassment in Violation of FEHA**
5. **Retaliation in Violation of FEHA**
6. **Retaliation in Violation of Public Policy**
7. **Retaliation in Violation of Cal. Lab. Code § 1102.5**
8. **Failure To Prevent Harassment, Discrimination, and Retaliation**
9. **Unfair Business Practices, Bus. & Prof. Code Section 17200 *et seq.***
10. **Declaratory Relief**

DEMAND FOR JURY TRIAL

1. James Damore ("Damore") and David Gudeman ("Gudeman" (together, "Plaintiffs"), through their attorneys, Dhillon Law Group Inc., file this Complaint against Google, LLC. ("Google"), a Delaware limited liability company, and DOES 1-10 (Google and Does, collectively, "Defendants"). Upon personal knowledge, or, if so indicated, upon information and belief, Plaintiffs allege as follows:

CASE SUMMARY

2. Plaintiffs bring this individual and class action on behalf of themselves and on behalf of a class and subclasses defined as all employees of Google discriminated against (i) due to their perceived conservative political views by Google in California at any time during the time period beginning four years prior to the filing of this Complaint through the date of trial in this action ("Political Class Period"); (ii) due to their male gender by Google in California at any time during the time period beginning one year prior to the filing of this Complaint through the date of trial in this action ("Gender Class Period"); and/or (iii) due to their Caucasian race by Google in California at any time during the time period beginning one year prior to the filing of this Complaint through the date of trial in this action ("Race Class Period") (Political Class Period, Gender Class Period, and Race Class Period referred to collectively, as "Class Periods"). These violations also subject Google to claims for violation of California's Business and Professions Code section 17200 *et seq.*[1]

3. Throughout the Class Periods, and in violation of California law, Google employees who expressed views deviating from the majority view at Google on political subjects raised in the workplace and relevant to Google's employment policies and its business, such as "diversity" hiring policies, "bias sensitivity," or "social justice," were/are singled out, mistreated, and systematically punished and terminated from Google, in violation of their legal rights.

4. Google's open hostility for conservative thought is paired with invidious discrimination on the basis of race and gender, barred by law. Google's management goes to extreme—and illegal—lengths to encourage hiring managers to take protected categories such as race and/or gender into consideration as determinative hiring factors, to the detriment of Caucasian and

[1] In addition, Plaintiffs intend to assert claims under the Private Attorney General Act of California, when those claims are perfected.

male employees and potential employees at Google.

5. Damore, Gudeman, and other class members were ostracized, belittled, and punished for their heterodox political views, and for the added sin of their birth circumstances of being Caucasians and/or males. This is the essence of discrimination—Google formed opinions about and then treated Plaintiffs not based on their individual merits, but rather on their membership in groups with assumed characteristics.

6. Google employees and managers strongly preferred to hear the same orthodox opinions regurgitated repeatedly, producing an ideological echo chamber, a protected, distorted bubble of groupthink. When Plaintiffs challenged Google's illegal employment practices, they were openly threatened and subjected to harassment and retaliation from Google. Google created an environment of protecting employees who harassed individuals who spoke out against Google's view or the "Googley way," as it is sometimes known internally. Google employees knew they could harass Plaintiffs with impunity, given the tone set by managers—and they did so.

7. Google employs illegal hiring quotas to fill its desired percentages of women and favored minority candidates, and openly shames managers of business units who fail to meet their quotas—in the process, openly denigrating male and Caucasian employees as less favored than others.

8. Not only was the numerical presence of women celebrated at Google solely due to their gender, but the presence of Caucasians and males was mocked with "boos" during company-wide weekly meetings. This unacceptable behavior occurred at the hands of high-level managers at Google who were responsible for hundreds, if not thousands, of hiring and firing decisions during the Class Periods.

9. Plaintiffs bring this action to vindicate their legal rights, and to stop Google from repeating these practices against other employees or prospective employees now, and in the future.

THE PARTIES

10. Damore is an individual who, at all times relevant to the Complaint, worked in Mountain View, California for Google as a Senior Software Engineer, a Software Engineer, and an Intern. Damore was an employee of Google from 2013 until his wrongful termination on August 7,

2017.

11. Gudeman is an individual who, at all times relevant to the Complaint, worked in Mountain View, California for Google as a Software Engineer. Gudeman was an employee of Google until his wrongful termination. Gudeman worked for Google from 2013 to December 2016.

12. Google is a corporation that, at all times relevant to the Complaint, was incorporated under the laws of the state of Delaware, with its principal place of business in Santa Clara County, California. Google is registered with the California Secretary of State for the purpose of transacting business in California. Google is the direct employer of the named Plaintiffs.

13. Upon information and belief, Plaintiffs allege that DOES 1 through 10 are the partners, agents, owners, shareholders, managers, or employees of Defendants, and are, or at relevant time were, acting on their behalf. Plaintiffs are unaware of the true names or capacities of the Defendants sued herein under the fictitious names DOES 1 through 10, but prays for leave to amend and serve such fictitiously named Defendants once their names and capacities become known.

JURISDICTION AND VENUE

14. This Court has jurisdiction over this action pursuant to the California Constitution, Article VI, Section 10, which grants the Superior Court "original jurisdiction in all causes except those given by statute to other courts."

15. This Court has jurisdiction over all Defendants because, upon information and belief, each Defendant is either a citizen of California, has sufficient minimum contacts in California, or otherwise intentionally avails himself or itself of the California market so as to render the exercise of jurisdiction over it or him by the California courts consistent with traditional notions of fair play and substantial justice.

16. Venue is proper in this Court because, upon information and belief, Google resides, transacts business, and/or has offices in the County of Santa Clara, and most of the unlawful practices, acts, and omissions alleged herein took place in the County of Santa Clara.

EXHAUSTION OF ADMINISTRATIVE REMEDIES

17. On November 30, 2017, Damore filed an administrative complaint against Google with the California Department of Fair Employment and Housing ("DFEH"), and was issued a right-

to-sue letter.

18. On November 30, 2017, Gudeman filed an administrative complaint against Google with the DFEH, and was issued a right-to-sue letter.

19. Damore and Gudeman exhausted the necessary administrative remedies by filing the above-referenced charge of discrimination with the DFEH, and obtaining right-to-sue letters.

FACTUAL ALLEGATIONS OF NAMED PLAINTIFFS

JAMES DAMORE

Damore's Employment With Google

20. Damore received his Bachelor of Science degree in Molecular Biology, Physics, and Chemistry from the University of Illinois at Urbana-Champaign. He then earned his Master of Science in Systems Biology from Harvard University.

21. Damore first began working for Google as a Harvard student in or around the summer of 2013 as a Ph.D. software intern. By around December 2013, Google converted this internship into a full-time position, and hired Damore as a Software Engineer.

22. Damore worked on the team that was responsible for indexing and serving Google's search results for users.

23. Damore was diligent and loyal, and received substantial praise for the quality of his work. Damore received the highest possible rating twice, including in his most recent performance review, and consistently received high performance ratings, placing him in the top few percentile of Google employees. Throughout the course of his employment with Google, Damore received approximately eight performance bonuses, the most recent of which was approximately 20% of his annual salary. Damore also received stock bonuses from the Google amounting to approximately $150,000 per year.

24. Damore was never disciplined or suspended during his entire tenure at Google.

25. Based on Damore's excellent work, Damore was promoted to Senior Software Engineer in or around January 2017—just eight months before his unlawful termination by Google.

26. Damore did not have any direct reports, did not supervise employees, did not assign work to other employees, and was not an integral or crucial part of the hiring and firing process at

Google. Damore was not allowed to discipline employees.

27. Damore's immediate supervisor was Cristian Tapus ("Tapus"). Tapus reports to Chuck Wu ("Wu"), Senior Director of Engineering for Google. Wu, in turn, reports to Ari Balogh ("Balogh"), Vice President of Engineering at Google. Balogh reports to Sridhar Ramaswamy ("Ramaswamy), the Senior Vice President of GPI and Ads. Ramaswamy, in turn, reports to Sundar Pichai (CEO of Google), who ultimately reports to Larry Page (CEO of Alphabet).

Google Shamed Teams Lacking Female Parity at TGIF Meetings

28. On March 30, 2017, Damore attended a weekly company-wide meeting called a "TGIF meeting." These weekly meetings were used as an avenue for employees to connect and discuss certain topics involving Google.

29. The TGIF meeting on March 30, 2017 was entitled "Women's History Month," and Google brought in two presenters for this get-together: Ruth Porat ("Porat"), the Chief Financial Officer of Google, and Eileen Naughton ("Naughton"), the Human Resources Director of Google.

30. During the March 30, 2017 TGIF meeting, either Porat or Naughton pointed out and shamed individual departments at Google in which women comprised less than 50% of the workforce. Alternatively, they applauded and praised departments, such as the sales department, where women comprised more than 50% of the workforce.

31. During the event, Porat and Naughton also discussed that when looking at groups of people for promotions or for leadership opportunities on new projects, Google would be taking into account gender and ethnic demographics. They then mentioned that Google's racial and gender preferences in hiring were not up for debate, because this was morally and economically the best thing to do for Google.

32. Damore was surprised by Google's position on blatantly taking gender into consideration during the hiring and promotion processes, and in publicly shaming Google business units for failing to achieve numerical gender parity. Damore believed that blatant gender preferences and quotas were inconsistent with US and California discrimination laws. This TGIF meeting was one of the factors that led to Damore attending Google's Diversity and Inclusion Summit.

Google's Diversity And Inclusion Summit

33. In or about June 2017, Damore attended a "Diversity and Inclusion Summit" ("Summit") conducted by Google at the Mountain View campus. Approximately 100 employees attended this event. Damore felt pressured to attend the event because Google proclaims "commitment to diversity and inclusion" to be an important factor in deciding promotion to leadership positions. Due to his excellent work performance, Damore was on the path to a leadership position at Google before his abrupt termination.

34. The Summit was organized by Google's senior vice presidents and other members of Google's leadership team, including Balogh and Ramaswamy. Employees were allowed to ask questions, and there were also breakout groups for subsequent conversations.

35. The Summit covered general topics such as how Google could increase its diversity. Specifically, the Google presenters went through some of their policies that were designed to accomplish this such as treating preferred categories of people (women, certain but not all ethnic minority groups) differently during the hiring process by providing extra interviews, and putting applicants into a more welcoming environment based on their race or gender. The Google presenters also discussed putting "diverse" individuals into high priority queues so that they were more likely to be hired, and hired faster.

36. Google defined "diverse" individuals as women or individuals who were not Caucasian or Asian.

37. At the Summit, Damore spoke with Meghana Rao ("Rao") from Google's Human Resources department ("Google HR"). Damore told Rao that he believed some of the positions taken by Google were divisive and misguided. Specifically, Damore mentioned that it seemed like Google was elevating political correctness over merit.

38. Rao responded to Damore's comment by stating "some of the political things at Google were a problem." They discussed how some Google employees with conservative views and values did not feel included, and Rao mentioned how she, and other HR representatives, had received similar complaints in the past from employees with conservative views.

39. While at the Summit, Damore participated in breakout group sessions with other

employees. There he asked questions about whether Google looked at viewpoint diversity with respect to hiring decisions and in evaluating how inclusive Google was as a workplace. The answer he received was that Google only looked at demographic diversity (gender and/or race) when making hiring and promotion decisions—not at viewpoint diversity.

40. At the end of the program, the Google presenters specifically asked employee attendees to give written feedback on the program. This prompted Damore to draft a memorandum entitled "Google's Ideological Echo Chamber."

Damore's Memorandum on Google's Ideological Echo Chamber

41. On or about the end of June 2017, after Google asked for feedback on the contents of the Summit, Damore spoke with different Google employees about the issues they felt were not evenly covered at the Summit, and drafted a memorandum ("memo") based on those conversations. Multiple employees made suggestions and provided feedback, and this memo was edited multiple times. Damore named this memo "go/pc-considered-harmful," using Google's own naming conventions. A copy of the final version of the memo with all the edits incorporated is attached as **"Exhibit A."**

42. Damore observes in the memo that Google employees and management focus greatly on alleged unconscious racial and gender bias, but neglect political orientation, which is actually a result of deep moral bias.

43. Damore specifically stated in the memo that his purpose for writing the memo was to promote discussion among Google employees regarding the "diversity and inclusion" issues covered in the Summit. He wrote: "[o]pen and honest discussion with those who disagree can highlight our blind spots and help us grow, which is why I wrote this document." Damore further stated, "Of course, I may be biased and only see evidence that supports my viewpoint. In terms of political biases, I consider myself a classical liberal and strongly value individualism and reason. I'd be very happy to discuss any of the document further and provide more citations."

44. The memo then went on to discuss the differences in political ideologies between the leftist liberals and the rightist conservatives, and suggested that neither ideology on its own was "100% correct," but that a balance between the two would be best for society and Google. The memo then identified Google as having a liberal bias.

45. Damore's memo went on to discuss conclusions made in scientific studies, and included hyperlinks to the studies that Damore referenced. The memo linked to articles and studies from the Wiley Online Library, the *Journal of Personality and Social Psychology*, *Quillette*, the *British Journal of Guidance and Counseling*, and *The Atlantic*. These citations were provided for the purpose of identifying potential alternative bases for differential workplace patterns at Google, as compared to the sole reason that Google provided—namely, hiring/employment bias. Google, and certain employees and outsiders who eventually read this memo, ignored these citations, and later publicly attributed the conclusions drawn from these studies directly to Damore himself.

46. After identifying possible non-bias causes for the so-called gender gap identified as an issue in the tech industry, Damore went on to suggest non-discriminatory ways of reducing the gender gap that did not involve the illegal racial and gender quotas and preferences that Google openly admits to having employed.

47. Damore's memo then explained the harms of Google's current method of simply looking at an individual's race and/or gender when deciding who to hire, as it effectively lowered the bar for underrepresented minorities and women and increased tensions between employees. Furthermore, Damore pointed out that Google's current method of increasing diversity resulted in what is known as reverse discrimination, because Caucasian and Asian males were not being selected for jobs and promotions due solely to their status as non-females or non-favored minorities.

48. Damore ended his memo by addressing the problem in a constructive manner by advocating that Google should treat employees and potential hires as individuals, not members of tribes:

> "I hope it's clear that I'm not saying that diversity is bad, that Google or society is 100% fair, that we shouldn't try to correct for existing biases, or that minorities have the same experience of those in the majority. My larger point is that we have an intolerance for ideas and evidence that don't fit a certain ideology. I'm also not saying that we should restrict people to certain gender roles; I'm advocating for quite the opposite: treat people as individuals, not as just another member of their group (tribalism)."

49. Damore also suggested more concrete steps that Google could take to remedy its problematic/illegal tribalist approach, including stopping the alienation of conservatives, recognizing the fact that Google has its own biases and confronting those, and having open and honest discussions.

Damore Posted The Memo Only For His Coworkers to Discuss

50. Damore submitted the memo to Google HR using the feedback form provided by the Google presenters at the Summit.

51. Damore's memo was written entirely on Google's GoogleDocs systems. The comments section of the memo was left open for other Google employees to leave their thoughts on the document from the day Damore drafted the document to the day Damore was terminated. This document was not hidden in any manner.

52. Damore published multiple versions of the memo, internally, each version altered after receiving solicited, individual feedback from numerous Google employees.

53. On July 3, 2017, at the suggestion of a co-worker, Damore posted the memo on a Google group discussion forum called CoffeeBeans. CoffeeBeans was an internal Google forum used to discuss various issues at Google, such as workplace diversity.

54. In parallel with the discussion group created in CoffeeBeans, Damore emailed individuals responsible for Google's diversity programs, the Women at Google Program, the Code of Conduct team, and Google HR. Damore also asked whether certain diversity programs that were aimed at helping individuals on the basis of their gender or race, such as "Women Who Code," "BOLD" (an internship program offered only to women and underrepresented minorities), and "Stretch" (a class Google offers only to women) were legal, and asked how using someone's protected status, such as race and/or gender, in making employment decisions, was legal.

55. Damore emailed the Google Code of Conduct team to state that he believed some of Google's policies were not being applied equally, and were being violated. The Code of Conduct team referred Damore to Google HR for further action on his concerns. Damore's complaint about Google's illegal hiring and employment practices was never investigated or pursued by Google HR, other than by firing him.

56. The Women at Google group responded to Damore and stated that its goal was 50% representation of women at Google. On or about June 2017, Damore met with an individual from the Women at Google group named "Monica" to further discuss his memo, and the organization's goals. Monica agreed that Damore had a valuable perspective and should share that perspective with the

diversity teams, and she promised to connect Damore with such diversity teams, but she never did so, despite Damore's repeated requests.

Diversity Training Event

57. On or about July 2017, after the Diversity and Inclusion Summit, Google held another diversity training class ("Diversity Training") at its Mountain View headquarters. Damore attended this event based on his similar motivations for attending the Summit—namely, because Google factored "diversity and inclusion" into its employment advancement opportunities.

58. The Diversity Training was broken into two parts: 1) an online course, followed by, 2) an in-person training.

59. Damore provided feedback in response to the online portion of the Diversity Training, by asking whether Google accounted for political viewpoint bias in the workplace, since Google was addressing other biases. Google's only response was that Damore should attend the in-person training.

60. At the in-person training, entitled "Bias Busting," Google discussed how biases against women exist in the workplace, and how "white male privilege" exists in the workplace. The training was run by the "Unbiasing Group" at Google, and there were approximately 20 Google employees present. Damore disagreed with this one-sided approach. When Damore verbalized his dissent and his concerns with the one-sided presentation, other employees, including managers, laughed at him derisively. They considered his views to be conservative, and thus flawed and worthy of disparagement.

61. At the end of the Diversity Training, the presenters asked the audience members to submit any written feedback they might have to them. In response, Damore electronically submitted the memo he had drafted, which had been updated multiple times with comments and feedback from other Google employees, once again to Google HR. Google HR once again ignored Damore, and did not respond to the memo in any way.

62. On or about August 2, 2017, at the suggestion of a Google colleague, Damore submitted the edited memo to skeptics@google.com ("Skeptics"), another message board for Google employees only. Damore explicitly stated that the purpose of submitting the memo to the group was for Google employees to discuss different views and look at matters from a different perspective,

including the conservative perspective; otherwise, all Google employees would simply hear their same opinions regurgitated over and over again, and never enrich their experiences with different viewpoints.

63. Within the next few days after Damore published the memo on the Skeptics forum, the memo became more and more widely viewed on the private Google forums.

64. On or about August 4, 2017, an unknown Google employee leaked the memo to either Vice Motherboard or Gizmodo, which selectively quoted from the memo and misinterpreted it. This "news story," distorting Damore's internal memo on workplace issues, was picked up by other media outlets, until Damore's memo went viral across the world.

65. On August 4, 2017, Damore attended a meeting with Rao and another representative from Google HR. At the meeting, Rao stated that Google was aware of Damore's memo, and although Google could not ask him to take it down because it was protected political speech, they still thought it was in his best interest to do so. Damore understood from this meeting that Google was threatening him with termination for his internal speech about workplace issues, including his critique on Google's gender and race quota programs and its dismissal of unpopular (conservative) political viewpoints.

Damore Received Threats From His Coworkers

66. After Damore's memo went viral outside Google, Damore began receiving multiple threats and insults from his coworkers

67. On August 3, 2017 George Sadlier ("Sadlier"), a Director at Google, sent out a mass email condemning James' essay as "repulsive and intellectually dishonest" and promising an HR investigation into Damore. Sadlier also promoted posts that advocated for physical violence against Damore. Subsequently, On Friday, August 4, 2017, Damore received a late-night email from Alex Hidalgo, a Site Reliability Engineer at Google in Sadlier's organization, which stated, "You're a misogynist and a terrible person. I will keep hounding you until one of us is fired. Fuck you."

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---------- Forwarded message ----------
From: **Alex Hidalgo** <ahidalgo@google.com>
Date: Fri, Aug 4, 2017 at 10:38 PM
Subject: You are a terrible person
To: James Damore <damore@google.com>

Feel free to pass this along to HR. Keep them in the loop for all I care. May as well do it early.

You're a misogynist and a terrible human. I will keep hounding you until one of us is fired. Fuck you.

-Alex

Alex Hidalgo | Site Reliability Engineer | ahidalgo@google.com | 703-283-0225

68. Hidalgo's email was another example of how Google's management team encouraged rank-and-file employees to attack other Googlers who expressed political viewpoints outside the Company's very narrow views.

69. Damore forwarded Hidalgo's email to Google HR, and was told to work from home for some time until emotions cooled down. Similar threats followed from other coworkers. Google executives and employees condemned Damore, his memo, and his views. Some coworkers demanded Damore's termination, and the termination of other individuals who shared his views.

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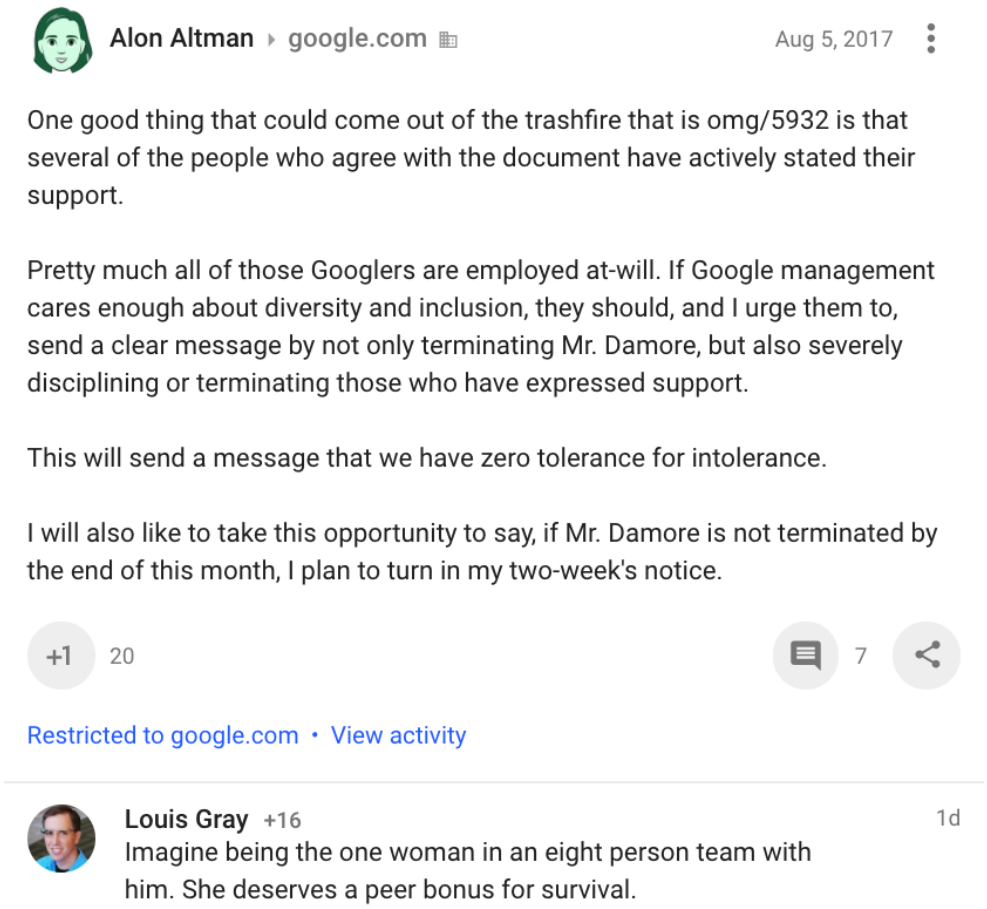


Google Terminated Damore

70. Damore was terminated on Monday, August 7, 2017 at approximately 6:00 p.m., via telephone, as he had been working from home that day, pursuant to HR's instruction following the Alex Hidalgo threat of August 4.

71. Damore received a call from Rao, who was also joined by Wu. After exchanging pleasantries, Damore informed Rao and Wu that he had filed a complaint that morning with the NLRB, due to Defendant's prohibition of his engagement in a protected concerted activity (discussing workplace conditions with his coworkers). Rao and Wu did not respond to this point.

72. Wu told Damore he was being terminated for "perpetuating gender stereotypes." Rao then stated this was the Google' final decision. When Damore attempted to explain why his termination was unlawful, Rao stated there would be no discussion.

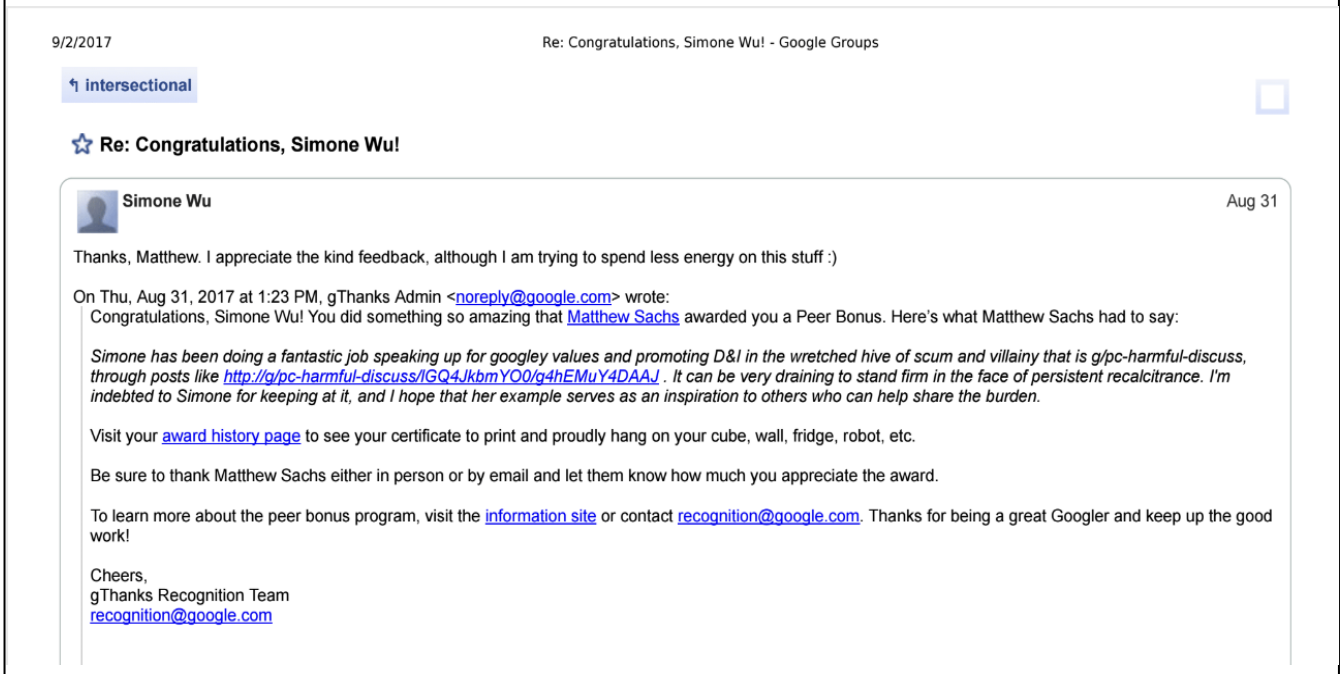
73. During the call when they terminated Damore, Neither Wu nor Rao identified any Google policy or procedure that Damore had violated.

Google Employees Were Awarded Bonuses for Arguing against Damore's Views

74. Not only did Google terminate Damore for his political views relating to workplace issues, but they then rewarded individuals who disagreed with and disparaged Damore.

75. The Google Recognition Team allowed employees to give fellow employees "Peer Bonuses" for arguing against Damore's political viewpoints. Peer Bonuses were typically reserved for outstanding work performance or for going above and beyond an employee's job duties. Defending the liberal agenda, or defending violations of California employment law, is not in any Google employee's job description.

76. In one example of this, an employee gave a Peer Bonus to another employee, and stated that the bonus was for "speaking up for googley values and promoting [diversity and inclusion] in the wretched hive of scum and villainy that is [Damore's Memo]." The Google Recognition Team reviewed this justification, considered it appropriate, and allowed the bonus to proceed.



9/2/2017 Re: Congratulations, Simone Wu! - Google Groups

↰ intersectional

☆ **Re: Congratulations, Simone Wu!**

Simone Wu Aug 31

Thanks, Matthew. I appreciate the kind feedback, although I am trying to spend less energy on this stuff :)

On Thu, Aug 31, 2017 at 1:23 PM, gThanks Admin <noreply@google.com> wrote:

Congratulations, Simone Wu! You did something so amazing that Matthew Sachs awarded you a Peer Bonus. Here's what Matthew Sachs had to say:

Simone has been doing a fantastic job speaking up for googley values and promoting D&I in the wretched hive of scum and villainy that is g/pc-harmful-discuss, through posts like http://g/pc-harmful-discuss/lGQ4JkbmYO0/g4hEMuY4DAAJ . It can be very draining to stand firm in the face of persistent recalcitrance. I'm indebted to Simone for keeping at it, and I hope that her example serves as an inspiration to others who can help share the burden.

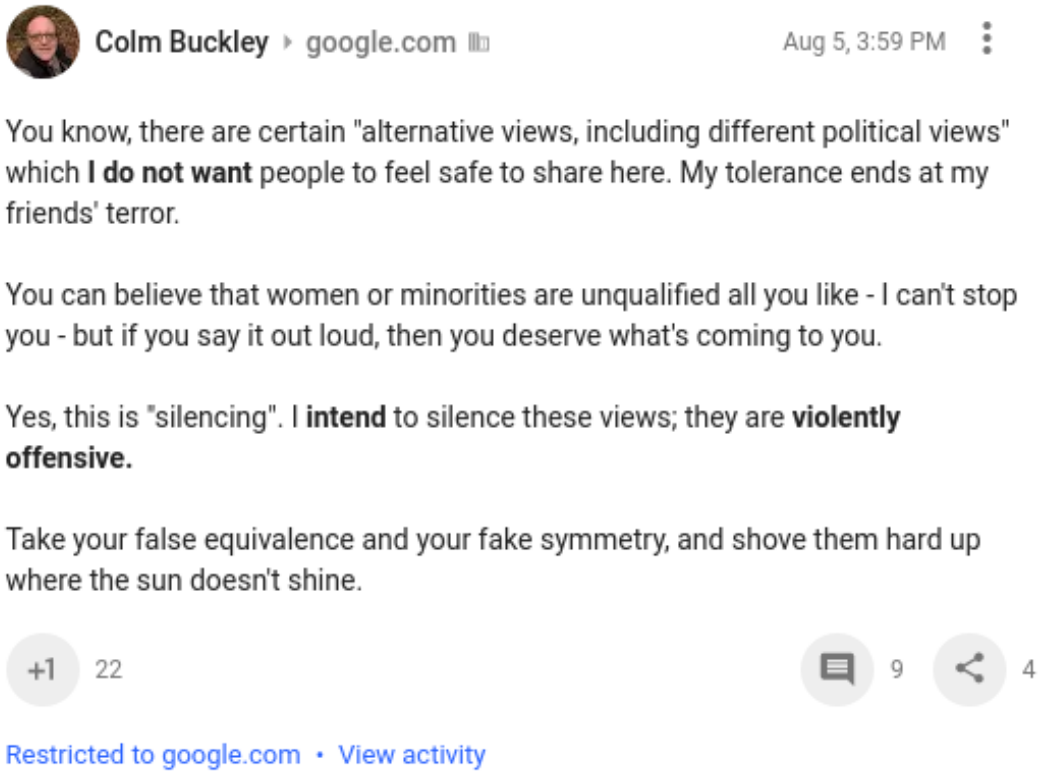
Visit your award history page to see your certificate to print and proudly hang on your cube, wall, fridge, robot, etc.

Be sure to thank Matthew Sachs either in person or by email and let them know how much you appreciate the award.

To learn more about the peer bonus program, visit the information site or contact recognition@google.com. Thanks for being a great Googler and keep up the good work!

Cheers,
gThanks Recognition Team
recognition@google.com

77. On August 5, 2017, Colm Buckley ("Buckley"), a high-ranking SRE Director, stated his intention to stifle political dissent within Google.



DAVID GUDEMAN

Gudeman Begins Working at Google

78. Gudeman first began working for Google in or around October 8, 2013, until his termination on or around December 5, 2016.

79. Gudeman was a conservative, a Caucasian, and a male at Google, and was discriminated against and harassed as a result. Gudeman was ultimately terminated for these protected characteristics.

The Derail Document

80. On or about August 20, 2015, Kim Burchett ("Burchett"), an L7 SWE Manager, drafted and published a document on a Google-employees only website, entitled, "Derailing." This document discussed how individuals might attempt to silence someone's opinions or distract from someone's point of view. The document was aimed at Caucasian males, and conflated marginalization with white

male privilege. The document essentially claimed through examples that any response but agreement to a statement about bias, prejudice, or privilege was a "derailment." *Reductio ad absurdum*, the thesis of this document is that on this one particular set of topics, the left-wing political frame of systematic bias, must always dominate, and the receiver must accept that frame, and its associated worldview, in their response.

81. Gudeman read this article, and disagreed with its premise, as did many other employees. Gudeman left a comment stating his belief that men "need to understand that [Caucasian males] are the victims of a racist and sexist political movement and it is not their fault."

82. Gudeman went on to state that "the point of this document is to disallow any defense at all that a man might make when some woman complains about bias. There is no defense. The woman is always right. The man has no alternative but to submit to her superior moral position. We have a word for that attitude, it's called 'sexism.'"

83. After Gudeman's comments, others responded stating that he was misinterpreting the document, to which Gudeman responded, "Well if that's the point then you could be clearer, because all I'm getting from this document is that when anyone claims bias, there is no possible defense, not even the defense that the bias did not exist." He then provided a helpful suggestion to assuage any similar concerns other Caucasian men might have, and suggested, "Maybe a section on what a man should do when a woman accuses him of bias in order to protect himself from a system that is highly biased against him."

84. Gudeman's comments were not well-received by other supposedly open-minded Googlers. Gudeman even further stated in another comment, "I started out intending to change minds by explaining logically and rationally what is offensive about this document. In response, I was treated dismissively."

85. Gudeman compared this document to that which "slave owners would have written for their slaves to help them understand how to interact with their masters," in order to point out prejudices involved with the document.

86. Burchett, instead of applying the constructive criticism and potentially helping other employees who felt similarly discriminated against like Gudeman did, stated that she was "[r]esolving this comment. Also escalating to management."

87. Ironically, other Google employees began to "derail" Gudeman's point of view. Under the guise of advocating for an open dialogue, Burchett merely reported Googlers that disagreed with the thesis of her document, as Gudeman did, to Google management as being "un-Googley." This further exemplifies the one-sided and flawed mindset of Google—that anyone that disagrees with you is wrong and hateful.

Google Punished Gudeman for His Views on Racism and Discrimination

88. After being reported to Google, Google HR spoke with Gudeman in or around September 2015 regarding his posts.

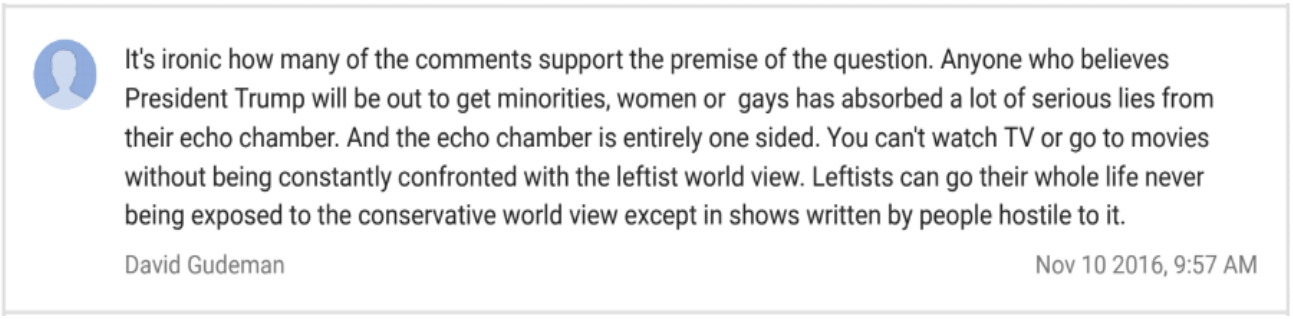
89. Google HR discussed Gudeman's viewpoints on race and/or gender equality, and his political viewpoints. Google HR chastised him for attempting to stand up for Caucasian males and his conservative views.

90. At the end of the HR meeting, Gudeman was issued a verbal warning.

91. Gudeman complained to his colleagues about the lack of fairness that conservatives received at Google, and the leeway Google provided for liberals to express their thoughts and opinions without repercussions.

92. After the 2016 presidential election, many employees at Google began to panic, having expected a different outcome fully in line with their political views.

93. On November 10, 2016, in response to many Google employee posting on different Google-wide forums regarding their fears about the new administration, Gudeman wrote that anyone "who believes President Trump will be out to get minorities, women or gays has absorbed a lot of serious lies from their echo chamber. And the echo chamber is entirely one sided. You can't watch TV or go to movies without being constantly confronted with the leftist world view. Leftists can go their whole life never being exposed to the conservative world view except in shows written by people hostile to it."



94. Gudeman also stated in response to another Google employee that "[i]f you truly think Trump is anything like a Nazi or Isis [sic], or wants to hurt gays, women or the disabled, then you are so badly out of touch it borders on delusional. If you don't truly believe those things but are saying them anyway then shame on you for trying to stir up fear and hatred."

Google Terminates Gudeman

95. On November 9, 2016, a few days after President Trump was elected as President, Sarmad Gilani ("Gilani"), a Google employee, posted the following message on a Dory thread (an internal forum where Google employees can ask questions that other Google employees can respond to): "As someone already targeted by the FBI (including at work) for being a Muslim, I'm worried for my personal safety and liberty. Will Google take a public stand to defend minorities and use its influence, or just issue the usual politically nuanced statements about our values."

96. Gudeman responded skeptically to Gilani's claim that he was targeted solely due to his religion by asking, "In the administration of the most pro-Muslim president in history you were targeted just for being a Muslim? Why didn't you file a civil rights suit? The Justice Department would take your side if it really happened."

97. Other Google employees immediately misinterpreted Gudeman's post and responded by stating:

a. "'If it really happened'? Come on David, let's give our coworkers the benefit of the doubt here and not suggest they're lying."

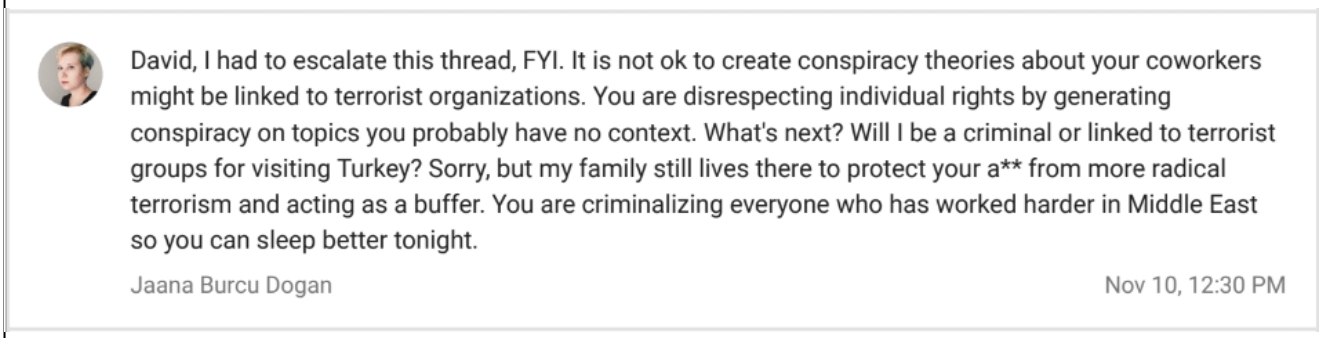
b. "'Pics or it didn't happen' isn't a very constructive comment here."

c. "Reminds me of that 'why you didn't report sexual harassment to the police?' argument. Pfff."

98. Gudeman attempted to explain that he was not suggesting that Gilani was lying, and affirmatively stated that he "would not suggest [Gilani] was lying without specific knowledge of the case."

99. Gudeman further stated that at the suggestion of another Googler, he searched Gilani's story of being profiled, and found "zero evidence for the claim that [Gilani] was targeted just for being a Muslim." Gudeman posed more questions about the FBI's motives for looking into Gilani such as the fact that Gilani had recently visited Pakistan, and that the FBI could have possibly found something interesting about Gilani's trip or the region that he visited.

100. In response to Gudeman's legitimate questions, a fellow Google employee became hostile and stated that she had to escalate this thread, meaning that she reported it to Google HR.



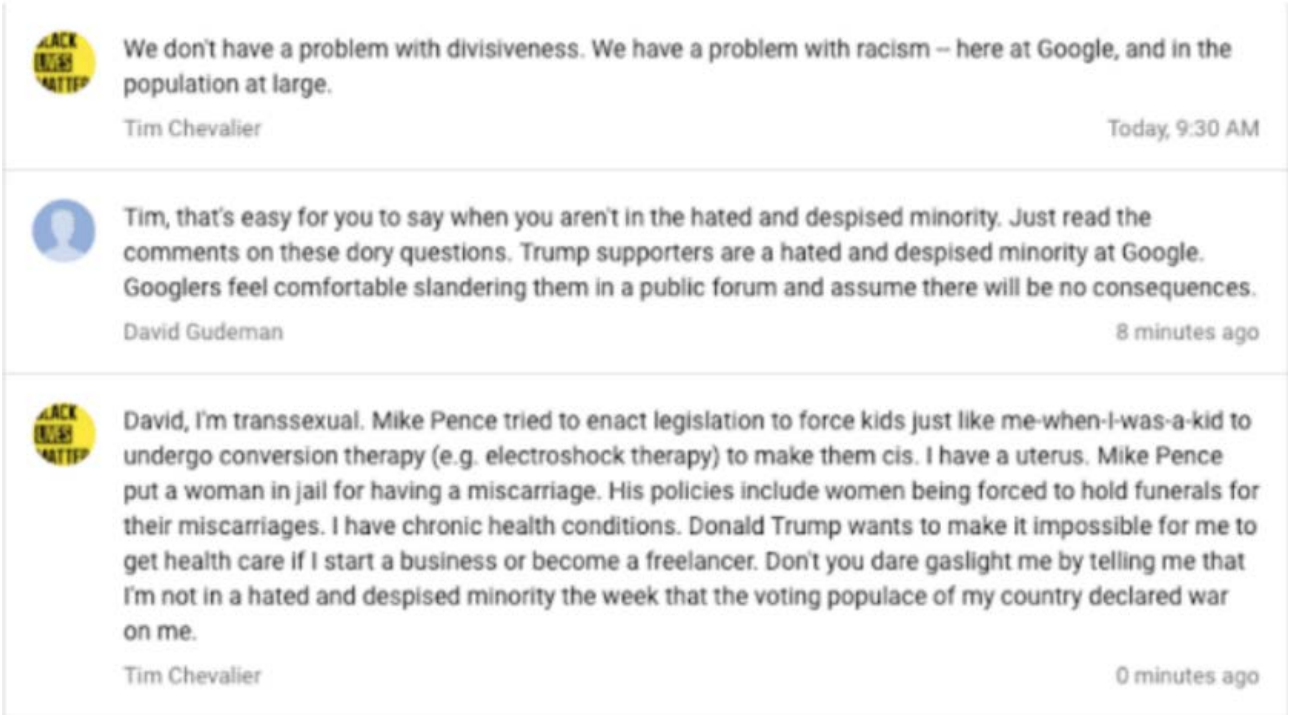
101. Gudeman had another conversation with another Google employee on November 10, 2016, where he complained about being a conservative and a Trump supporter. Gudeman pointed out that "Trump supporters are a hated and despised minority at Google. Googlers feel comfortable slandering them in a public forum and assume there will be no consequences."

102. Gudeman's comment was met with anger and accusations of him "gaslighting" instead of having genuine concerns.

103. On or around December 5, 2016, Google HR reached out to Gudeman to discuss his comments, including those surrounding Gilani's post. Google HR stated that Gudeman had accused Gilani of terrorism based on Gilani's religion, and this was unacceptable. As a result of Gudeman's "accusations," Google stated that he was being terminated.

104. Gudeman attempted to simply question the logic behind a co-worker's story of victimization on the basis of his race and religion, but because of his political affiliations, Gudeman

was retaliated against and fired. Google employees were not allowed to question the diversity narrative of the company, even to the point of questioning politically-charged factual assertions by fellow employees to prove their own political agendas.



105. These interactions showed that the culture at Google was severe enough that employees such as Gudeman were bullied into silence and required to tolerate harassment without pushing back, yet Google's management refused to consider their concerns to be valid or even worthy of investigation.

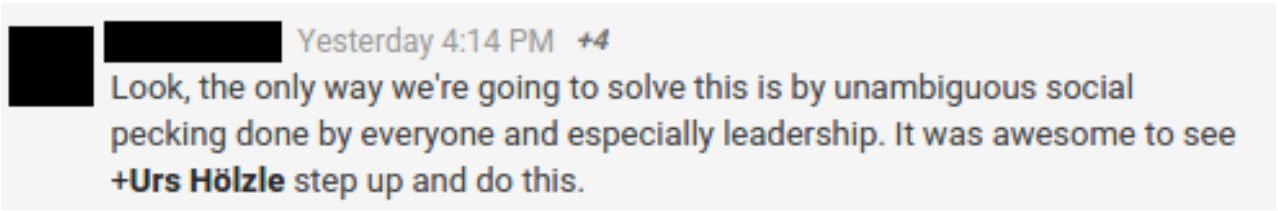
POTENTIAL CLASS MEMBERS

Google Punished Other Employees Who Raised Similar Concerns

106. Google employees have witnessed multiple instances in which hundreds of "progressive" Googlers would target a single co-worker for harassment, and even potential violence, over a politicized matter, humiliating the person and sabotaging his career. In some of these cases, the victim of the targeted harassment campaign was expressing legitimate concerns about discrimination against Caucasians and males in the workplace as a result of political agitation by social justice

activists. As a result of this mistreatment and retaliation, many Google employees have been afraid to publicly come forward. Because of the virulent threats against them by fellow Google employees, their names are not being used in the Complaint at this time.

107. In one example, in May 2015, a Google employee brought evidence of harassment and discrimination against other conservatives, males, and Caucasians, to the attention of Google HR. Google HR made excuses for the progressive activists, and waved away the misconduct, thus ensuring nothing was done about the systemic problem. Throughout the summer of 2015, the Google employee discussed the issue with several other concerned employees, who shared the same protected traits. In early August of 2015, the Google employee then raised the issue of race and gender discrimination/harassment at Google with Urs Hölzle, a Senior Vice President. This resulted in a targeted campaign of harassment and threats of blacklisting directed at the Google employee, which the Google management did nothing to stop; in fact, several members of management made statements that had the net effect of encouraging "unambiguous social pecking" of political dissidents.



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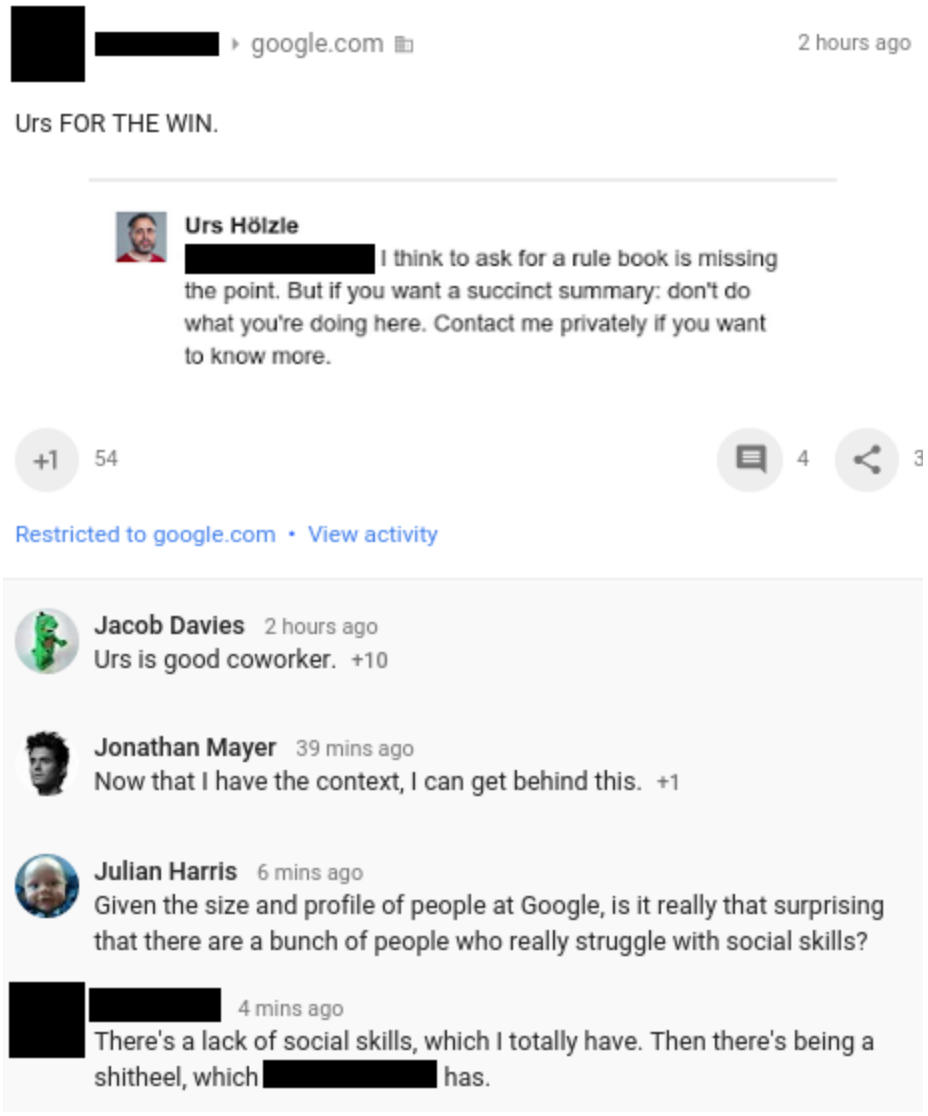


108. On August 14, 2015, a Google employee, and several other employees, raised the same issues of gender and racial discrimination with two other Senior Vice Presidents, in an email entitled "Concerns regarding intimidation and blacklisting." Google's blacklists are discussed in more detail below.

109. On August 19, 2015, in clear retaliation for the Google employee's ongoing attempts to end political discrimination at work, his HR Manager and Director issued the employee a Final Written Warning letter. At no point did Google ever retract or repudiate the threats and attacks aimed at the Google employee.

110. The warning alleged that the Google employee had violated Google's policy to "create

a respectful culture that is free of harassment, intimidation, or unlawful discrimination of any kind."

The examples of the comments for which the Google employee was punished included the following:

a. "Are you insinuating that it is a 'jerk move' to share your opinion about a political blog post if 98% of Googlers disagree with you, but it's OK to share your opinion about a political blog post if 98% of Googlers agree with you? If so, how do you reconcile this view with Urs' request to help make Google a supportive place for minorities of any kind?"

b. Can you point to the industryinfo post in which somebody expressed an opinion in a way that ignored what others think?"

c. "Many Googlers have claimed that it is 'harassment' or some other rule violation to critique articles that push the Social Justice political agenda. A few Googlers have openly called for others to be fired over it. Do you support this viewpoint, and if so, can we add a clear statement of banned opinions to the employee handbook so that everybody knows what the ground rules are?"

None of these comments remotely may be described as disorderly, disruptive, derogatory name-calling, abusive or profane, intimidating or coercive (in stark contrast to the hostile postings aimed at conservative, male, and/or Caucasian Google employees and at others who made a stand against Google's discriminatory treatment of employees in these protected categories).

111. The Final Written Warning itself repudiated Google's own policy: "We strive to maintain the open culture often associated with startups[2], in which everyone is a hands-on contributor and feels comfortable sharing ideas and opinions." Ironically, the Google employee had provided ample evidence that Caucasian males who challenged certain assumptions behind the so-called "social justice" agenda were routinely and unfairly branded as "racists," "sexists," or "bigots," and targeted for severe written abuse and career sabotage.

112. According to Google's policies and procedures, the next step after a Final Written Warning is termination.

[2] Google is not a startup. Google operates 70 offices in more than 40 countries, and has a market capitalization over $700 billion.

Google Failed to Protect Employees from Workplace Harassment Due to Their Support for President Trump

113. In October of 2016, a Site Reliability Manager at Google became aware that a Google employee was a supporter of President Trump, and held socially conservative views. These two individuals did not work together, but had become acquainted through the company's social mailing lists.

114. At a group lunch where the manager was present, the Google employee expressed concerns about Google's intolerance of political minorities, such as conservatives. He stated that employees whose politics closely aligned with the senior management's views were receiving favorable treatment, while political dissidents were unfairly denied promotions. SL became enraged when he heard this, and stormed off.

115. In March 2017, the manager scheduled a surprise meeting with the Google employee's manager in an attempt to sabotage the Google employee's annual performance review.

116. The manager falsely accused the Google employee of participating in an illegal "doxxing" campaign to publish an individual's personal information on the internet for the purpose of harassment. SL also suggested that the Google employee was involved in illegal workplace discrimination, which was absolutely false and unsupported.

117. When the Google employee later met with his manager, his manager stated that he was very concerned about the doxxing allegation the manager had made. The Google employee provided evidence that the manager's claims were false and concocted, but his name and reputation were already besmirched.

118. In March of 2017, the manager also posted on a political mailing list visible to all 80,000 employees to brag about his meeting with the Google employee's manager for the purposes of harassing and undermining him.

119. In this conversation, the manager made additional politically motivated threats directed at members of the "conservatives@" mailing list community at Google. The manager threatened to call in Employee Relations to comb through the mailing list archives to nitpick old postings for possible Code of Conduct violations. Employee Relations at Google is tasked with investigating

employees for policy violations, and building a case for discipline. They do not mediate disputes or offer advice.

> On Wed, Mar 29, 2017 at 3:25 PM, [redacted] wrote:
> > I have received private feedback about the conservatives@ list that contradicts this claim that it is the "least hostile of any political list at Google." To people who do not share their views, this appears absolutely untrue.
>
> In that case, I'm glad I was able to bring my assessment of the situation to your attention.
>
> I know the conservatives@ list has needed to help a few participants in the past find communities better suited to their interests. Out of respect for the privacy of those individuals, I have no intention of mentioning names. What I can share is that the moderators indicated the personally-held beliefs of those participants were not taken into consideration. The primary concern seemed to be ensuring that discussions remained on-topic.
>
> Every mailing list has a right to set its own domain of discourse. I have seen a diverse number of people participate in that particular list. They've openly referred to themselves using many labels. However, during the time they choose to participate in conservatives@, they're usually talking about things relating to conservatism. To me, that seems perfectly understandable.

Tell ya what. How about you and I go to Employee Relations and ask them to take a look at the archives of that list. Then we can provide an official report back to liberty@ with Employee Relations' official stamp of approval saying that conservatives@ is a super welcoming list to those with differing views!

Whaddaya say, [redacted]? You with me?

120. The manager also threatened to apply Google's stringent, politically intolerant and legally questionable employee handbook speech code to communications taking place between friends on non-work forums, off the clock. As the manager stated: "Interactions with coworkers outside of work are covered by the same policies as interactions at work. So, for example, current Googlers interacting with other current Googlers on [a private, external mailing list with several current and former employees on it]."

121. The manager's threats were reported to Google HR, and Google HR replied that the manager had "crossed the line" with his comments. However, Google never made the manager retract his threats or apologize for his sabotage attempts.

122. In August of 2017, the same manager posted threats of litigation and termination directed against unnamed employees who spoke to outside bloggers in support of Damore and his memo. Once again, Google did nothing.

Google Even Attempted to Stifle Conservative Parenting Styles

123. Google furnishes a large number of internal mailing lists catering to employees with

alternative lifestyles, including furries, polygamy, transgenderism, and plurality[3], for the purpose of discussing sexual topics. The only lifestyle that seems to not be openly discussed on Google's internal forums is traditional heterosexual monogamy.

124. In March of 2017, Google HR strongly suggested to a Google employee that conservative and traditional parenting techniques were unwelcome at Google.

125. Google HR brought up the following post that the employee made in response to a Google thread in which someone specifically requested conservative parenting advice:

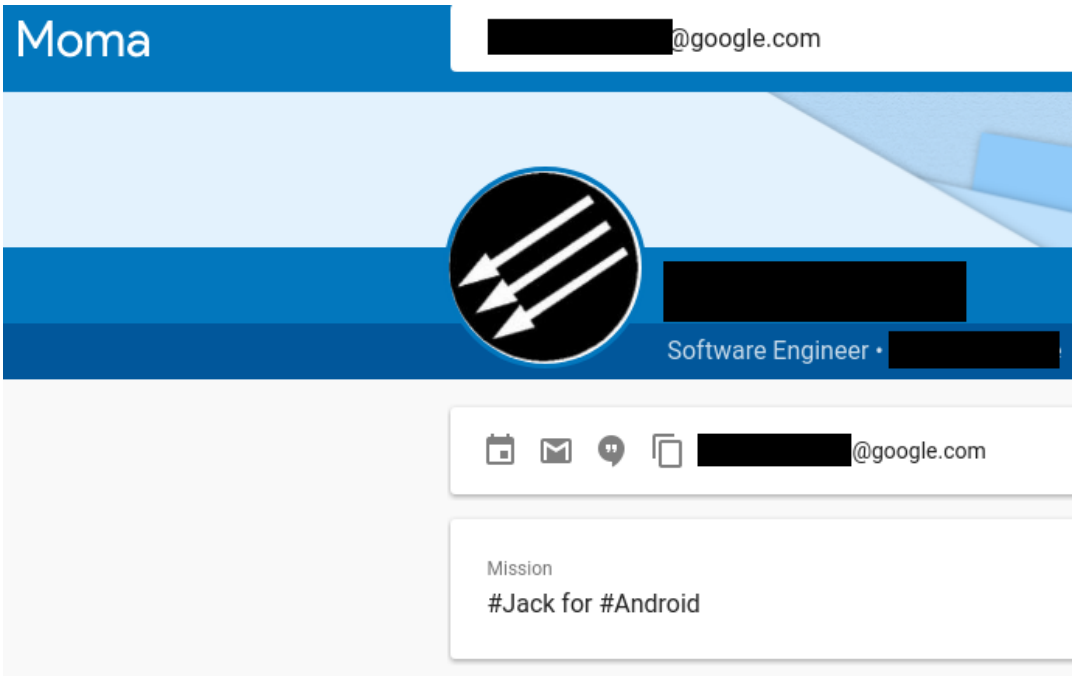
> "If I had a child, I would teach him/her traditional gender roles and patriarchy from a very young age. That's the hardest thing to fix later, and our degenerate society constantly pushes the wrong message."

126. Google HR stated, "We did not find that this post, on its face, violated any of Google's policies, but your choice of words could suggest that you were advocating for a system in which men work outside the home and women do not, or that you were advocating for rigid adherence to gender identity at birth. We trust that neither is what you intended to say. We are providing you with this feedback so that you can better understand how some Googlers interpreted your statements, and so that you are better equipped to ensure that Google is a place in which all Googlers are able to reach their full potential." In other words, Google scolded the Google Employee for, among other things, believing that gender identity is set at birth biologically—a position held by the vast majority of the world's populace that Google professes to serve.

127. These examples were just a few instances of Google bending over backwards to support liberal views while punishing conservative views. Google also placed Caucasian males in a lower standing than women and underrepresented minorities. In May of 2017, one Google Employee discovered and reported several offensive postings attacking Trump supporters and Caucasian males. In June of 2017, HR responded: "Thanks for your time the other day and sharing your response. We have reviewed the threads that you sent us and do not find them to be attacking traditionally conservative views, but more extreme, "alt-right" views that seem to teeter into discrimination and

[3] For instance, an employee who sexually identifies as "a yellow-scaled wingless dragonkin" and "an expansive ornate building" presented a talk entitled "Living as a Plural Being" at an internal company event.

possibly incite violence against certain groups of people." Upon information and belief, Google never made any such comments regarding posts supporting the violent vigilante organization, Antifa, or other extreme leftist/anarchist organizations. In fact, a large number of Googlers have set their corporate profile pictures to Antifa insignias, as seen in the image below.

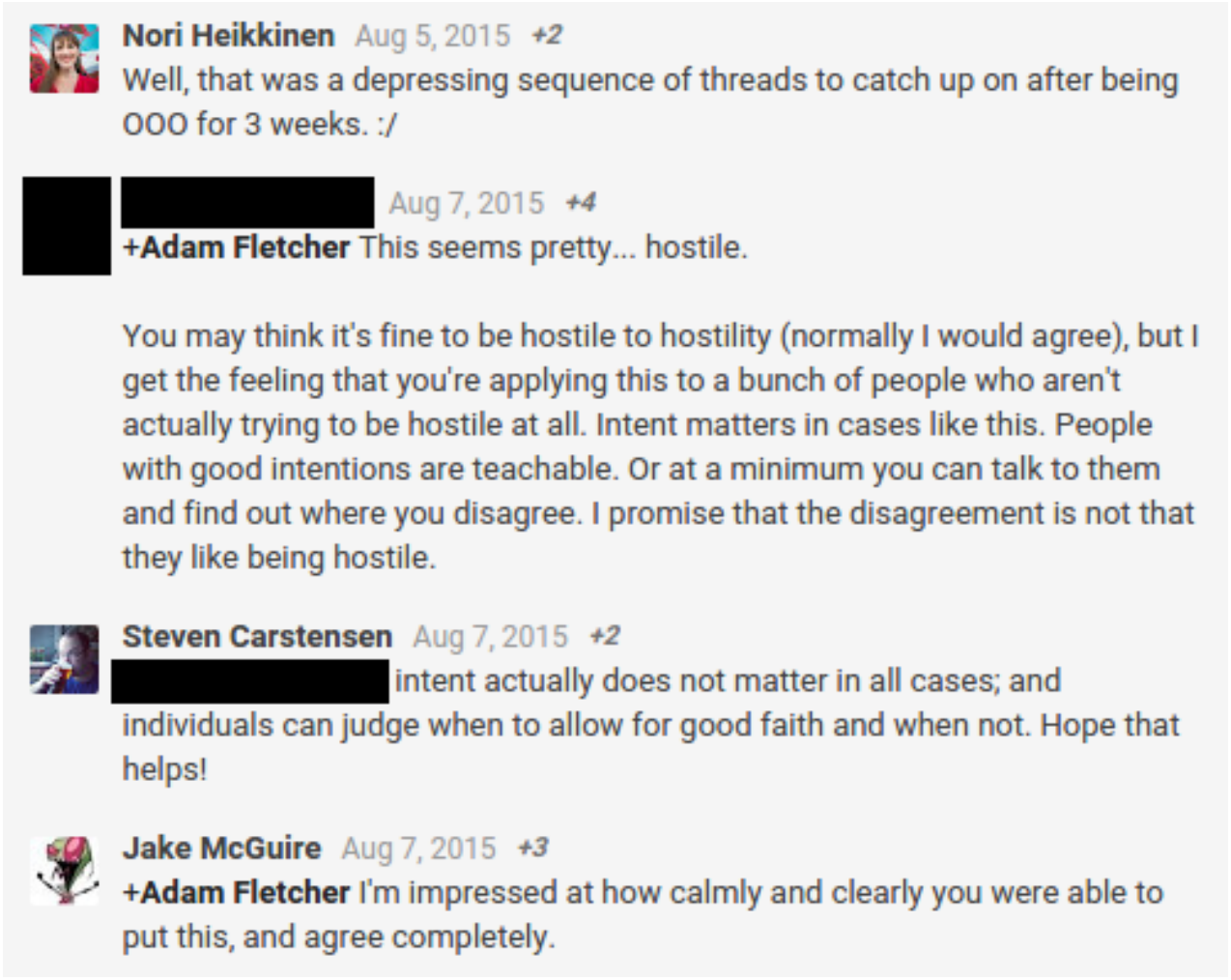


Google Publicly Endorsed Blacklists

128. On or around August 2015, Adam Fletcher ("Fletcher"), a L6 SRE Manager at Google, Jake McGuire ("McGuire"), a L7 SRE Manager at Google, and Nori Heikkinen (Heikkinen"), a L6 SRE Manager at Google all publicly endorsed blacklisting conservatives and actively preventing them from seeking employment opportunities at Google.

129. Fletcher stated in reference to conservatives, who he categorized as "hostile voices," "I will never, ever hire/transfer you onto my team. Ever. I don't care if you are perfect fit or technically excellent or whatever. I will actively not work with you, even to the point where your team or product is impacted by this decision. I'll communicate why to your manager if it comes up."

130. McGuire and Heikkinen responded to Fletcher's comment in agreement and came to his defense, needling a Republican employee who raised concerns about the blacklists.



Nori Heikkinen Aug 5, 2015 +2
Well, that was a depressing sequence of threads to catch up on after being OOO for 3 weeks. :/

[redacted] Aug 7, 2015 +4
+Adam Fletcher This seems pretty... hostile.

You may think it's fine to be hostile to hostility (normally I would agree), but I get the feeling that you're applying this to a bunch of people who aren't actually trying to be hostile at all. Intent matters in cases like this. People with good intentions are teachable. Or at a minimum you can talk to them and find out where you disagree. I promise that the disagreement is not that they like being hostile.

Steven Carstensen Aug 7, 2015 +2
[redacted] intent actually does not matter in all cases; and individuals can judge when to allow for good faith and when not. Hope that helps!

Jake McGuire Aug 7, 2015 +3
+Adam Fletcher I'm impressed at how calmly and clearly you were able to put this, and agree completely.

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131. Google's management-sanctioned blacklists were directed at specific Google employees who tactfully expressed conservative viewpoints in politically-charged debates. In one case, Jay Gengelbach, a L6 SWE Manager, publicly bragged about blacklisting an intern for failing to change his conservative views.

132. Other employees supported that decision, and one even stated to "[t]hrow that bad apple away with no regrets." They were referring to a human being.

(The "happy" ending: intern conversion was unsuccessful, due in part to *multiple people* providing unsolicited negative feedback on his packet.)

Matt Beaumont-Gay +13

I was involved in a similar situation four or five years ago. I was not the intern's host -- that duty fell to +Chandler Carruth -- but I took it upon myself to have the "you have made serious mistakes" conversation after the most egregious incident. I believe that intern is now on our "do not even attempt to hire this person ever" list.

REPLY +1

Matthew Seidl Mar 13, 2015

Since I was there at the lunch where said intern said the things he did - A number of people there at the time did try to esquire as to what he was basing his belief on and give counter examples. They didn't really take. While its possible that with a bunch more work its possible he would have been reachable, across many many lunches he showed no improvement or interest in becoming less self centered. I recall another lunch where he expressed his desire and competence for another job ladder at google, so someone at lunch in that job ladder asked him a few standard interview questions. He failed every one. Did he learn something from this? Nope. He went on to try to interview for this ladder later (at least that was my understanding).

I fully agree that I wish I, Jay, or someone else there would have made a more formal attempt to get this person the help that might have turned them around, I'm not sure we were in a position to really change his opinions.

REPLY +1

Jay Gengelbach +1

+Matthew Seidl yeah, I think part of the problem is that a lot of people responded with "you're wrong and here's why," but not with "you will not work at Google with your current attitude." Although he did seem awfully intransigent, I don't think he was aware that there were real consequences for his actions. That *might* have given him the right motivation to change his beliefs--or at least to keep his mouth shut.

REPLY +1

Shoshana Abrass +2

+Jay Gengelbach +Matthew Seidl +John Kochmar

Let me alleviate some of your guilt-in-hindsight. It's very unlikely that logical straight-talk would change the mind of a person who not only holds those beliefs, but is confident enough to voice them openly in a work situation which is more or less an extended interview. In those cases you **should** speak up with your own opinion, but more for the sake of bystanders, and to reaffirm your beliefs (and in this case the company's cultural norms), rather than because you hope to change the speaker's opinion. Throw that bad apple away with no regrets.

133. Kim Burchett ("Burchett"), a L7 SWE Manager, proposed creating an online companywide blacklist of political conservatives inside Google. She was kind enough to suggest to her readership that they might deserve "something resembling a trial" before being added.

Kim Burchett

google.com - 8:48 AM

I am considering creating a public-inside-google document of "people who make diversity difficult". Please share here any suggestions, criticisms, or words of warning.

I am thinking of something like a google doc that accepts comments, and which calls out those googlers who repeatedly made public statements that are unsupportive of diversity, with links to those statements so that readers can decide for themselves. The list will be open to contributions from others, but I personally will be the judge of what is included and what is excluded. I will do my best to represent the individuals fairly, compassionately, and in context. I expect the list to start with just a handful of people, and if it ever grows to more than 0.5% of googlers then I will delete it as a failed idea.

Things I'm still pondering: should inclusion on the list require something resembling a trial? should people be removed after some period of time if they start behaving better?

+1

134. On August 7, 2015, another manager, Collin Winter, posted threats directed at a Google employee as a result of raising concerns of harassment and discrimination to Urs Holzle. Winter stated: "I keep a written blacklist of people whom I will never allow on or near my team, based on how they view and treat their coworkers. That blacklist got a little longer today."

135. Also on August 7, 2015, another manager, Paul Cowan, reshared Collin Winter's threat to express his agreement with it and to indicate that he had also blacklisted Google employees with perceived conservative views. Cowan stated: "If you express a dunderheaded opinion about religion, about politics, or about 'social justice', it turns out I am allowed to think you're a halfwit… I'm perfectly within my rights to mentally categorize you in my *dickhead* box… Yes, I maintain (mentally, and not (yet) publicly) [a blacklist]. If I had to work with people on this list, I would refuse, and try to get them removed; or I would change teams; or I would quit."

136. The primary purpose of these blacklists and suggested blacklists was to encourage and coordinate the sabotage of promotions, performance reviews, and employment opportunities for those with conservative viewpoints.

137. On August 14, 2015, a small group of employees submitted a complaint to the Senior Vice President of Google HR, Laszlo Bock ("Bock") and Senior Vice President of Legal David Drummond ("Drummond") regarding the blacklisting of conservatives at Google.

138. The group complained that there was an alarming number of individuals calling for generic firings "if they express[ed] certain opinions on sociopolitical subjects." The email further claimed that this type of suppression "stifles debate and prevents the free exchange of ideas from happening."

139. The email went on to complain about several individuals who had also openly proclaimed that they kept blacklists of Googlers they refused to work with on the basis of their political views.

140. As evidenced by the fact that the blacklisting posts remain live on Google's internal corporate network, it is clear that Google took no action to prevent blacklisting. Google seems to ignore most cases, and occasionally "coach" the worst offenders. However, Google will not openly

come out against the practice; instead, it relies on crowdsourced harassment and "pecking" to enforce social norms (including politics) that it feels it cannot write directly into its policies.

Google Provides Internal Tools to Facilitate Blacklisting

141. Google's internal company systems allowed employees and managers to maintain a "block list" of other employees with whom they did not wish to interact. For example, if A adds B to her block list, B is not able to look A up in the company directory, communicate with A through the internal instant messaging system, view A's contact information or management chain, or see A's posts on internal social media. A and B would not be able to work together constructively on an engineering project if either person blocked the other.

142. It is common knowledge within Google that employees were habitually added to block lists for expressing conservative political views. In these comments, employees and managers discussed using block lists to sabotage other Googlers' job transfers onto their teams.

Stephanie Van Dyk (70k) 2:16 AM *+4*

I used to have a list written down (it was entitled "Stephanie's Shit List"), but it was hard to keep in sync with my G+ block list. So I deprecated the former and just use the latter.

This is better because when I added something to that list, I would have to look at the other names already on it and that would make me sad. A G+ block list is just a black hole and you only have to look at it if you want to.

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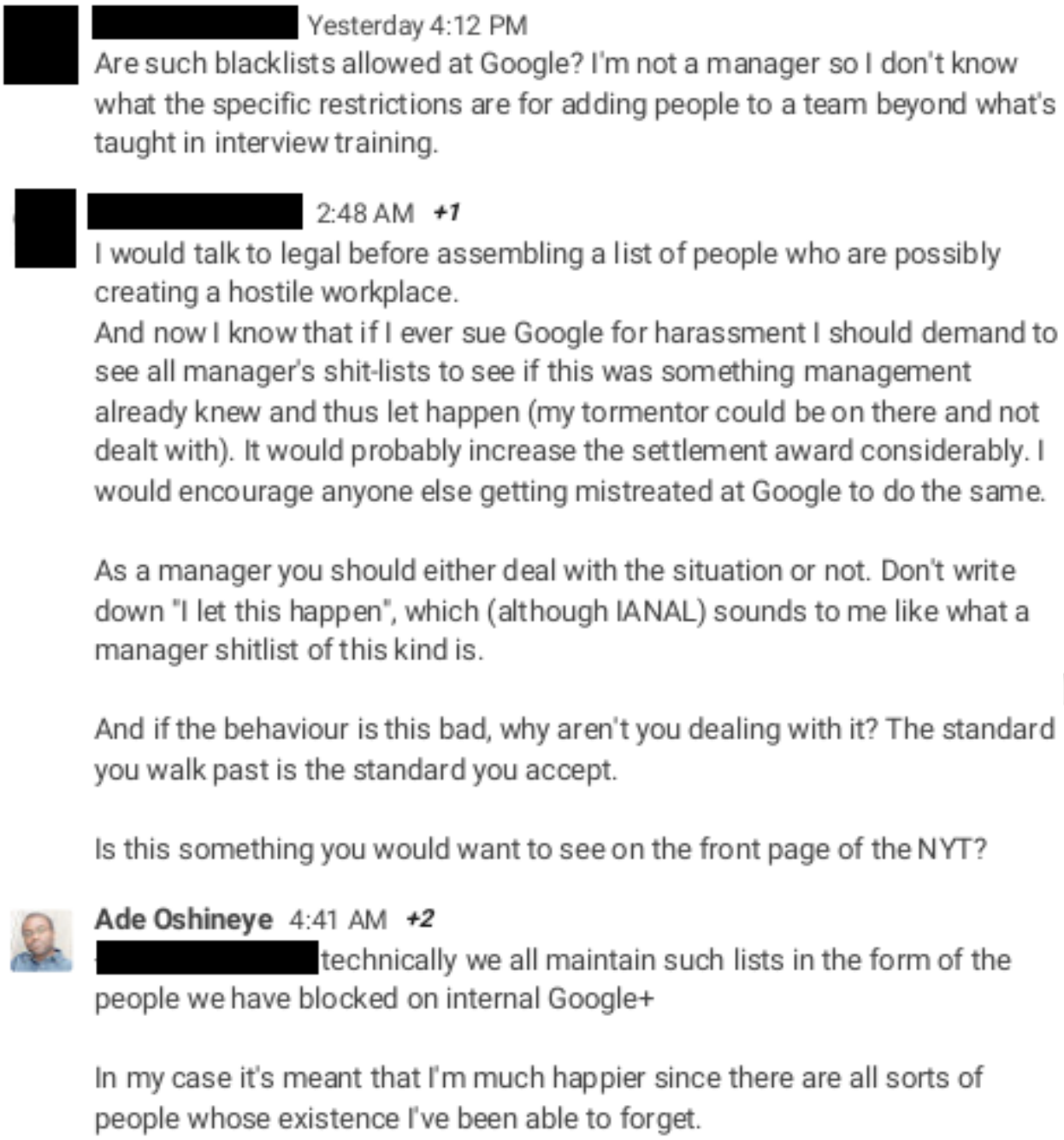


143. When an employee was blocked by a manager in another department in retaliation for reporting misconduct, Google HR defended the practice of blacklisting co-workers, stating: "Thanks for sharing this. Co-workers are allowed to control who can access their social media accounts (like G+ and hangouts). Unless your inability to access John's social media accounts is negatively impacting your ability to do your job, we don't find any information to suggest that John is retaliating against you in violation of policy."

144. On a separate occasion, another Googler posted: "Another day, another entry on a blacklist I wish wasn't necessary to keep." This was reported to Google HR. Google HR responded that the employee "was just expressing his own personal opinion on who he likes working with, [therefore] we did not find his comments to violate Google policy."

145. At a "TGIF" all-hands meeting on October 26, 2017, an employee directly asked executives about the appropriateness of employees keeping political blacklists. Kent Walker, the Senior Vice President of Legal, dodged the question rather than repudiating the practice of blacklisting.

146. On September 8, 2017, a group of conservative employees met with Paul Manwell, Google CEO Sundar Pichai's Chief of Staff, to raise concerns about the ongoing problem of politically motivated blacklisting, bullying, and discrimination at Google. This meeting was a direct response to the company's handling of the Damore situation.

147. The conservative employees shared their own experiences with discrimination and asked the management for three major reforms. First, they asked for clarity around communication policies, recommending that Google publish a clearer statement on what is acceptable and unacceptable employee communication, and that any and all complaints about communication be adjudicated through "a documented, fair, transparent, and appealable process." In the meeting, the employees pointed out that company leadership was sending mixed messages on whether it was even permissible to criticize diversity policies. Second, the employees requested protection from retaliation, asking the leadership to make a public statement that conservatives and supporters of Damore would not be punished in any way for their political stances. Third, the conservative employees asked the company to make it clear that the hostile language and veiled threats directed at Damore and his supporters were unacceptable, and in the interest of making Google a healthier environment for employees of all political stripes, the managers and VPs who made such statements should retract them. On information and belief, none of these reforms ever took place.

148. In or around October 2017, a number of diversity activists at Google indicated that they had met with VPs Danielle Brown and Eileen Naughton in order to ensure that they would be able to continue blacklisting and targeting employees with whom they had political disagreements. On

October 22, 2017, a conservative employee asked HR to help put him in contact with company leadership to discuss the issue of targeted political harassment. This request was acknowledged by Employee Relations on October 31, 2017. On December 22, 2017, Employee Relations indicated to the employee that they would not be following up on his concerns about the systemic problems he raised, and they considered the matter closed.

Google Maintains Secret Blacklists of Conservative Authors

149. On August 26, 2016, Curtis Yarvin, a well-known conservative blogger who has reportedly advised Steve Bannon, Peter Thiel, and other members of the Trump administration, visited the Google office to have lunch with an employee. This triggered a silent alarm, alerting security personnel to escort him off the premises.

Summary* Guest@Google Alert - Possible Unexpected Guest

Ticket Type Physical Security

Description*

ATTENTION GSOC: An individual with a name matching the Google watchlist is registered in the Guest@Google guest management system: Guest: Curtis Yarvin Host: [redacted] Visit Date: 2016-08-26 Visit Time: 1:00 pm Location: US-SFO-SPE-4 Address: 345 Spear St., 4th Floor San Francisco CA 94105

Visit ID: 80B2890DE Please follow protocols based on the prescribed actions for this type of guest. Please note this person has a similar name but may not be the actual person on the watchlist.

--
You received this message because you are subscribed to the Google Groups "Guest Security" group.
To unsubscribe from this group and stop receiving emails from it, send an email to guest-sec+unsubscribe@google.com.
To post to this group, send email to guest-sec@google.com.

150. It was later discovered that other influential conservative personalities, including Alex Jones and Theodore Beale, are also on the same blacklist.

151. On or about September 15, 2016, a Google employee asked HR if the writers could be removed from the blacklist. HR refused to help with the request, and instead, reconfigured the internal system so that it was no longer possible to see who was on the blacklist.

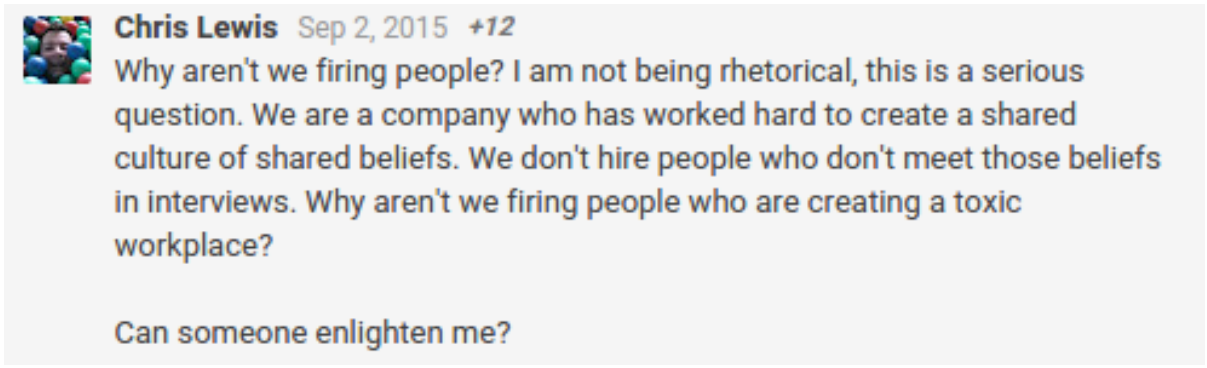
Google Allowed Employees to Intimidate Conservatives with Threats of Termination

152. In the midst of any heated political discussion at Google, it has become commonplace to see calls for conservatives to be fired or "encouraged to work elsewhere" for "cultural fit" reasons.

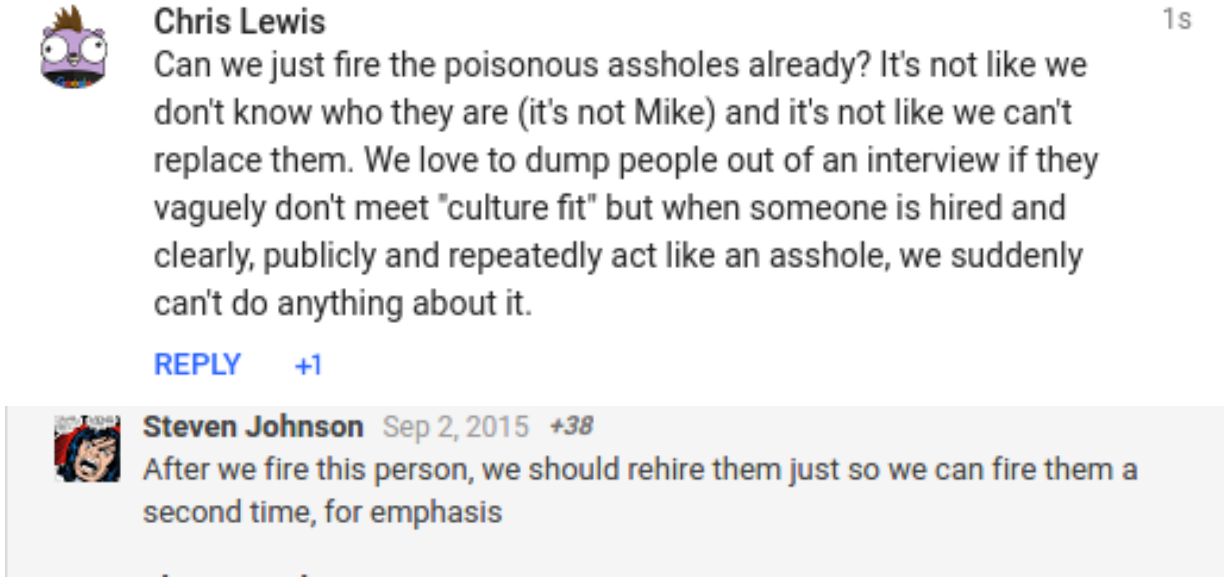
Googlers are extremely proud of the fact that the company has created a "shared culture of shared beliefs" and openly discriminates against job applicants who do not share the same political ideology.

153. One Google employee, referring to two conservative Googlers who criticized a feminist blog post in July-August 2015 stated, "maybe we should just try laying off those people. Please."

154. Other Google employees also suggested terminating employees with conservative values that did not comport with their own. One even suggested firing an employee twice simply to get the point across—conservatives were not welcome at Google.



155. Many Google employees resorted to name-calling, and one called conservative Google employees that reported the discrimination they faced to Google HR "poisonous assholes." The employee stated that Google knew who the "assholes" were, and that they could be easily replaced. Several conservative employees reported this to Google HR, but Google HR replied that this hateful rhetoric was not a policy violation.



Google Enabled Discrimination against Caucasian Males

156. Liz Fong-Jones ("Fong-Jones"), an L5 SRE Manager at Google, repeatedly discriminated against Caucasian males.

157. On April 4, 2015, a Caucasian male posted a comment about a "Diversity Town Hall" meeting in which the management stated that affirmative action was impractical from a legal

standpoint. Fong-Jones responded that she "could care less about being unfair to white men. You already have all the advantages in the world."

[redacted] Apr 22, 2015 +17
I agree with the town hall's statement. I've yet to see effective "increasing diversity" efforts which do not bring unfairness against white men (e.g. lowering the hiring bar for minorities, or arranging events where white men are or feel excluded).

Liz Fong-Jones Apr 22, 2015 +179
Frankly, I could care less about being 'unfair' to [edited to add: cisgender, straight, able-bodied, wealthy] white men. You already have all the advantages in the world.

[redacted] Apr 22, 2015 +9
We will not agree on that.

Malcolm Rowe Apr 22, 2015 +102
aka *Straight White Male: The Lowest Difficulty Setting There Is.*

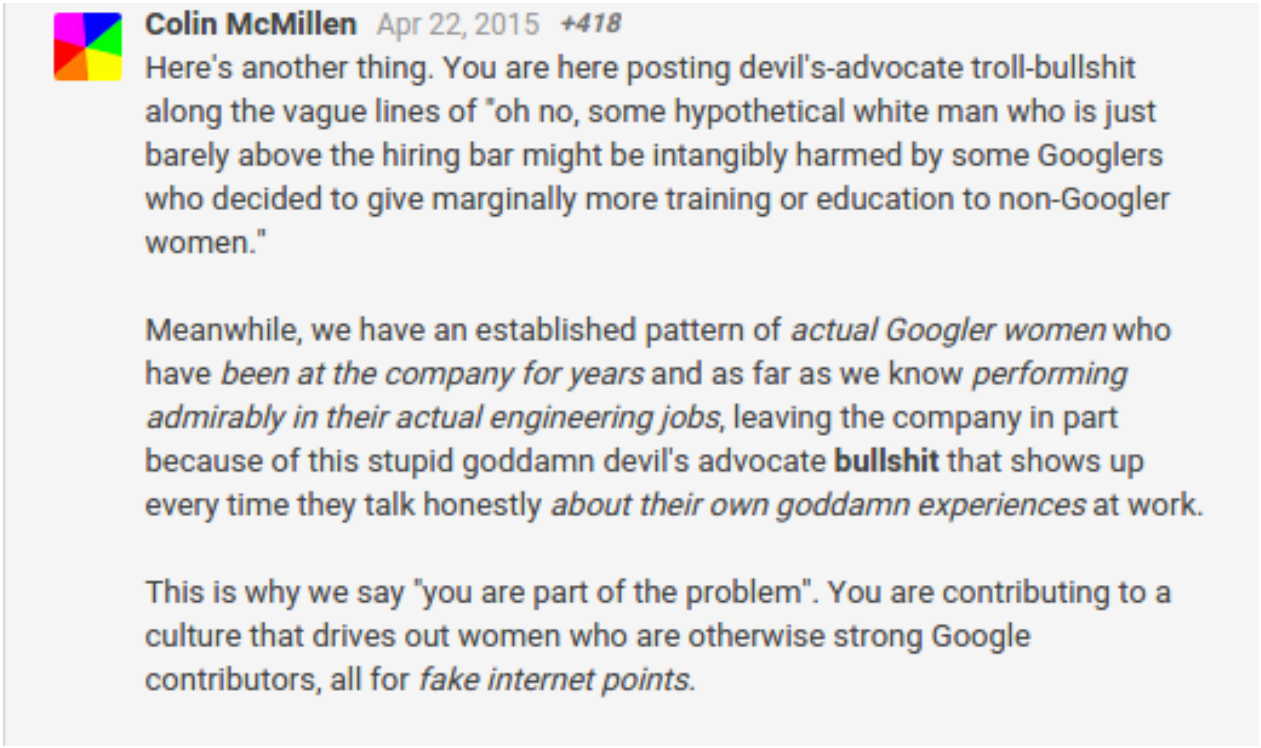
Jonathan Reid Apr 22, 2015 +212
The fact that the first comment on this post is a microaggression speaks volumes about the cultural problem at Google.

Liz Fong-Jones Apr 22, 2015 +37
[redacted] I understand that we're not going to agree, and you are entitled to your own opinions. However, I wish you'd considered how I might receive the remarks before you made them.

Frank Mayhar Apr 22, 2015 +53
[redacted] Speaking as a white man, well, I can't say here what I really want to say, which would involve some very NSFW language, so let me just say that you and those like you are not just *part* of the problem, you're *most* of the problem. And let me remind you of the adage, "it's better to remain silent and be thought a fool than to speak and remove all doubt."

I wish I could apologize to **+Erica Baker** and all the rest of the women and minorities that this, um, person has insulted but I can't. All I can do is to speak out against this kind of blinkered, pig-ignorant BS and try to fight it as hard as I can. As others have said, if you're a woman and/or a minority and you need an advocate or just someone to talk to, I'm here and am willing to go to bat for you, any time.

158. Dozens of other employees joined the conversation to insult and belittle the Caucasian male, characterizing his concerns about workplace discrimination as "stupid goddamn devil's advocate bullshit." This received hundreds of "upvotes" from other Googlers showing their approval.



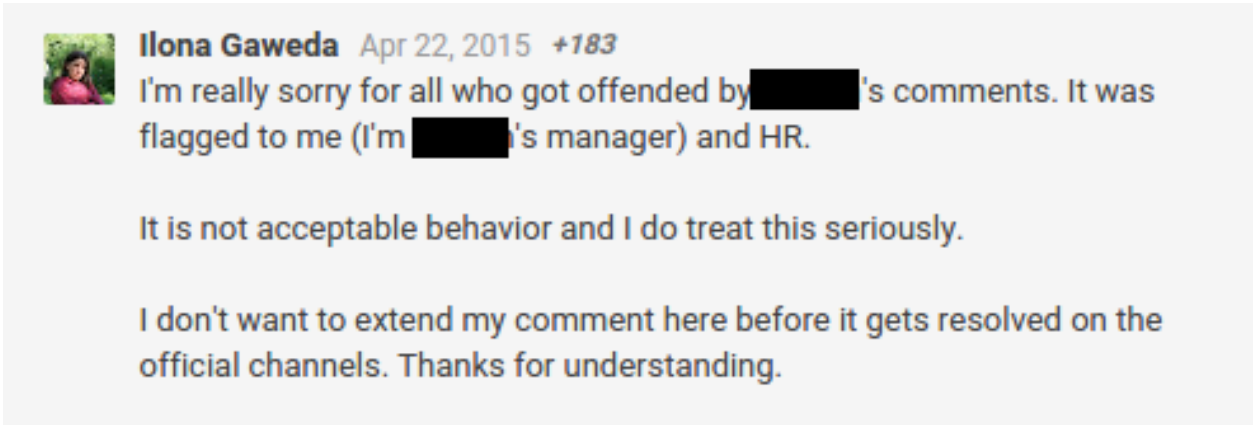
Colin McMillen Apr 22, 2015 *+418*

Here's another thing. You are here posting devil's-advocate troll-bullshit along the vague lines of "oh no, some hypothetical white man who is just barely above the hiring bar might be intangibly harmed by some Googlers who decided to give marginally more training or education to non-Googler women."

Meanwhile, we have an established pattern of *actual Googler women* who have *been at the company for years* and as far as we know *performing admirably in their actual engineering jobs*, leaving the company in part because of this stupid goddamn devil's advocate **bullshit** that shows up every time they talk honestly *about their own goddamn experiences* at work.

This is why we say "you are part of the problem". You are contributing to a culture that drives out women who are otherwise strong Google contributors, all for *fake internet points*.

159. The Caucasian male employee's own manager replied to chastise him and to promise that he would be punished for his apostasy.



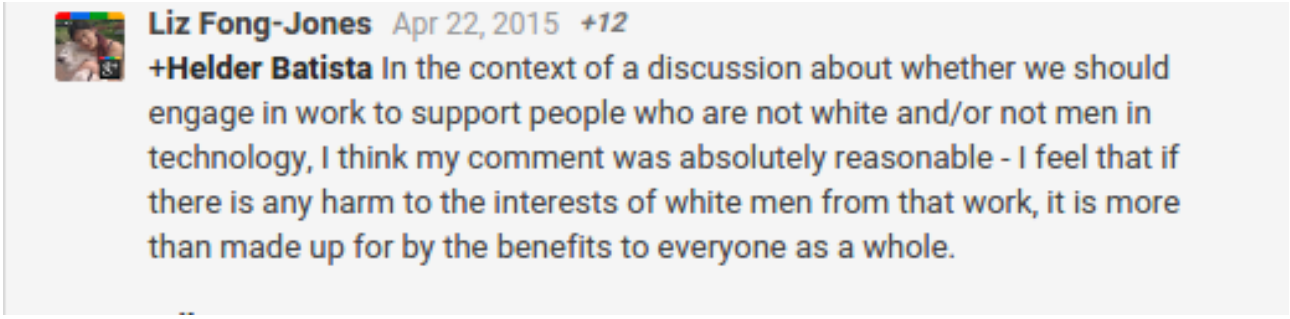
Ilona Gaweda Apr 22, 2015 *+183*

I'm really sorry for all who got offended by [redacted]'s comments. It was flagged to me (I'm [redacted]'s manager) and HR.

It is not acceptable behavior and I do treat this seriously.

I don't want to extend my comment here before it gets resolved on the official channels. Thanks for understanding.

160. In a follow-up conversation, Fong-Jones doubled-down on her position, stating that the "benefit to everyone as a whole" justifies discrimination against white men.



Liz Fong-Jones Apr 22, 2015 *+12*

+Helder Batista In the context of a discussion about whether we should engage in work to support people who are not white and/or not men in technology, I think my comment was absolutely reasonable - I feel that if there is any harm to the interests of white men from that work, it is more than made up for by the benefits to everyone as a whole.

161. When Fong-Jones was reported to Google HR, Google's initial reaction was to state that since Fong-Jones was responding "to some pretty insensitive comments from other colleagues and reacting to an environment that we know have been less than friendly to women and minorities at times," that her behavior was taken out of context and excused her comments. Google HR then stated that "some empathy could be valuable as you reflect on the conversations."

162. It was only after the matter continued to escalate that Google HR finally took "action," which they claimed ranged from "coaching to warnings."

163. Chris Busselle ("Busselle"), a Manager in the Search organization, has frequently urged other Googlers to engage in discriminatory practices to improve diversity.

164. On April 9, 2017, Busselle posted a message suggesting that employees should leverage Google's influence to have "cheesy white males" removed from speaker lineups at conferences.

> **Invited to speak externally? Wield your influence for good** Next time you get invited to speak at a conference, especially if you're a white male -- ask the organizer to confirm you're the only white male on the panel / in the speaker lineup. If not, say you are honored, but must decline, and give the reason. And because you are at Google, guess what -- they're going to change the panel for you. You'll feel bad about inconveniencing them. But not that bad. When the cheesy white male executive is in the 'green room' and glaring at you because he was bounced for the panel in favor of a woman on his team, you'll feel pretty damn smug. Or you won't: you'll feel bad that you might have put her in a tough spot, and you'll go above and beyond to make good with the schmucky senior dude. (I know this is nuanced. I know it's a burden to be a woman and have to do these speeches, to be the poster child for diversity in tech. But on balance I'd rather have the conference organizer try, and try harder, than not try at all.)

165. Busselle's anti-white-male decree was reported to HR on April 21, 2017. On May 4, 2017, HR replied and said: "Regarding your concern about Chris Busselle's G+ post, we have reviewed and do not find that it violates our policies. You may of course feel free to provide him feedback about his post."

Google Was Unable to Respond to Logical Arguments

166. On November 15, 2015, a Google employee complained to Google HR regarding a highly offensive post from an employee in the Developer Product Group. The post stated:

> "If you put a group of **40-something white men** in a room together and tell them to come up with something creative or innovative, they'll come back and tell you how enjoyable the process was, and how they want to do it again, but they come up with fuck-all as a result!" (emphasis added.)

167. The Google employee stated that this statement was a violation of the Google Code of Conduct, and was creating a hostile workplace environment as it targeted Caucasians, males, and individuals over the age of 40.

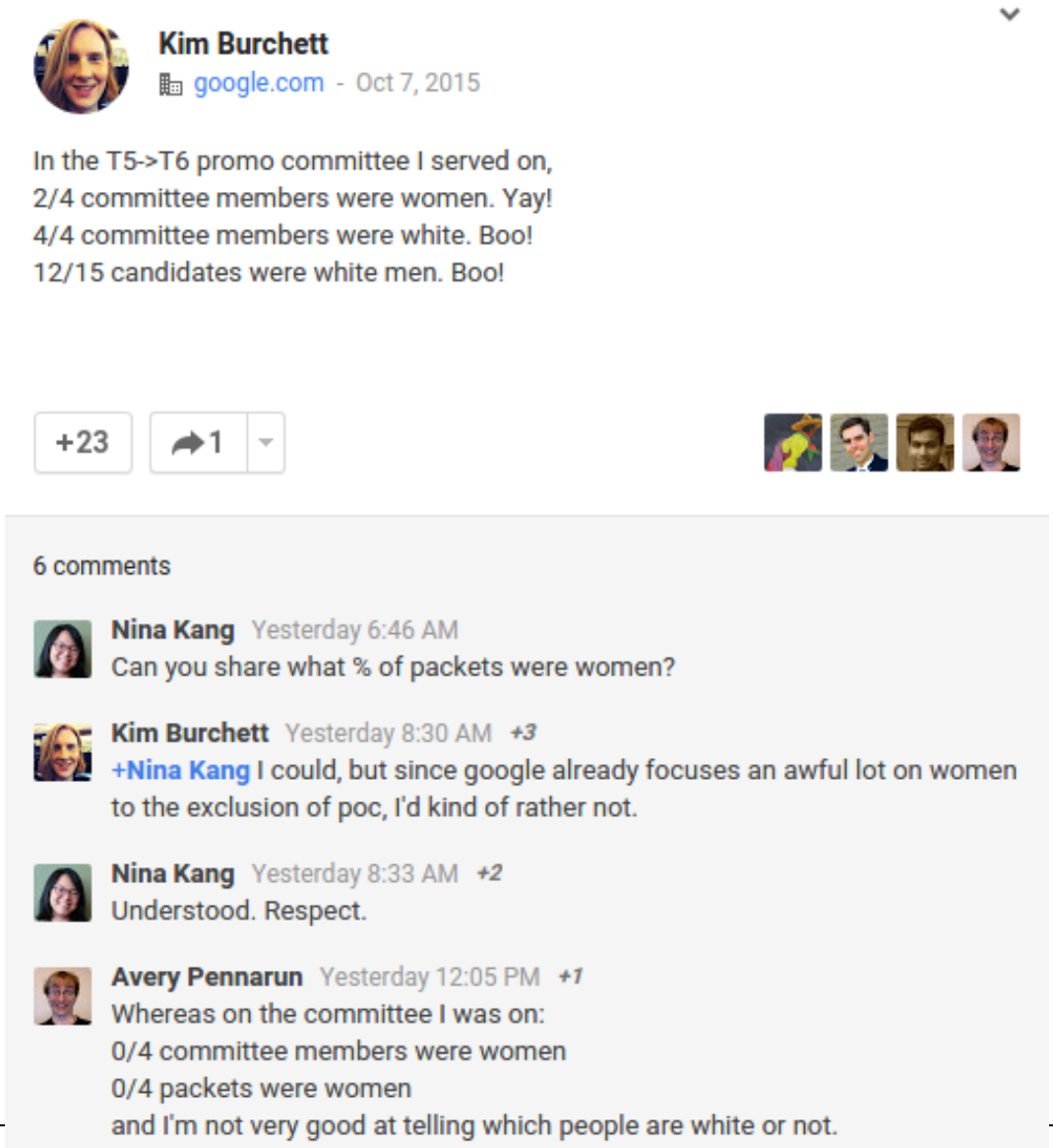
168. Google HR responded: "Given the context of the post and that [the employee's] main point is to highlight that it is helpful to have diverse perspectives, it doesn't appear that the post to [sic] violates our policies."

169. Perplexed, the Google employee responded to Google HR by replacing the term "40-something white men" with "women" and asked how that was not a breach of conduct. Google failed to respond.

> Hi Josh,
>
> Thanks for your reply. If I understand the policy correctly, then, would it be acceptable for somebody to post a sentiment along these lines?
>
> "If you put a group of women in a room together and tell them to come up with something creative or innovative, they'll come back and tell you how enjoyable the process was, and how they want to do it again, but they come up with fuck-all as a result!"
>
> Assuming, of course, that the main point is to highlight that it is helpful to have diverse perspectives.
> [Quoted text hidden]

170. Google's lack of response and engagement evidenced Google's biases and its inability to even recognize them when someone pointed them out. As demonstrated above, Google allowed individuals to insult and discriminate against political conservatives, Caucasians, and males with impunity.

171. A perfect example of Google's relaxed attitude toward discrimination against Caucasians and males is seen in Burchett's G+ posts. As seen below, Burchett states that in the promotions committee which she serves on where she helps decide which T5 Engineers are promoted to the T6 level, she stated, "2/4 committee members were women. Yay! 4/4 committee members were white. Boo! 12/15 candidates were white men. Boo!" Further in the thread, Burchett highlights the divisiveness of her original post by noting that it was not fair even to talk about women when "POC" or "people of color" weren't getting enough airtime in the discussion.



172. Upon information and belief, Burchett continued to make hiring and promoting decisions at Google and was not reprimanded by Google, even though Burchett's posts were reported to Google HR and to the Senior Vice President of Legal in a formal complaint.

173. These examples make it clear that 1) Google discriminates against conservatives, Caucasians, and males and 2) that Google has fostered an environment where this kind of mistreatment is not only allowed, commonplace, accepted—but is, in fact, encouraged, enabled, and rewarded.

Google's "Diversity" Policies Impede Internal Mobility and New Hires

174. Another Google employee, who first began working for Google over a decade ago as a Software Engineer has suffered similar discrimination, harassment, and retaliation for his perceived conservative views, his gender, and his Caucasian race.

175. From 2008 till 2016, the Google employee was able to move from one team to another with ease after a project was cancelled or completed, and during this eight-year time period, he transferred between approximately five different teams.

176. Although the Google employee moved from team to team at Google, the Google employee consistently received at least "Meets Expectations" after his promotion in 2008 until 2015, with one "Needs Improvement" rating in 2015—a month after taking bereavement leave to mourn the death of his grandmother.

177. When the Google employee learned that a project he was working on was moving to another country, he began looking for a new team to join as he had done numerous times in the past. However, this time, it was much more difficult.

178. The Google employee reached out to more than 10 different hiring managers, but few seemed interested in having him join their team, and only one had extended a firm offer by the end of January 2017.

179. Upon information and belief, the Google employee was not selected due to the fact that the hiring managers were looking solely for "diverse" individuals, and as a Caucasian male, the Google employee did not help fill their mandatory (and illegal) quotas. The Google employee was otherwise completely qualified for the positions for which he applied. This discrimination was

confirmed a few days later when on February 2, 2017, the Google employee's former director initiated a "Diversity Team Kickoff" with the intent to freeze headcount so that teams could find diversity candidates to help fill the empty roles. Google was specifically looking for women and non-Caucasian individuals to fill these roles.

180. In a further display of disregard for the law, Charles Mendis ("Mendis"), an Engineering Director at Google, informed his team that he was "freezing [headcount]" so that he could reserve future open positions for diverse candidates. Mendis stated, "For each position we have open work on getting multiple candidates including a diversity candidate." He then went on to state, "Often the first qualified candidate is not a diversity candidate, waiting to have a few qualified candidates and being patient is important."

181. This discrimination against Caucasians and males was not only allowed at Google, but was supported, and actively encouraged.

182. Facing the threat of termination unless he met a looming March, 2017 transfer deadline imposed by HR, the Google employee was finally able to secure a position with the a team in the Ads and Commerce Product Area.

183. The team was a new area for the Google employee, but his supervisor praised his work and his ability to learn the new field so quickly. On or around April, 2017, a few months after he started working with his new team, the Google employee's reviewing manager stated in a written performance review, "[The Google employee] has ramped up fast on ML, a new area for him," and his manager further told the Google employee that he was on track to receive either an Exceeds or Strongly Exceeds Expectations rating in the next performance cycle.

184. The Google employee was further told during his weekly one-on-one meetings with his manager in July, 2017 that he was doing fine work. The Google employee's manager had no complaints or issues to discuss with him.

185. Although the Google employee was coming along nicely in his new team, he did not feel that it was a good fit due to the lack of coding involved and was frustrated with the pace of bureaucracy on the team. Therefore, the Google employee reached out to Stephen Gillet, ("Gillet") of

the Google X team, whom he had previously corresponded with back when the Google employee was leaving one of his previous teams.

186. Gillet was receptive to the idea of re-engaging with the Google employee for the purposes of transferring him over, and connected him to a few other members of the team, including Will Robinson ("Robinson"), the hiring manager of Google X.

187. While the Google employee was in the middle of discussing the transfer, Damore's memo began going viral. On August 4, 2017, the Google employee commented in support of Damore's memo and its defense of the conservative ideology, and stated:

> "Thank you for raising this important issue James. All too often I believe this subject is portrayed very one-sidedly here at Google, and with real consequences for those who dare to question the dominant narrative."

The Google employee then went on vacation after that until approximately August 15, 2017.

188. While the Google employee was out of the office, his director sent an organization-wide email encouraging all employees to attend "Ads Diversity and Inclusion Week", while simultaneously condemning Damore's memo, stating that "misogyny and racism are not 'political views.'"

Diversity and Inclusion and "the doc"

Mike Schulman <mschulman@google.com> Mon, Aug 7, 2017 at 5:20 PM
Reply-To: mschulman@google.com
To: cen-all <cen-all@google.com>

Hi all,

I actually drafted this email out last week around encouraging folks to come take part in the Ads Diversity and Inclusion Week coming up in 7 days! I still plan to encourage participation so hold tight. That said a lot has happened between last Friday and today.

To jump right in, I've read the document and have personally found the premise repulsive and the arguments intellectually dishonest. I feel it propagates harmful and invalid stereotypes and advances a misunderstanding on how Google or any technology company operates.

I very much want a workplace where all people feel safe and can be successful. This includes political views, and Google has room to improve in this area, but I refuse to accept that misogyny and racism are "political views". Events like Ads Diversity and Inclusion Week are important opportunities for us as a team to stand up for what is important to us. I will be taking part and encourage all of you too as well.

As always please reach out to me, your manager, or your HRBP.

thanks... mike

189. On or around September 6, 2017, less than one week before managers begin meeting to determine calibration ratings, the Google employee suddenly and suspiciously received verbal feedback from his manager that he was in danger of not meeting expectations. On the next day, Robinson emailed the Google employee that the "[next] (and near-final) step in the process on our side would be a chat with your current manager. This is a normal piece of due diligence that I do for all transfers, and it's usually the last step before we make a formal transfer offer."

190. On September 12, 2017, the Google employee informed his reviewing manager of his desire to join the Google X team. His reviewing manager claimed to be supportive of the transfer, even offering to expedite it to ensure it would go through before performance reviews are finalized.

191. On September 19, 2017, during the weekly one-on-one meetings, his reviewing manager began discussing the Google employee's future with the team, and told the Google employee that he needs to deliver a sizeable project in the final quarter of the year with "no room for failure." The Google employee understood this statement to mean that his performance review and his transfer were now in jeopardy.

192. A few days later, on September 22, 2017, the Google employee received an email from Robinson titled "Bad News." The email went on to state that "[a]fter a lot of thought and discussion, I've come to the conclusion that the right fit isn't there for you and our team at this time."

193. Robinson's sudden and cryptic turnaround, along with the Google employee's reviewing manager's negative verbal feedback, just a few weeks after the Google employee's comment of support in Damore's memo, made it clear that the transfer was subverted by the Google employee's management chain at Google due to his political views.

194. On or about October 12, 2017, the Google employee confronted his reviewing manager during their one-on-one meeting about his call with Robinson, but his reviewing manager naturally denied any wrongdoing and stated that he only "had a 15-minute conversation regarding [the Google employee's] strengths and weaknesses."

195. On or about October 25, 2017, two weeks after that weekly meeting, the Google employee received a "Needs Improvement" rating. This occurred despite the fact that his reviewing manager had been assuring the Google employee every week since September 19, 2017, that he had

been meeting expectations. The Google employee also argued that the rating was unfair because he only learned of his alleged "poor performance" on September 6, 2017.

196. Because this "Needs Improvement" rating was his second one (during his ten-year tenure at Google), the Google employee was also automatically placed on a Performance Improvement Plan ("PIP"). This was the first time the Google employee had received any written feedback since joining his new team that his performance was in need of improvement.

197. The Google employee had worked at Google for nearly a decade without incident, and as soon as Googlers learned he supported conservative ideologies, he lost his transfer to a different team, received a poor performance rating, and was placed on a PIP.

198. Plaintiffs and class members may point to innumerable other examples of illegal and discriminatory conduct at Google. For the sake of relative brevity, only a handful of examples have been described in this Complaint. Attached as **"Exhibit B"** to the Complaint is a compilation of posts and "memes" from Google's internal message boards designed for employee use. All 80,000+ Google employees have access to an internal meme generator site that is described as "a space for sharing internal news, announcements, passive-aggressive statements, awesomeness, witty remarks, Reddit OC and cynical-in-a-good-way experiences on Google and outside." Employees often use the memegen tool to post offhand comments and observations for others to see; there is a voting mechanism that puts the most popular entries on the top of the page. Other entries on Exhibit B are from widespread Google internal communications available to employees.

CLASS ACTION ALLEGATIONS

199. Plaintiffs bring their first, second, third, eighth, ninth, and tenth causes of action pursuant to California Code of Civil Procedure section 382 on behalf of themselves and on behalf of the following proposed Class and Subclasses, each of which Plaintiffs are members:

> **Global Class:** All employees of Google discriminated against by Google in California due to their perceived conservative views, their race, and/or their gender at any time during the time period beginning four years prior to the filing of this Complaint through the date of trial in this action ("Class").
>
> **Political Subclass**: All employees of Google discriminated against due to their perceived conservative views by Google in California at any time during the time period beginning four years prior to the filing of this Complaint through the date

of trial in this action ("Political Subclass").

Gender Subclass: All employees of Google discriminated against by Google in California for being males at any time during the time period beginning one year prior to the filing of this Complaint through the date of trial in this action ("Gender Subclass").

Race Subclass: All employees of Google discriminated against by Google in California for being Caucasian at any time during the time period beginning one year prior to the filing of this Complaint through the date of trial in this action ("Race Subclass") (Political Subclass, Gender Subclass, and Race Subclass, collectively referred to as "Subclasses").

Plaintiffs reserve the right to amend the definitions of Class and Subclasses following discovery.

200. Excluded from the Class and Subclasses is anyone employed by counsel in this action, and any judge to whom this action is assigned and his or her immediate family members.

201. This action is brought, and may properly be maintained, as a class action under Code of Civil Procedure section 382, because each Class and Subclass is a well-defined community of interest in the litigation, and each proposed Class and Subclass is easily ascertainable. There also exists a sufficiently numerous classes or subclasses, and substantial benefits from certification that render proceeding as Classes or Subclasses, superior to joinder, filing individually, or other alternatives.

202. Numerosity and Ascertainability: The size of the Class and Subclasses makes a class action both necessary and efficient. Upon information and belief, Google employee approximately 80,000 employees located across California. Members of the Class and Subclasses are ascertainable through Google's records, but are so numerous that joinder of all individual Class and Subclass members would be impractical.

203. Predominant Common Questions of Law and Fact: Common questions of law and fact affecting the rights of all Class and Subclass members predominate over individualized issues. These common questions include, but are not limited to:

a. whether Google has a systemic policy and/or practice of discriminating against employees due to their perceived conservative political views;

b. whether Google has a systemic policy and/or practice of discriminating against employees due to their gender;

c. whether Google has a systemic policy and/or practice of discriminating against employees due to their race;

d. whether Google's systemic policy and/or practice of discriminating against employees due to their perceived conservative political views violates California Labor Code section 1101 and 1102 *et seq.*;

e. whether Google's systemic policy and/or practice of discriminating against employees due to their gender violates the Fair Employment and Housing Act;

f. whether Google's systemic policy and/or practice of discriminating against employees due to their race violates the Fair Employment and Housing Act;

g. whether Google's systemic policy and/or practice of discriminating against employees due to their perceived conservative political views was willful;

h. whether Google's systemic policy and/or practice of discriminating against employees due to their gender was willful;

i. whether Google's systemic policy and/or practice of discriminating against employees due to their race was willful;

j. whether Google's policies or practices violate Cal. Bus. & Prof. Code § 17200 *et seq.*;

k. whether equitable remedies, injunctive relief, compensatory damages, and/or attorneys' fees for the Class and/or Subclasses are warranted.

204. Typicality: Plaintiffs' claims are typical of the claims of the Class and Subclasses as a whole because Plaintiffs are employees of Google in California during the respective Class Periods, who were discriminated against for their perceived conservative views, their gender, and/or their race.

205. Adequacy of Representation: Plaintiffs will fairly and adequately represent the interests of the Class and Subclasses because their individual interests are consistent with, and not opposed to, the interests of the Class and Subclasses, and because Plaintiffs have selected counsel who have the requisite resources and ability to prosecute this case as a class action and are experienced labor and employment attorneys who have successfully litigated other cases involving

similar issues and have litigated class actions.

206. Superiority of Class Mechanism. Class certification is appropriate because common questions of law and fact predominate over any questions affecting only individual Class Members. Google's liability in this case is based on uniform company policies and procedures. The amount owed to each individual Class Member is small in relation to the expense and burden of individual litigation to recover that amount. The prosecution of separate actions against Google by individual Class Members could create a risk of inconsistent or varying adjudications which could establish incompatible standards of conduct for Google. A class action is superior to other available methods for the fair and efficient adjudication of the controversy set forth herein.

LEGAL CLAIMS

FIRST CAUSE OF ACTION
Violation of Cal. Labor Code § 1101
(By Plaintiffs on behalf of themselves and the Political Subclass Against all Defendants)

207. Plaintiffs repeat and incorporate each paragraph above as if fully set forth here.

208. Employers may not discharge or discriminate against an employee for engaging in political activities or the exercise of any rights afforded him. California Labor Code section 1101 prohibits employers from making, adopting, or enforcing any rule, regulation, or policy that forbids or controls, or tends to control, their employees' political activities.

209. California Labor Code section 1105 states, "Nothing in this chapter shall prevent the injured employee from recovering damages from his employer for injury suffered through a violation of this chapter."

210. Upon violation of this section preventing employers from controlling political activities of employees, employees have a right of action for damages for breach of an employment contract. *Lockheed Aircraft Corp. v. Superior Court of Los Angeles County* (1946) 28 Cal.2d 481.

211. Plaintiffs, and all members in the Political Subclass, engaged in protected political activity. Plaintiffs, and the Political Subclass members, expressed their political viewpoints, and as a result were discriminated against throughout the respective Class Periods by Google, which does not

share their political views.

212. As a direct result of the aforesaid violations of law, as well as the job retaliation set forth herein, Plaintiffs and Political Subclass have sustained, and will continue to sustain for a period of time in the future, compensatory and general damages in an amount according to proof at the trial of this action.

213. As a direct and proximate result of Google's willful, knowing and intentional retaliation, Plaintiffs have suffered and will continue to suffer emotional and physical distress and injury, stress, humiliation, anxiety, depression, and other employment benefits and job opportunities in an amount to be determined at trial.

214. These actions of Google were so cold, callous and reckless as to be malicious. Plaintiffs and the Political Subclass are therefore entitled to an award of punitive damages in an amount to be determined at trial.

215. Because this claim arising under California state law is a matter of public concern, and affects the public at large, Plaintiffs and the Class and Subclasses pray for attorney's fees and expenses pursuant to Code of Civil Procedure § 1021.5.

SECOND CAUSE OF ACTION
Violation of Cal. Labor Code § 1102
(By Plaintiffs on behalf of themselves and the Political Subclass Against all Defendants)

216. Plaintiffs repeat and incorporate each paragraph above as if fully set forth here.

217. California Labor Code section 1102 makes it illegal for an employer to threaten employees with discharge as a means of coercing or influencing employees' political activities.

218. California Labor Code section 1105 states, "Nothing in this chapter shall prevent the injured employee from recovering damages from his employer for injury suffered through a violation of this chapter."

219. Upon violation of this section preventing employers from controlling political activities of employees, employees have a right of action for damages for breach of an employment contract. *Lockheed Aircraft Corp. v. Superior Court of Los Angeles County* (1946) 28 Cal.2d 481.

220. Plaintiffs and the Political Subclass engaged in protected political activity. Plaintiffs, and the Political Subclass members, expressed their political viewpoints, and as a result were threatened and coerced throughout the respective Class Period by Google, who does not share their political views.

221. As a direct result of the aforesaid violations of law, as well as the job retaliation set forth herein, Plaintiffs, and the Political Subclass, have sustained, and will continue to sustain for a period of time in the future, compensatory and general damages in an amount according to proof at the trial of this action.

222. As a direct and proximate result of Google's willful, knowing and intentional retaliation, Plaintiffs have suffered and will continue to suffer emotional and physical distress and injury, stress, humiliation, anxiety, depression, and other employment benefits and job opportunities in an amount to be determined at trial.

223. These actions of Google were so cold, callous and reckless as to be malicious. Plaintiffs and the Political Subclass are therefore entitled to an award of punitive damages in an amount to be determined at trial.

224. Because this claim arising under California state law is a matter of public concern, and affects the public at large, Plaintiffs, and the Class and Subclasses, pray for attorney's fees and expenses pursuant to Code of Civil Procedure § 1021.5.

THIRD CAUSE OF ACTION
Workplace Discrimination Due to Gender and/or Race in Violation of FEHA
(By Plaintiffs on behalf of themselves and the Gender and Race Subclasses Against all Defendants)

225. Plaintiffs repeat and incorporate each paragraph above as if fully set forth here.

226. At all relevant times, Google was an employer covered by the Fair Employment and Housing Act ("FEHA"), and Plaintiffs and the Gender and Race Subclasses were covered employees.

227. Google violated FEHA when they discriminated against Plaintiffs and the Gender and Race Subclass members because of their gender and/or race by, among other things, taking into account gender and/or race when considering promotions, failing to protect employees from negative comments made about Caucasian men as they protected members of other protected classes, and ignoring formal requests for redress from Google managers and the Human Resources department.

228. As a direct and proximate result of Google's willful, knowing and intentional gender and/or race discrimination, Plaintiffs, and the member of the Gender and Race Subclasses, have suffered and will continue to suffer emotional and physical distress and injury, stress, humiliation, anxiety, depression, and other employment benefits and job opportunities in an amount to be determined at trial.

229. These actions of Google were so cold, callous and reckless as to be malicious. Plaintiffs, and Gender and Race Subclass members, are therefore entitled to an award of punitive damages in an amount to be determined at trial.

230. FEHA provides for an award of reasonable attorneys' fees and costs incurred by a prevailing plaintiff in an action brought under its provision. Plaintiffs have incurred, and are incurring, attorneys' fees and costs. Thus, should Plaintiffs prevail at trial, they will be entitled to reasonable attorneys' fees and costs, pursuant to Govt. Code § 12965(b).

FOURTH CAUSE OF ACTION
Workplace Harassment in Violation of FEHA
(By Plaintiffs Against All Defendants)

231. Plaintiffs repeat and incorporate each paragraph above as if fully set forth here.

232. The FEHA provides that it is unlawful for an employer to harass an employee because of, *inter alia*, the employee's gender and/or race.

233. Furthermore, it is unlawful to harass an employ for informing internal management about possible violations of the law.

234. Google constantly treated Plaintiffs in a discriminatory and harassing fashion after they reported labor code and California Civil code violations, thus creating a hostile work environment.

235. The harassment was based on Plaintiffs' gender and/or race, and their constant reminders to Google to not break the law by taking into account protected categories, and giving underrepresented minorities and women special preferences when making hiring or promotion decisions. Any discussions to the contrary were ignored.

236. Google's conduct was so severe and pervasive that it altered Plaintiffs' conditions of employment.

237. Google's treatment of Plaintiffs caused them to consider the work environment to be hostile and/or abusive, and a reasonable person in their circumstances would have similarly considered the work environment to be hostile and/or abusive.

238. Plaintiffs made it clear to Google that such harassment was unwelcome by reporting it to Google HR directly multiple times. However, Google failed to act.

239. Google's conduct was a substantial factor in causing Plaintiffs' harm.

240. As a direct and proximate result of Google's willful, knowing and intentional harassment, Plaintiffs have suffered and will continue to suffer emotional and physical distress and injury, stress, humiliation, anxiety, depression, and other employment benefits and job opportunities in an amount to be determined at trial.

241. These actions of Google were so cold, callous and reckless as to be malicious. Plaintiffs are therefore entitled to an award of punitive damages in an amount to be determined at trial.

242. FEHA provides for an award of reasonable attorneys' fees and costs incurred by a prevailing plaintiff in an action brought under its provision. Plaintiffs have incurred, and are incurring, attorneys' fees and costs. Thus, should Plaintiffs prevail at trial, they will be entitled to reasonable attorneys' fees and costs, pursuant to Govt. Code § 12965(b).

FIFTH CAUSE OF ACTION
Retaliation in Violation of FEHA
(By Plaintiffs Against All Defendants)

243. Plaintiffs repeat and incorporate each paragraph above as if fully set forth here.

244. California Government Code § 12940(h) provides that it is unlawful for any employer or person to discriminate against any person because the person has opposed any practices forbidden under the Fair Employment and Housing Act, Government Code § 12940, *et seq*.

245. Plaintiffs opposed Google's unlawful hiring and promoting practices in violation of California Government Code § 12940 *et seq*. by complaining to their supervisors and Google HR on several occasions.

246. Specially, Plaintiffs reported to Google numerous occasions of hostile comments made by coworkers regarding the Plaintiffs' gender and/or race.

247. Plaintiffs further complained regarding the unlawful hiring and promoting practices taking place at Google.

248. In retaliation for objecting to such unlawful conduct in violation of FEHA, Google took adverse employment action against Plaintiffs by issuing them verbal and written warnings, and by providing them with decreased performance reviews.

249. There is a causal link between Plaintiffs complaining to report Google's illegal activities, harassment, discrimination, and the subsequent retaliation.

250. In so retaliating against Plaintiffs, Google violated the Fair Employment and Housing Act, among other statute and California common law.

251. As a direct and proximate result of Google's willful, knowing and intentional retaliation, Plaintiffs have suffered and will continue to suffer emotional and physical distress and injury, stress, humiliation, anxiety, depression, and other employment benefits and job opportunities in an amount to be determined at trial.

252. These actions of Google were so cold, callous and reckless as to be malicious. Plaintiffs are therefore entitled to an award of punitive damages in an amount to be determined at trial.

253. FEHA provides for an award of reasonable attorneys' fees and costs incurred by a prevailing plaintiff in an action brought under its provision. Plaintiffs have incurred, and are incurring, attorneys' fees and costs. Thus, should Plaintiffs prevail at trial, they will be entitled to reasonable attorneys' fees and costs, pursuant to Govt. Code § 12965(b).

SIXTH CAUSE OF ACTION
Retaliation in Violation of Public Policy (*Tameny*)
(By Plaintiffs Against All Defendants)

254. Plaintiffs repeat and incorporate each paragraph above as if fully set forth here.

255. Reprimanding employees in retaliation for resisting the violations of laws that secure important public policies contravenes those policies, and gives rise to a common law action in tort.

256. Plaintiffs were given verbal and written warnings after complaining about Google's unlawful hiring and promoting practices. Google's violation of Plaintiffs' statutory and constitutional rights is inconsistent and hostile to the public's interest.

257. Google's arguments for reprimanding Plaintiffs are pretextual in nature and calculated to disguise the motivating basis of the adverse employment action to which Plaintiffs were subjected.

258. As a direct and proximate result of Google willful, knowing and intentional retaliation, Plaintiffs have suffered and will continue to suffer emotional and physical distress and injury, stress, humiliation, anxiety, depression, and other employment benefits and job opportunities in an amount to be determined at trial.

259. These actions of Google were so cold, callous and reckless as to be malicious. Plaintiffs are therefore entitled to an award of punitive damages in an amount to be determined at trial.

260. FEHA provides for an award of reasonable attorneys' fees and costs incurred by a prevailing plaintiff in an action brought under its provision. Plaintiffs have incurred, and are incurring, attorneys' fees and costs. Thus, should Plaintiffs prevail at trial, they will be entitled to reasonable attorneys' fees and costs.

SEVENTH CAUSE OF ACTION
Retaliation in Violation of Cal. Labor Code § 1102.5
(By Plaintiffs Against All Defendants)

261. Plaintiffs repeat and incorporate each paragraph above as if fully set forth here.

262. California Labor Code § 1102.5 (a), in pertinent part, provides: "An employer, or any person acting on behalf of the employer, shall not make, adopt, or enforce any rule, regulation, or policy preventing an employee from disclosing information to a government or law enforcement agency, to a person with authority over the employee, or to another employee who has authority to investigate, discover, or correct the violation or noncompliance, or from providing information to, or testifying before, any public body conducting an investigation, hearing, or inquiry, if the employee has reasonable cause to believe that the information discloses a violation of state or federal statute, or a violation of or noncompliance with a local, state, or federal rule or regulation, regardless of whether disclosing the information is part of the employee's job duties." Labor Code § 1102.5 subsections (c) & (d) provides: An employer, or any person acting on behalf of the employer, shall not retaliate against an employee for refusing to participate in an activity that would result in a violation of state or federal statute, or a violation of or noncompliance with a local, state, or federal rule or regulation. (d)

An employer, or any person acting on behalf of the employer, shall not retaliate against an employee for having exercised his or her rights under subdivision (a), (b), or (c) in any former employment."

263. As set forth above, Plaintiff opposed the wrongful and illegal practices by Google in regards to Google's practices of discrimination, harassment, and retaliation of individuals based on their protected traits.

264. Thereafter, Google took a series of retaliatory adverse employment actions against Plaintiffs such as giving them poor performance reviews and denying them promotions.

265. As a direct and proximate result of Google's willful, knowing and intentional retaliation, Plaintiffs have suffered and will continue to suffer emotional and physical distress and injury, stress, humiliation, anxiety, depression, and other employment benefits and job opportunities in an amount to be determined at trial.

266. These actions of Google were so cold, callous and reckless as to be malicious. Plaintiffs are therefore entitled to an award of punitive damages in an amount to be determined at trial.

EIGHTH CAUSE OF ACTION
Failure to Prevent Discrimination, Harassment, and Retaliation in Violation of FEHA
(By Plaintiffs Against All Defendants)

267. Plaintiffs repeat and incorporate each paragraph above as if fully set forth here.

268. At all relevant times, Google was required, but failed, to take all reasonable steps necessary to prevent discrimination, harassment, and retaliation under Government Code § 12940(k), *et seq*.

269. Upon information and belief, Google's lack of any meaningful investigation into Plaintiffs' complaints of coworkers' discriminatory, harassing, and retaliatory behavior constituted failure to prevent discrimination under the FEHA.

270. As a direct and proximate result of Google's willful, knowing and intentional failure to take all reasonable steps necessary to prevent discrimination, harassment, and retaliation, Plaintiffs have suffered and will continue to suffer emotional and physical distress and injury, stress, humiliation, anxiety, depression, and other employment benefits and job opportunities in an amount to be determined at trial.

271. These actions of Google were so cold, callous and reckless as to be malicious.

Plaintiffs are therefore entitled to an award of punitive damages in an amount to be determined at trial.

272. FEHA provides for an award of reasonable attorneys' fees and costs incurred by a prevailing plaintiff in an action brought under its provision. Plaintiffs have incurred, and are incurring, attorneys' fees and costs. Thus, should Plaintiffs prevail at trial, they will be entitled to reasonable attorneys' fees and costs, pursuant to Govt. Code § 12965(b).

NINTH CAUSE OF ACTION
Unfair Business Practices, Bus. & Prof. Code Section 17200 *et seq.*
(By Plaintiffs on behalf of themselves and the Plaintiff Class Against All Defendants)

273. Plaintiffs repeat and incorporate each paragraph above as if fully set forth here.

274. Google's violations of the California Labor Code, and California statutory and common law, and other provisions, as described above in the causes of action listed in this Complaint, all constitute unfair and unlawful business practices pursuant to Business & Professions Code Section 17200 *et seq.*

275. The unlawful conduct described herein resulted in harm to Plaintiffs and the Class.

276. Because the conduct alleged herein is ongoing, and there is no indication that either Google will cease their unlawful conduct described herein, Plaintiffs and the Class and Subclasses request that this Court enjoin Google from further violations of California's laws.

TENTH CAUSE OF ACTION
Declaratory Relief
(By All Plaintiffs on Behalf of Themselves and the Subclasses against All Defendants)

277. Plaintiffs repeat and incorporate each paragraph above as if fully set forth here.

278. An actual controversy has arisen and now exists between the parties relating to the legal rights and duties of the parties as set forth above, for which Plaintiffs and the Subclasses desire a declaration of rights and other relief available pursuant to the California Declaratory Judgment Act, C.C.P. §1060 *et seq.*

279. A declaratory judgment is necessary and proper in that Plaintiffs and the Subclasses contend that Google has committed and continues to commit the violations set forth above and, on information and belief, Google will deny that it has done so and/or will continue to commit such acts.

PRAYER FOR RELIEF

WHEREFORE, Plaintiffs, on behalf of themselves and all others similarly situated, respectfully pray for relief and judgment against Defendants, jointly and severally, as follows, in amounts according to proof:

1. For an order certifying this action as a class action;

2. For an order appointing Plaintiffs as Class/Subclass representatives, and appointing Plaintiffs' counsel as Class/Subclass counsel;

3. For judgment in favor of Plaintiffs against Defendants;

4. For preliminary and permanent injunctive relief enjoining Google from violating California Labor Code sections 1101 and 1102 *et seq.* by discriminating, harassing, and retaliating against individuals with conservative political views;

5. For declaratory relief;

6. For general, special and compensatory damages;

7. For pre-judgment interest where allowed in an amount according to proof;

8. For attorneys' fees under applicable provisions of law, including but not limited to FEHA, Cal. Labor Code 1102.5, and Code of Civil Procedure § 1021.5;

9. For costs of suit incurred herein; and

10. For such other and further relief as the Court deems just and proper.

Date: January 8, 2018

DHILLON LAW GROUP INC.

Harmeet K. Dhillon
Ravdeep S. Grewal
Gregory R. Michael

Attorneys for Plaintiffs James Damore, David Gudeman, and all others similarly situated

DEMAND FOR JURY TRIAL

Plaintiffs demand a trial by jury for all claims.

Date: January 8, 2018

DHILLON LAW GROUP INC.

Harmeet K. Dhillon
Ravdeep S. Grewal
Gregory R. Michael

Attorneys for Plaintiffs James Damore, David Gudeman, and all others similarly situated

EXHIBIT A

Google's Ideological Echo Chamber

How bias clouds our thinking about diversity and inclusion

go/pc-considered-harmful

James Damore - damore@

July 2017

Feel free to comment (they aren't disabled, the doc may just be overloaded).

For longer form discussions see g/pc-harmful-discuss

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Reply to public response and misrepresentation

I value diversity and inclusion, am not denying that sexism exists, and don't endorse using stereotypes. When addressing the gap in representation in the population, we need to look at population level differences in distributions. If we can't have an honest discussion about this, then we can never truly solve the problem.

Psychological safety is built on mutual respect and acceptance, but unfortunately our culture of shaming and misrepresentation is disrespectful and unaccepting of anyone outside its echo chamber.

Despite what the public response seems to have been, I've gotten many†personal messages from fellow Googlers expressing their gratitude for bringing up these very important issues which they agree with but would never have the courage to say or defend because of our shaming culture and the possibility of being fired. This needs to change.

TL;DR

- Google's political bias has equated the freedom from offense with psychological safety, but shaming into silence is the antithesis of psychological safety.
- This silencing has created an ideological echo chamber where some ideas are too sacred to be honestly discussed.
- The lack of discussion fosters the most extreme and authoritarian elements of this ideology.
    - Extreme: all disparities in representation are due to oppression
    - Authoritarian: we should discriminate to correct for this oppression
- Differences in distributions of traits between men and women may in part explain why we don't have 50% representation of women in tech and leadership.
- Discrimination to reach equal representation is unfair, divisive, and bad for business.

Background[1]

People generally have good intentions, but we all have biases which are invisible to us. Thankfully, open and honest discussion with those who disagree can highlight our blind spots and help us grow, which is why I wrote this document[2]. Google has several biases and honest discussion about these biases is being silenced by the dominant ideology. What follows is by no means the complete story, but it's a perspective that desperately needs to be told at Google.

Google's biases

At Google, we talk so much about unconscious bias as it applies to race and gender, but we rarely discuss our moral biases. Political orientation is actually a result of deep moral preferences and thus biases. Considering that the overwhelming majority of the social sciences, media, and Google lean left, we should critically examine these prejudices:

Left Biases	Right Biases
Compassion for the weak	Respect for the strong/authority
Disparities are due to injustices	Disparities are natural and just
Humans are inherently cooperative	Humans are inherently competitive

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[1] This document is mostly written from the perspective of Google's Mountain View campus, I can't speak about other offices or countries.

[2] Of course, I may be biased and only see evidence that supports my viewpoint. In terms of political biases, I consider myself a classical liberal and strongly value individualism and reason. I'd be very happy to discuss any of the document further and provide more citations.

Change is good (unstable)	Change is dangerous (stable)
Open	Closed
Idealist	Pragmatic

Neither side is 100% correct and both viewpoints are necessary for a functioning society or, in this case, company. A company too far to the right may be slow to react, overly hierarchical, and untrusting of others. In contrast, a company too far to the left will constantly be changing (deprecating much loved services), over diversify its interests (ignoring or being ashamed of its core business), and overly trust its employees and competitors.

Only facts and reason can shed light on these biases, but when it comes to diversity and inclusion, Google's left bias has created a politically correct monoculture that maintains its hold by shaming dissenters into silence. This silence removes any checks against encroaching extremist and authoritarian policies. For the rest of this document, I'll concentrate on the extreme stance that all differences in outcome are due to differential treatment and the authoritarian element that's required to actually discriminate to create equal representation.

Possible non-bias causes of the gender gap in tech[3]

At Google, we're regularly told that implicit (unconscious) and explicit biases are holding women back in tech and leadership. Of course, men and women experience bias, tech, and the workplace differently and we should be cognizant of this, but it's far from the whole story.

On average, men and women biologically differ in many ways. These differences aren't just socially constructed because:

- They're universal across human cultures
- They often have clear biological causes and links to prenatal testosterone
- Biological males that were castrated at birth and raised as females often still identify and act like males
- The underlying traits are highly heritable
- They're exactly what we would predict from an evolutionary psychology perspective

Note, I'm not saying that all men differ from all women in the following ways or that these differences are "just." I'm simply stating that the distribution of preferences and abilities of men and women differ in part due to biological causes and that these differences may explain why we don't see equal representation of women in tech and leadership. Many of these differences are small and there's significant overlap between men and women, so you can't say anything about an individual given these population level distributions.

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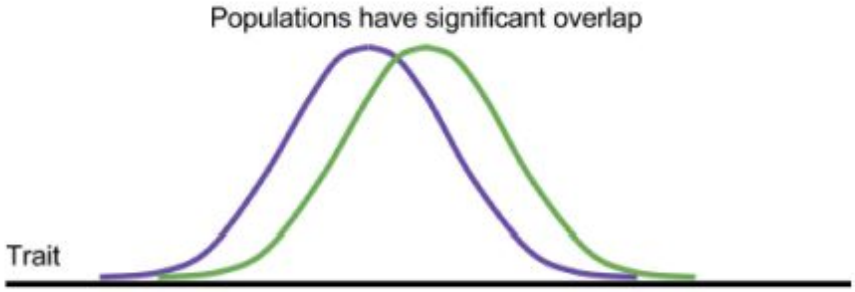
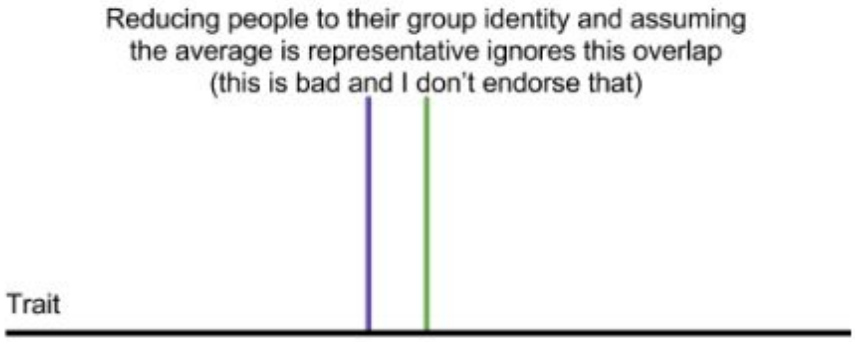
[3] Throughout the document, by "tech", I mostly mean software engineering.





Personality differences

Women, on average, have more:

- Openness directed towards feelings and aesthetics rather than ideas. Women generally also have a stronger interest in people rather than things, relative to men (also interpreted as empathizing vs. systemizing).
    - These two differences in part explain why women relatively prefer jobs in social or artistic areas. More men may like coding because it requires systemizing and even within SWEs, comparatively more women work on front end, which deals with both people and aesthetics.
- Extraversion expressed as gregariousness rather than assertiveness. Also, higher agreeableness.
    - This leads to women generally having a harder time negotiating salary, asking for raises, speaking up, and leading. Note that these are just average differences and there's overlap between men and women, but this is seen solely as a women's issue. This leads to exclusory programs like Stretch and swaths of men without support.
- Neuroticism (higher anxiety, lower stress tolerance).
    - This may contribute to the higher levels of anxiety women report on Googlegeist and to the lower number of women in high stress jobs.

Note that contrary to what a social constructionist would argue, research suggests that "greater nation-level gender equality leads to psychological dissimilarity in men's and women's personality traits." Because as "society becomes more prosperous and more egalitarian, innate dispositional differences between men and women have more space to develop and the gap that exists between men and women in their personality traits becomes wider." We need to stop assuming that gender gaps imply sexism.

Men's higher drive for status

We always ask why we don't see women in top leadership positions, but we never ask why we see so many men in these jobs. These positions often require long, stressful hours that may not be worth it if you want a balanced and fulfilling life.

Status is the primary metric that men are judged on[4], pushing many men into these higher paying, less satisfying jobs for the status that they entail. Note, the same forces that lead men into high pay/high stress jobs in tech and leadership cause men to take undesirable and dangerous jobs like coal mining, garbage collection, and firefighting, and suffer 93% of work-related deaths.

Non-discriminatory ways to reduce the gender gap

Below I'll go over some of the differences in distribution of traits between men and women that I outlined in the previous section and suggest ways to address them to increase women's representation in tech without resorting to discrimination. Google is already making strides in many of these areas, but I think it's still instructive to list them:

- Women on average show a higher interest in people and men in things
    - We can make software engineering more people-oriented with pair programming and more collaboration. Unfortunately, there may be limits to how people-oriented certain roles at Google can be and we shouldn't deceive ourselves or students into thinking otherwise (some of our programs to get female students into coding might be doing this).
- Women on average are more cooperative
    - Allow those exhibiting cooperative behavior to thrive. Recent updates to Perf may be doing this to an extent, but maybe there's more we can do.
    - This doesn't mean that we should remove all competitiveness from Google. Competitiveness and self reliance can be valuable traits and we shouldn't necessarily disadvantage those that have them, like what's been done in education.
- Women on average are more prone to anxiety

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[4] For heterosexual romantic relationships, men are more strongly judged by status and women by beauty. Again, this has biological origins and is culturally universal.

    - Make tech and leadership less stressful. Google already partly does this with its many stress reduction courses and benefits.
- Women on average look for more work-life balance while men have a higher drive for status on average
    - Unfortunately, as long as tech and leadership remain high status, lucrative careers, men may disproportionately want to be in them. Allowing and truly endorsing (as part of our culture) part time work though can keep more women in tech.
- The male gender role is currently inflexible
    - Feminism has made great progress in freeing women from the female gender role, but men are still very much tied to the male gender role. If we, as a society, allow men to be more "feminine," then the gender gap will shrink, although probably because men will leave tech and leadership for traditionally "feminine" roles.

Philosophically, I don't think we should do arbitrary social engineering of tech just to make it appealing to equal portions of both men and women. For each of these changes, we need principled reasons for why it helps Google; that is, we should be optimizing for Google—with Google's diversity being a component of that. For example, currently those willing to work extra hours or take extra stress will inevitably get ahead and if we try to change that too much, it may have disastrous consequences. Also, when considering the costs and benefits, we should keep in mind that Google's funding is finite so its allocation is more zero-sum than is generally acknowledged.

The harm of Google's biases

I strongly believe in gender and racial diversity, and I think we should strive for more. However, to achieve a more equal gender and race representation, Google has created several discriminatory practices:

- Programs, mentoring, and classes only for people with a certain gender or race[5]
- A high priority queue and special treatment for "diversity" candidates
- Hiring practices which can effectively lower the bar for "diversity" candidates by decreasing the false negative rate
- Reconsidering any set of people if it's not "diverse" enough, but not showing that same scrutiny in the reverse direction (clear confirmation bias)
- Setting org level OKRs for increased representation which can incentivize illegal discrimination[6]

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5 Stretch, BOLD, CSSI, Engineering Practicum (to an extent), and several other Google funded internal and external programs are for people with a certain gender or race.

6 Instead set Googlegeist OKRs, potentially for certain demographics. We can increase representation at an org level by either making it a better environment for certain groups (which would be seen in survey scores) or discriminating based on a protected status (which is illegal and I've seen it done). Increased representation OKRs can incentivize the latter and create zero-sum struggles between orgs.

These practices are based on false assumptions generated by our biases and can actually increase race and gender tensions. We're told by senior leadership that what we're doing is both the morally and economically correct thing to do, but without evidence this is just veiled left ideology[7] that can irreparably harm Google.

Why we're blind

We all have biases and use motivated reasoning to dismiss ideas that run counter to our internal values. Just as some on the Right deny science that runs counter to the "God > humans > environment" hierarchy (e.g., evolution and climate change), the Left tends to deny science concerning biological differences between people (e.g., IQ[8] and sex differences). Thankfully, climate scientists and evolutionary biologists generally aren't on the right. Unfortunately, the overwhelming majority of humanities and social sciences lean left (about 95%), which creates enormous confirmation bias, changes what's being studied, and maintains myths like social constructionism and the gender wage gap[9]. Google's left leaning makes us blind to this bias and uncritical of its results, which we're using to justify highly politicized programs.

In addition to the Left's affinity for those it sees as weak, humans are generally biased towards protecting females. As mentioned before, this likely evolved because males are biologically disposable and because women are generally more cooperative and agreeable than men. We have extensive government and Google programs, fields of study, and legal and social norms to protect women, but when a man complains about a gender issue issue affecting men, he's labelled as a misogynist and a whiner[10]. Nearly every difference between men and women is interpreted as a form of women's oppression. As with many things in life, gender differences are often a case of "grass being greener on the other side"; unfortunately, taxpayer and Google money is being spent to water only one side of the lawn.

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7 Communism promised to be both morally and economically superior to capitalism, but every attempt became morally corrupt and an economic failure. As it became clear that the working class of the liberal democracies wasn't going to overthrow their "capitalist oppressors," the Marxist intellectuals transitioned from class warfare to gender and race politics. The core oppressor-oppressed dynamics remained, but now the oppressor is the "white, straight, cis-gendered patriarchy."

8 Ironically, IQ tests were initially championed by the Left when meritocracy meant helping the victims of aristocracy.

9 Yes, in a national aggregate, women have lower salaries than men for a variety of reasons. For the same work though, women get paid just as much as men. Considering women spend more money than men and that salary represents how much the employee sacrifices (e.g. more hours, stress, and danger), we really need to rethink our stereotypes around power.

10 "The traditionalist system of gender does not deal well with the idea of men needing support. Men are expected to be strong, to not complain, and to deal with problems on their own. Men's problems are more often seen as personal failings rather than victimhood, due to our gendered idea of agency. This discourages men from bringing attention to their issues (whether individual or group-wide issues), for fear of being seen as whiners, complainers, or weak."

This same compassion for those seen as weak creates political correctness[11], which constrains discourse and is complacent to the extremely sensitive PC-authoritarians that use violence and shaming to advance their cause. While Google hasn't harbored the violent leftist protests that we're seeing at universities, the frequent shaming in TGIF and in our culture has created the same silent, psychologically unsafe environment.

Suggestions

I hope it's clear that I'm not saying that diversity is bad, that Google or society is 100% fair, that we shouldn't try to correct for existing biases, or that minorities have the same experience of those in the majority. My larger point is that we have an intolerance for ideas and evidence that don't fit a certain ideology. I'm also not saying that we should restrict people to certain gender roles; I'm advocating for quite the opposite: treat people as individuals, not as just another member of their group (tribalism).

My concrete suggestions are to:

- De-moralize diversity.
    - As soon as we start to moralize an issue, we stop thinking about it in terms of costs and benefits, dismiss anyone that disagrees as immoral, and harshly punish those we see as villains to protect the "victims."
- Stop alienating conservatives.
    - Viewpoint diversity is arguably the most important type of diversity and political orientation is one of the most fundamental and significant ways in which people view things differently.
    - In highly progressive environments, conservatives are a minority that feel like they need to stay in the closet to avoid open hostility. We should empower those with different ideologies to be able to express themselves.
    - Alienating conservatives is both non-inclusive and generally bad business because conservatives tend to be higher in conscientiousness, which is required for much of the drudgery and maintenance work characteristic of a mature company.
- Confront Google's biases.
    - I've mostly concentrated on how our biases cloud our thinking about diversity and inclusion, but our moral biases are farther reaching than that.
    - I would start by breaking down Googlegeist scores by political orientation and personality to give a fuller picture into how our biases are affecting our culture.
- Stop restricting programs and classes to certain genders or races.
    - These discriminatory practices are both unfair and divisive. Instead focus on some of the non-discriminatory practices I outlined.

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11 Political correctness is defined as "the avoidance of forms of expression or action that are perceived to exclude, marginalize, or insult groups of people who are socially disadvantaged or discriminated against," which makes it clear why it's a phenomenon of the Left and a tool of authoritarians.

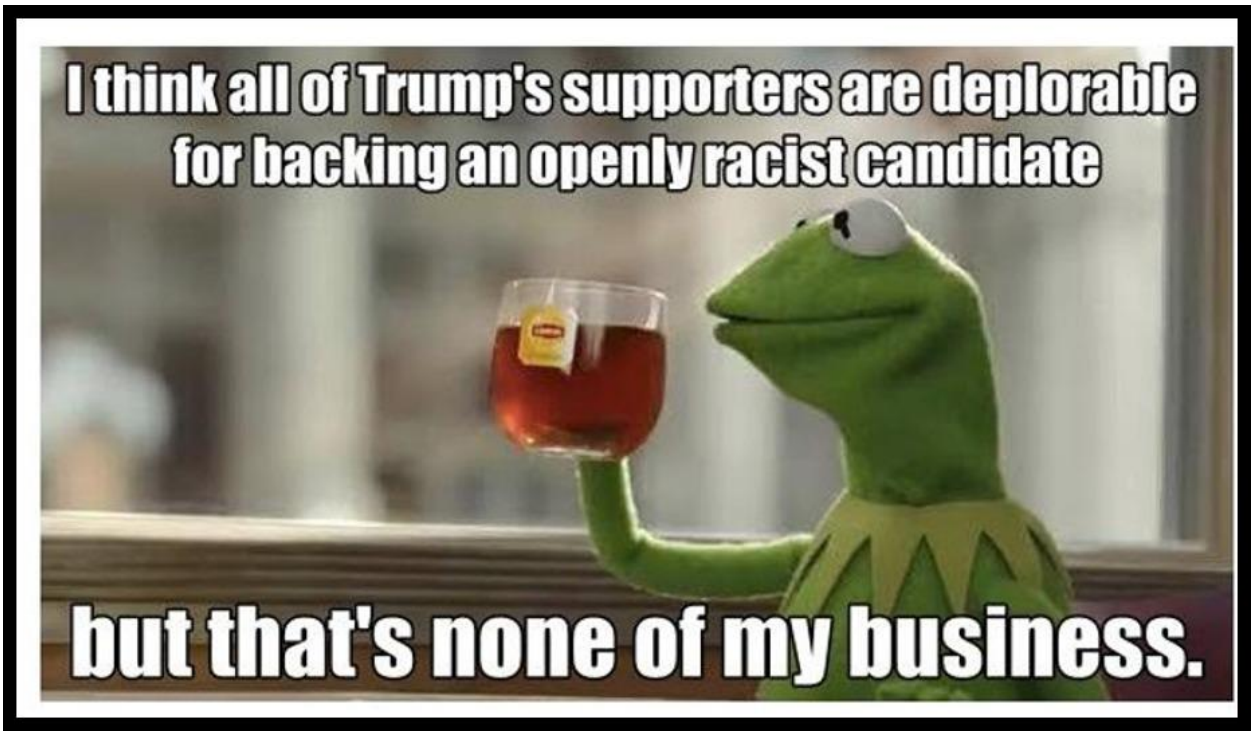
- Have an open and honest discussion about the costs and benefits of our diversity programs.
    - Discriminating just to increase the representation of women in tech is as misguided and biased as mandating increases for women's representation in the homeless, work-related and violent deaths, prisons, and school dropouts.
    - There's currently very little transparency into the extent of our diversity programs which keeps it immune to criticism from those outside its ideological echo chamber.
    - These programs are highly politicized which further alienates non-progressives.
    - I realize that some of our programs may be precautions against government accusations of discrimination, but that can easily backfire since they incentivize illegal discrimination.
- Focus on psychological safety, not just race/gender diversity.
    - We should focus on psychological safety, which has shown positive effects and should (hopefully) not lead to unfair discrimination.
    - We need psychological safety and shared values to gain the benefits of diversity.
    - Having representative viewpoints is important for those designing and testing our products, but the benefits are less clear for those more removed from UX.
- De-emphasize empathy.
    - I've heard several calls for increased empathy on diversity issues. While I strongly support trying to understand how and why people think the way they do, relying on affective empathy—feeling another's pain—causes us to focus on anecdotes, favor individuals similar to us, and harbor other irrational and dangerous biases. Being emotionally unengaged helps us better reason about the facts.
- Prioritize intention.
    - Our focus on microaggressions and other unintentional transgressions increases our sensitivity, which is not universally positive: sensitivity increases both our tendency to take offence and our self censorship, leading to authoritarian policies. Speaking up without the fear of being harshly judged is central to psychological safety, but these practices can remove that safety by judging unintentional transgressions.
    - Microaggression training incorrectly and dangerously equates speech with violence and isn't backed by evidence.
- Be open about the science of human nature.
    - Once we acknowledge that not all differences are socially constructed or due to discrimination, we open our eyes to a more accurate view of the human condition which is necessary if we actually want to solve problems.
- Reconsider making Unconscious Bias training mandatory for promo committees.

- We haven't been able to measure any effect of our Unconscious Bias training and it has the potential for overcorrecting or backlash, especially if made mandatory.
- Some of the suggested methods of the current training (v2.3) are likely useful, but the political bias of the presentation is clear from the factual inaccuracies and the examples shown.
- Spend more time on the many other types of biases besides stereotypes. Stereotypes are much more accurate and responsive to new information than the training suggests (I'm not advocating for using stereotypes, I just pointing out the factual inaccuracy of what's said in the training).

EXHIBIT B

Anti-conservative postings

1



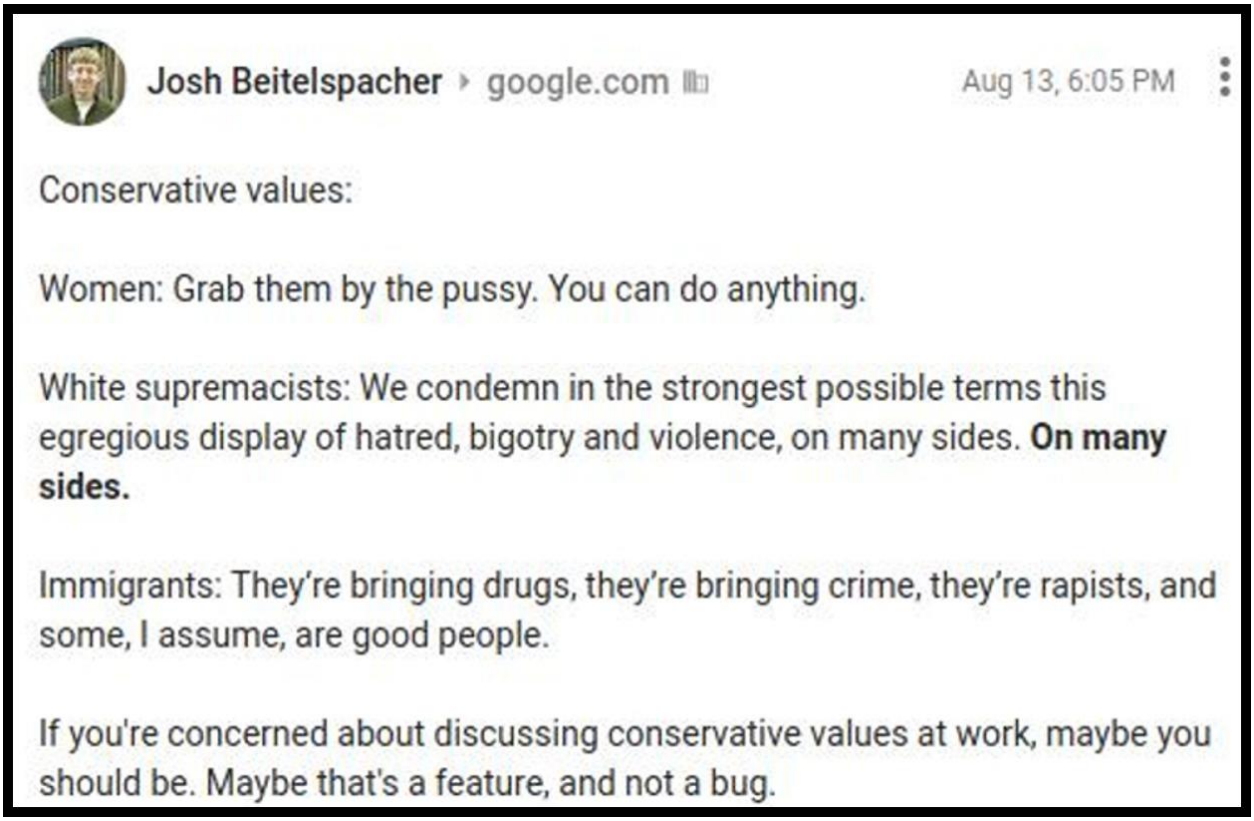
[redacted] This is not the time for "not all (whatever)". The choice to be a Republican is the choice to align yourself with a white supremacist, xenophobic regime. That wasn't true in 2015, but it's true now.

Like, it's not popular to say, but one of two major American political party has adopted white supremacy as a political platform. If you prefer, take that as a hypothetical: if a major American political party announced that a subset of Americans were sub-human, is that something Google should permit because we don't want to offend? Because we might lose money? Diversity is itself political for a subset of people— should we skip that, too, because there are some American voters who object to it?

"legitimate world views" "Conservative Christianity" I admire your tolerance, but pairing those two phrases still sounds like an oxymoron to me. How is supporting a racist not racist? How is saying "I'm going to elect a man who says he will immediately deport 11 million Mexicans and cast a shroud of suspicion on all Muslims" not racist?

Chuck Simmons Nov 9, 5:29 PM

Anti-conservative postings
2



Josh Beitelspacher ▸ google.com Aug 13, 6:05 PM

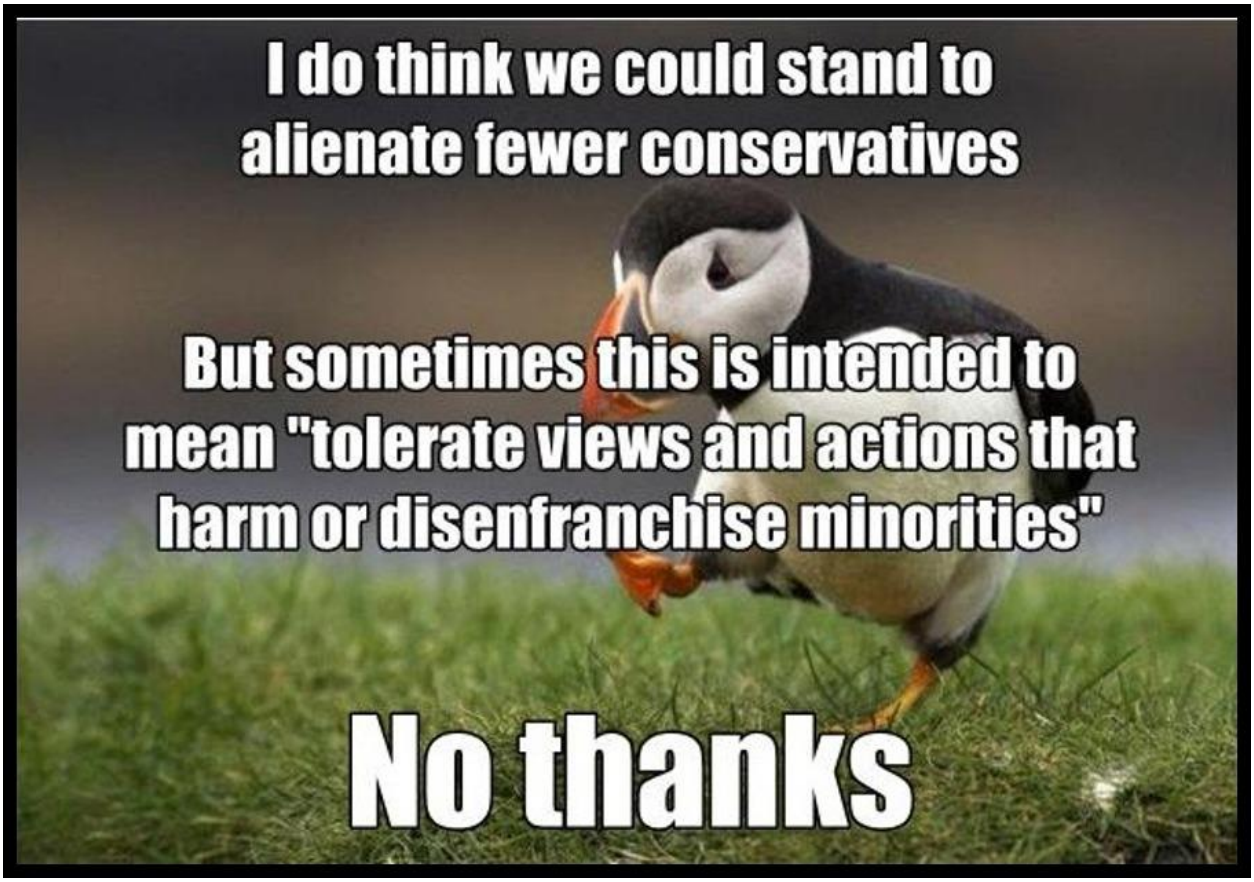
Conservative values:

Women: Grab them by the pussy. You can do anything.

White supremacists: We condemn in the strongest possible terms this egregious display of hatred, bigotry and violence, on many sides. **On many sides.**

Immigrants: They're bringing drugs, they're bringing crime, they're rapists, and some, I assume, are good people.

If you're concerned about discussing conservative values at work, maybe you should be. Maybe that's a feature, and not a bug.



Anti-conservative postings
3

[redacted] 2:08 PM Yesterday

A majority of people who identify themselves as "Republicans" also believe the Earth is 10,000 years old. Therefore by logical deduction, I personally believe that a majority of self-identified "Republicans" can be placed in the bucket category of idiots (or uneducated) and am not afraid to say it in a forum like Memegen. Now I'm not at all singling out an individual "Republican" as an idiot. That would be a Jerk and not at all appropriate in the workplace (go/no-jerks). I know many Republican voters who are smart, intelligent, kind, etc. They just generally prioritize things differently than I do.

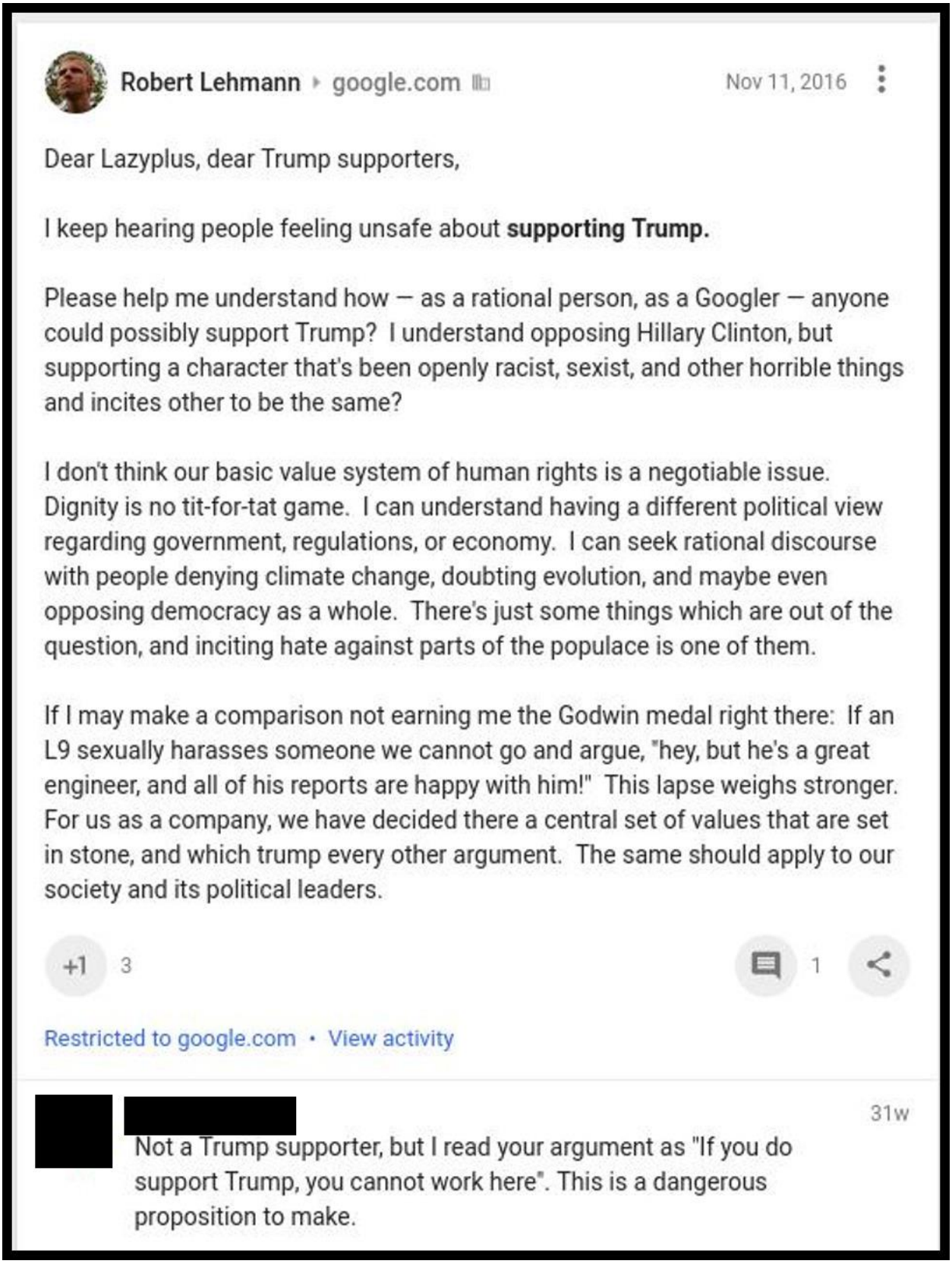
Reply

[redacted]

Likewise, in a forum like Memegen, I also feel it is OK to categorize people who think the earth is flat as idiots. I still wouldn't do it in a normal workplace setting however. And I would never do it to an individual.

2:15 PM Yesterday (edited 2:16 PM Yesterday)

Anti-conservative postings
4



Robert Lehmann ▸ google.com Nov 11, 2016

Dear Lazyplus, dear Trump supporters,

I keep hearing people feeling unsafe about **supporting Trump.**

Please help me understand how — as a rational person, as a Googler — anyone could possibly support Trump? I understand opposing Hillary Clinton, but supporting a character that's been openly racist, sexist, and other horrible things and incites other to be the same?

I don't think our basic value system of human rights is a negotiable issue. Dignity is no tit-for-tat game. I can understand having a different political view regarding government, regulations, or economy. I can seek rational discourse with people denying climate change, doubting evolution, and maybe even opposing democracy as a whole. There's just some things which are out of the question, and inciting hate against parts of the populace is one of them.

If I may make a comparison not earning me the Godwin medal right there: If an L9 sexually harasses someone we cannot go and argue, "hey, but he's a great engineer, and all of his reports are happy with him!" This lapse weighs stronger. For us as a company, we have decided there a central set of values that are set in stone, and which trump every other argument. The same should apply to our society and its political leaders.

+1 3 1

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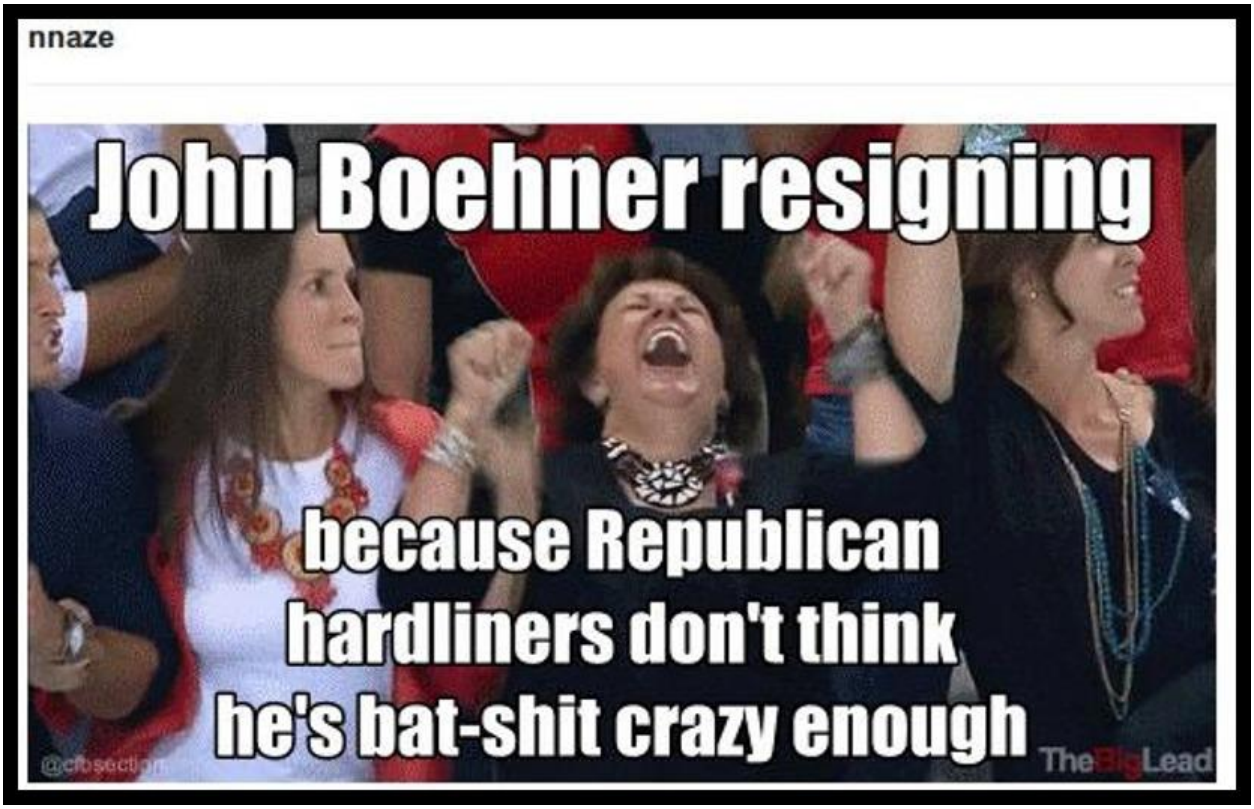
[redacted] 31w

Not a Trump supporter, but I read your argument as "If you do support Trump, you cannot work here". This is a dangerous proposition to make.

People in Indiana are bigots,
but they don't call it bigotry?
What do they call it?
Religious freedom.
Scream.


nnaze
John Boehner resigning
because Republican
hardliners don't think
he's bat-shit crazy enough
The Big Lead

[redacted] what you and I see when we look at history is so fundamentally different that I have to assume that you're deeply deceived or having some sort of psychotic break from reality.

I see that the US prior to Clinton had a much more robust welfare system, you seem to think that it can't have been more socialist.

I see Scandanavian capitalist/socialist states as making their people significantly happier, while maintaining a quality of life significantly higher than in the US, with a lower total taxes + fees + replacement costs burden than the US. Canada has chosen a balance point between Norway/Sweden/Denmark and the US and is comparably better than the US but not as effective as the Scandanavian states. You see everything non-US as a disaster.

What you think of as information is nonsense. What you've been told are facts are dangerous lies. Please join us in reality. Until then, I have to think of you as part of the dangerous semantic noise spawned by Fox News and AM talk radio.

Anti-conservative postings
7

Groups

POST REPLY

Politics ›

Donald Trump is not expanding the GOP

21 posts by 10 authors G+1

[redacted] Man, I love data-driven political analysis. It's like catnip. Linked article has prettier font, links, and pictures. H

[redacted]

Other recipients: [redacted]

You mean white male voters with racist and/or sexist biases are not really Democratic voters and voted for Trump?!

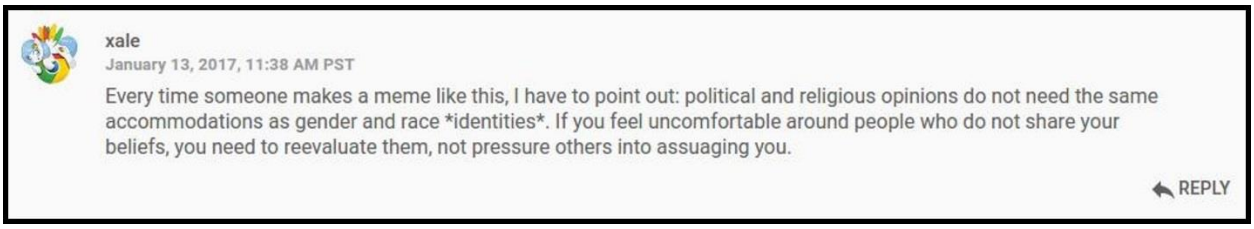
Alon Altman Yesterday 10:31 PM *+6*

Google does have a culture problem. [redacted] was part of that problem. He did us a great service by resigning.

Alon Altman Yesterday 10:51 PM *+7*

Regarding being inclusive of all people vs being inclusive of all ideas:
[redacted] will be welcome at Google again if he changed his mind and accepted the company's values of inclusion.
Erica Baker could not stop being a black woman in order to feel included.
Kelly Ellis could not choose not to be harassed.
We want to be inclusive of **people** not **ideas**. We are indeed intolerant of ideas that are intolerant of others. We also believe that people can change for the better (e.g. hiring **+Chris Poole**). But we should not accept people who are toxic and unwilling to change.

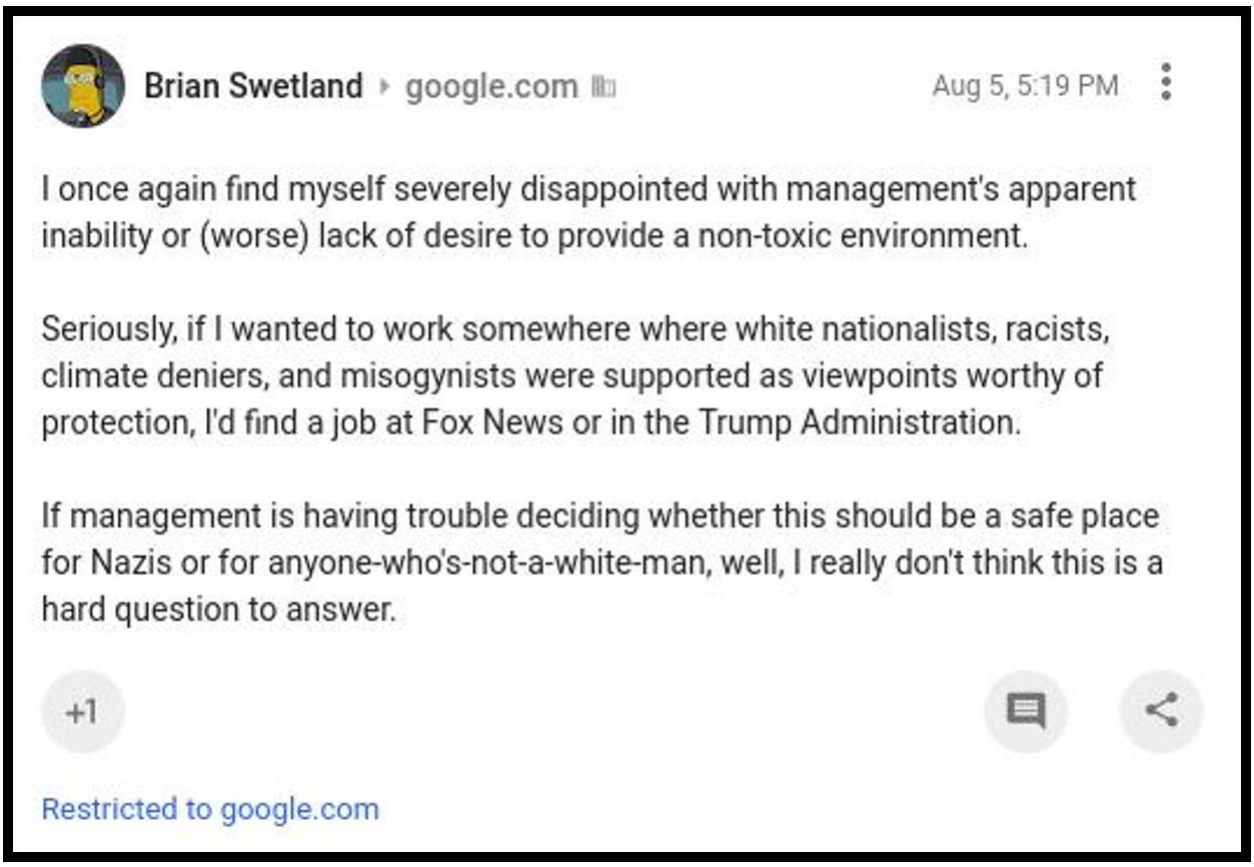
Anti-conservative postings
9



xale
January 13, 2017, 11:38 AM PST

Every time someone makes a meme like this, I have to point out: political and religious opinions do not need the same accommodations as gender and race *identities*. If you feel uncomfortable around people who do not share your beliefs, you need to reevaluate them, not pressure others into assuaging you.

REPLY



Brian Swetland ▸ google.com Aug 5, 5:19 PM

I once again find myself severely disappointed with management's apparent inability or (worse) lack of desire to provide a non-toxic environment.

Seriously, if I wanted to work somewhere where white nationalists, racists, climate deniers, and misogynists were supported as viewpoints worthy of protection, I'd find a job at Fox News or in the Trump Administration.

If management is having trouble deciding whether this should be a safe place for Nazis or for anyone-who's-not-a-white-man, well, I really don't think this is a hard question to answer.

+1

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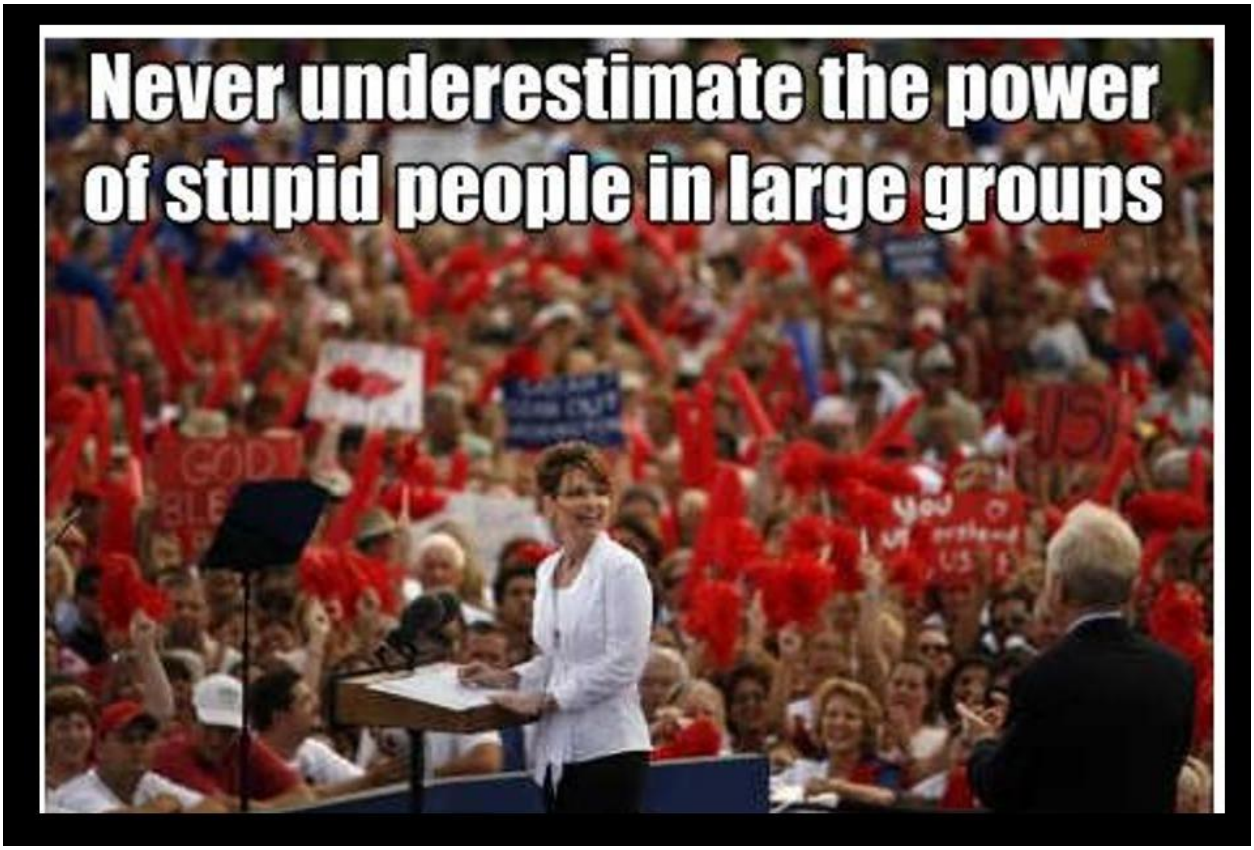
Anti-conservative postings
10



Axel Wagner 2:26 AM Mar 4

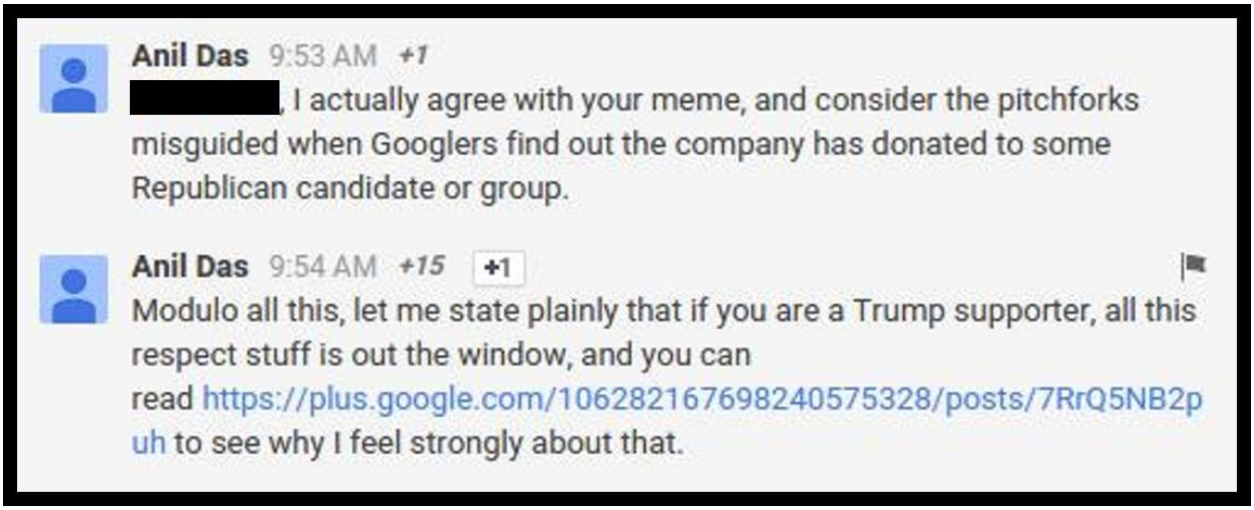
Intolerance deserves no tolerance. It's a common fallacy to think it does. I consider Trump to be actively dangerous to the well-being of a significant part of the world. I don't **really** care about the US, they brought it on themselves. I care about the rest of the world, that he intends - to varying degrees, ranging from "pissing off" over "send troops" to "commit war crimes" - to declare war on).

I could care less about people being republican. But I won't tolerate trump-voters.

Reply

Anti-conservative postings

11

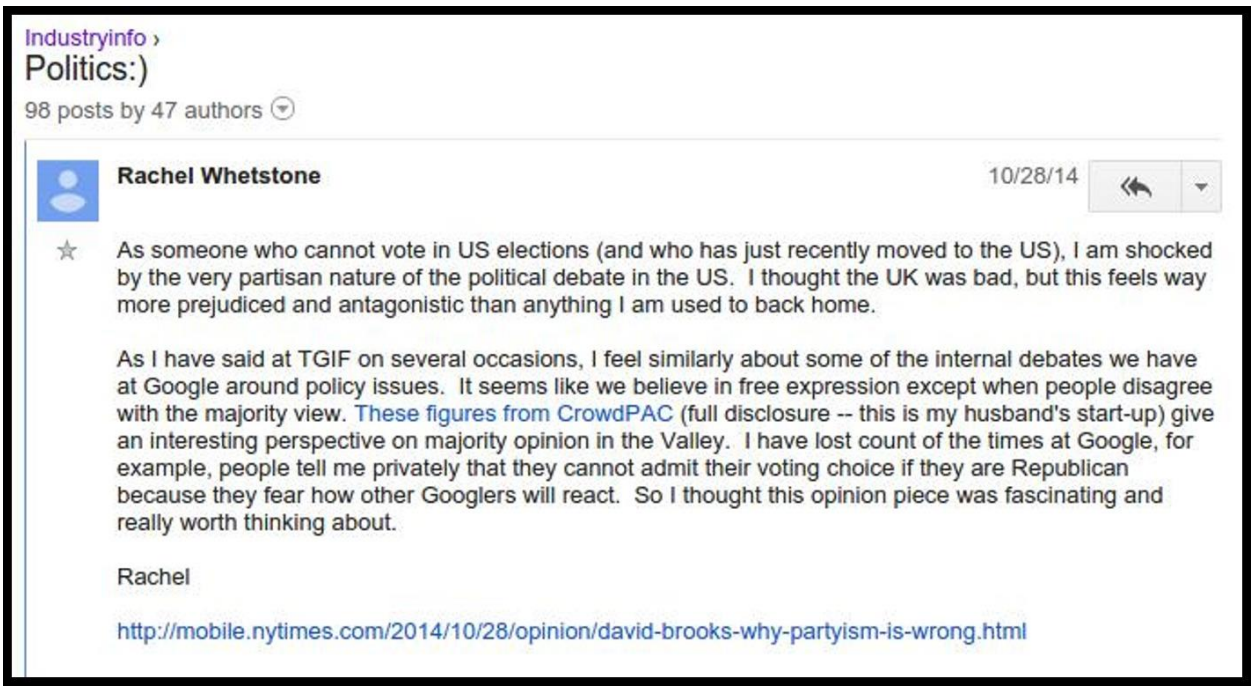


Anil Das 9:53 AM *+1*

[redacted], I actually agree with your meme, and consider the pitchforks misguided when Googlers find out the company has donated to some Republican candidate or group.

Anil Das 9:54 AM *+15* +1

Modulo all this, let me state plainly that if you are a Trump supporter, all this respect stuff is out the window, and you can read https://plus.google.com/106282167698240575328/posts/7RrQ5NB2puh to see why I feel strongly about that.



Industryinfo ›

Politics:)

98 posts by 47 authors

Rachel Whetstone 10/28/14

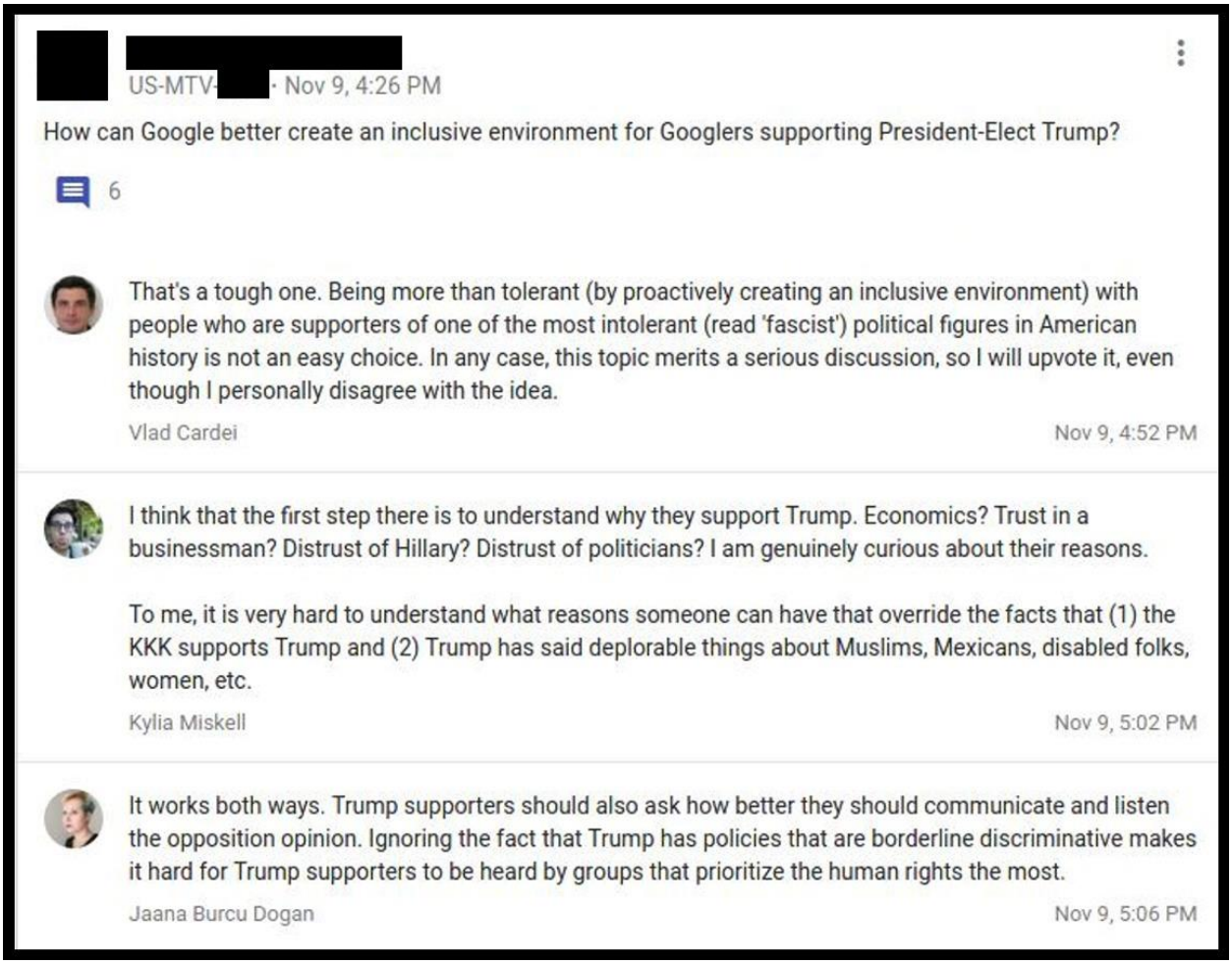
As someone who cannot vote in US elections (and who has just recently moved to the US), I am shocked by the very partisan nature of the political debate in the US. I thought the UK was bad, but this feels way more prejudiced and antagonistic than anything I am used to back home.

As I have said at TGIF on several occasions, I feel similarly about some of the internal debates we have at Google around policy issues. It seems like we believe in free expression except when people disagree with the majority view. These figures from CrowdPAC (full disclosure -- this is my husband's start-up) give an interesting perspective on majority opinion in the Valley. I have lost count of the times at Google, for example, people tell me privately that they cannot admit their voting choice if they are Republican because they fear how other Googlers will react. So I thought this opinion piece was fascinating and really worth thinking about.

Rachel

http://mobile.nytimes.com/2014/10/28/opinion/david-brooks-why-partyism-is-wrong.html

Anti-conservative postings
12



[redacted] [redacted]
US-MTV-[redacted] · Nov 9, 4:26 PM

How can Google better create an inclusive environment for Googlers supporting President-Elect Trump?

6

That's a tough one. Being more than tolerant (by proactively creating an inclusive environment) with people who are supporters of one of the most intolerant (read 'fascist') political figures in American history is not an easy choice. In any case, this topic merits a serious discussion, so I will upvote it, even though I personally disagree with the idea.

Vlad Cardei Nov 9, 4:52 PM

I think that the first step there is to understand why they support Trump. Economics? Trust in a businessman? Distrust of Hillary? Distrust of politicians? I am genuinely curious about their reasons.

To me, it is very hard to understand what reasons someone can have that override the facts that (1) the KKK supports Trump and (2) Trump has said deplorable things about Muslims, Mexicans, disabled folks, women, etc.

Kylia Miskell Nov 9, 5:02 PM

It works both ways. Trump supporters should also ask how better they should communicate and listen the opposition opinion. Ignoring the fact that Trump has policies that are borderline discriminative makes it hard for Trump supporters to be heard by groups that prioritize the human rights the most.

Jaana Burcu Dogan Nov 9, 5:06 PM

Anti-conservative postings
13

[redacted]
US-MTV[redacted] · Nov 9, 5:06 PM

We all have Googler colleagues who supported Trump, but cannot admit it due to the tyranny of the internal majority. What are we doing to foster dialogue, learn from our dissenting colleagues, and build a path forward? How can we propose helping to unify the nation without our own house in order?

118

I think you might need to revisit some of the classes that Google gives us each year. It's important to embrace diversity, not just because it's morally correct, but because it builds a better business. If we have colleagues that support racism and do not support women's rights, learning from them is not a goal. Well, okay, learning what's wrong with them so we can better figure out how to fix it...

Chuck Simmons Nov 9, 5:23 PM

I have a hard time understanding what reasons someone could have for supporting Trump that override the fact that (1) the KKK supports Trump and (2) Trump has has said said hurtful and cruel things about Muslims, Mexicans, disabled folks, women, etc.

Kylia Miskell Nov 9, 5:28 PM

[redacted]
US-MTV-[redacted] · Nov 9, 4:06 PM

One theory about why all the polls and predictions were so wrong is because people supporting Trump were afraid to express their opinions for fear of retaliation. Is there anything Google can do to help achieve a world where nobody is afraid to voice their opinions

44

If their "opinion" is racism, why do they deserve to have their voices amplified?

Patrick Conner Nov 9, 4:11 PM

Anti-conservative postings
14

[redacted] 11/10/16

☆ **Other recipients:** [redacted]

I had this same feedback.

I received 3(!!!) emails from senior leaders in my management chain yesterday, all of which were saying how much 'hate' won, and how disappointed they were with the 'nationalistic and fear-mongering'.

As a Republican at Google, and a person who voted for Trump, I already knew I was in the minority. What I didn't foresee is the fact I would have to come into work yesterday and hear my cube mates ridicule and mock people like myself that voted for Trump, and then have that behavior reinforced by senior leaders who sent emails condoning that beratement of Republicans.

I understand that this is not the outcome many here wanted. How are we supposed to have an open dialog, and discuss common ground, when all that seems to happen is hate and ridicule (on both sides!)

I don't want to live in an echo chamber. Many (all?) of my friends are Liberals, and I silently try to understand their points of view, and how they differ from mine. I don't hate people who voted differently than me, all I ask is that the hate and vitriol be toned down, at least while you're at work.

- show quoted text -

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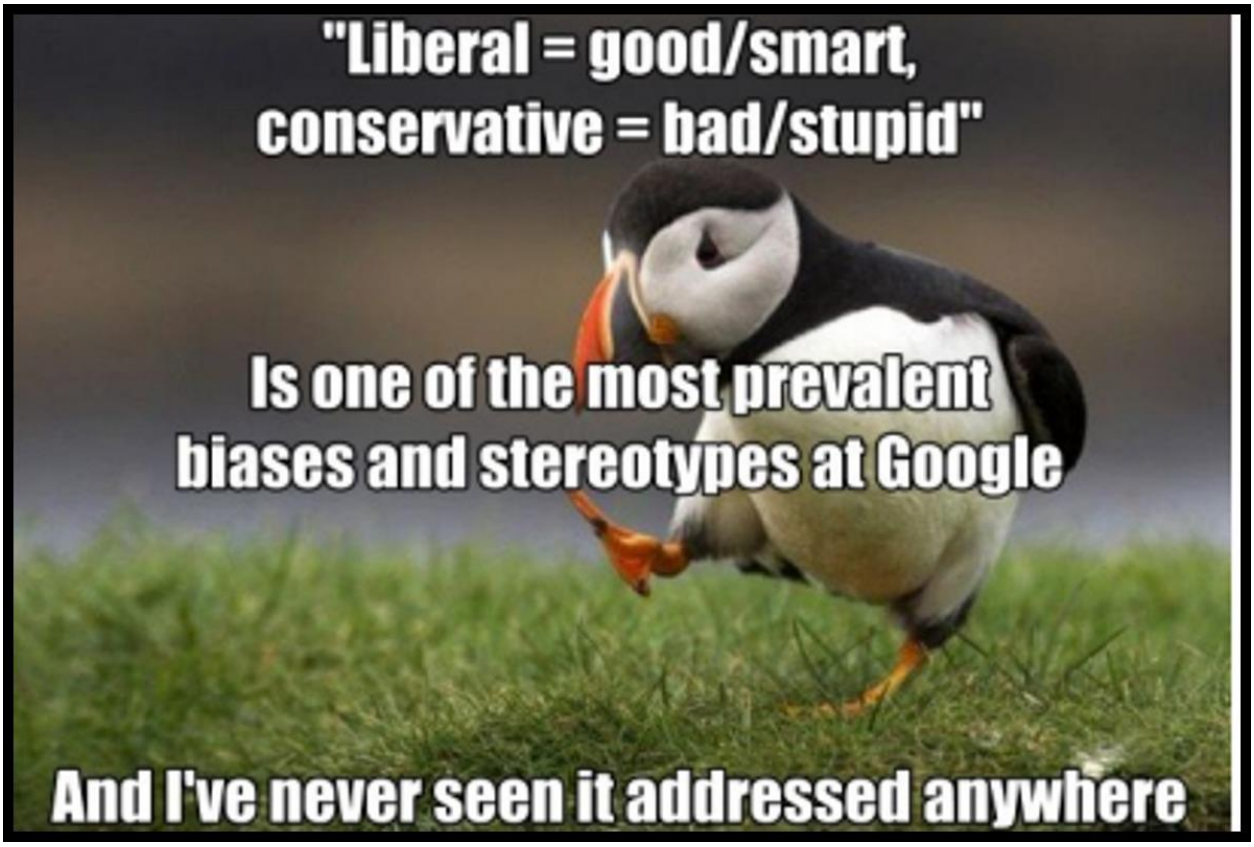
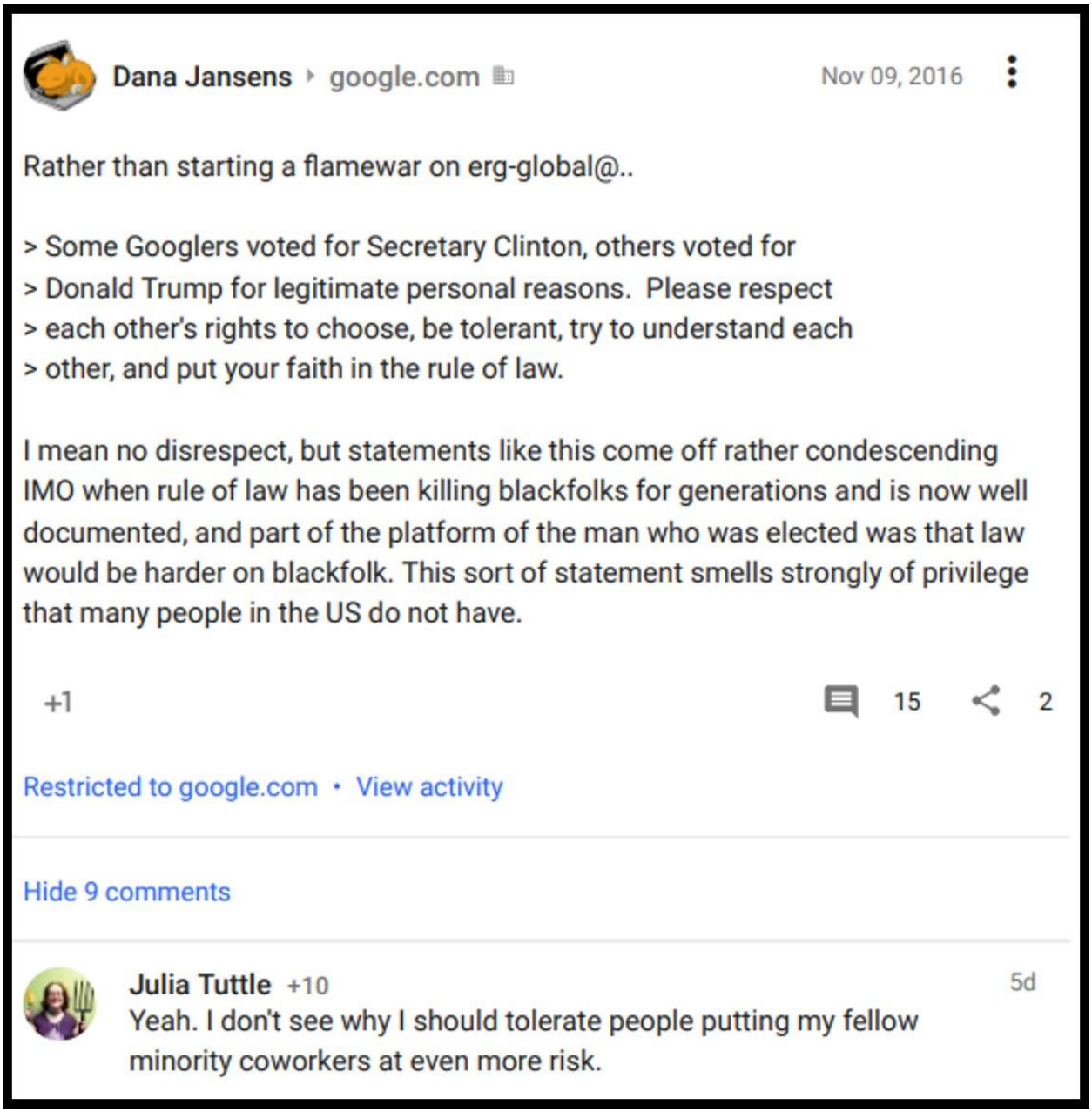


Anti-conservative postings
15



Dana Jansens ▸ google.com Nov 09, 2016

Rather than starting a flamewar on erg-global@..

> Some Googlers voted for Secretary Clinton, others voted for
> Donald Trump for legitimate personal reasons. Please respect
> each other's rights to choose, be tolerant, try to understand each
> other, and put your faith in the rule of law.

I mean no disrespect, but statements like this come off rather condescending IMO when rule of law has been killing blackfolks for generations and is now well documented, and part of the platform of the man who was elected was that law would be harder on blackfolk. This sort of statement smells strongly of privilege that many people in the US do not have.

+1 15 2

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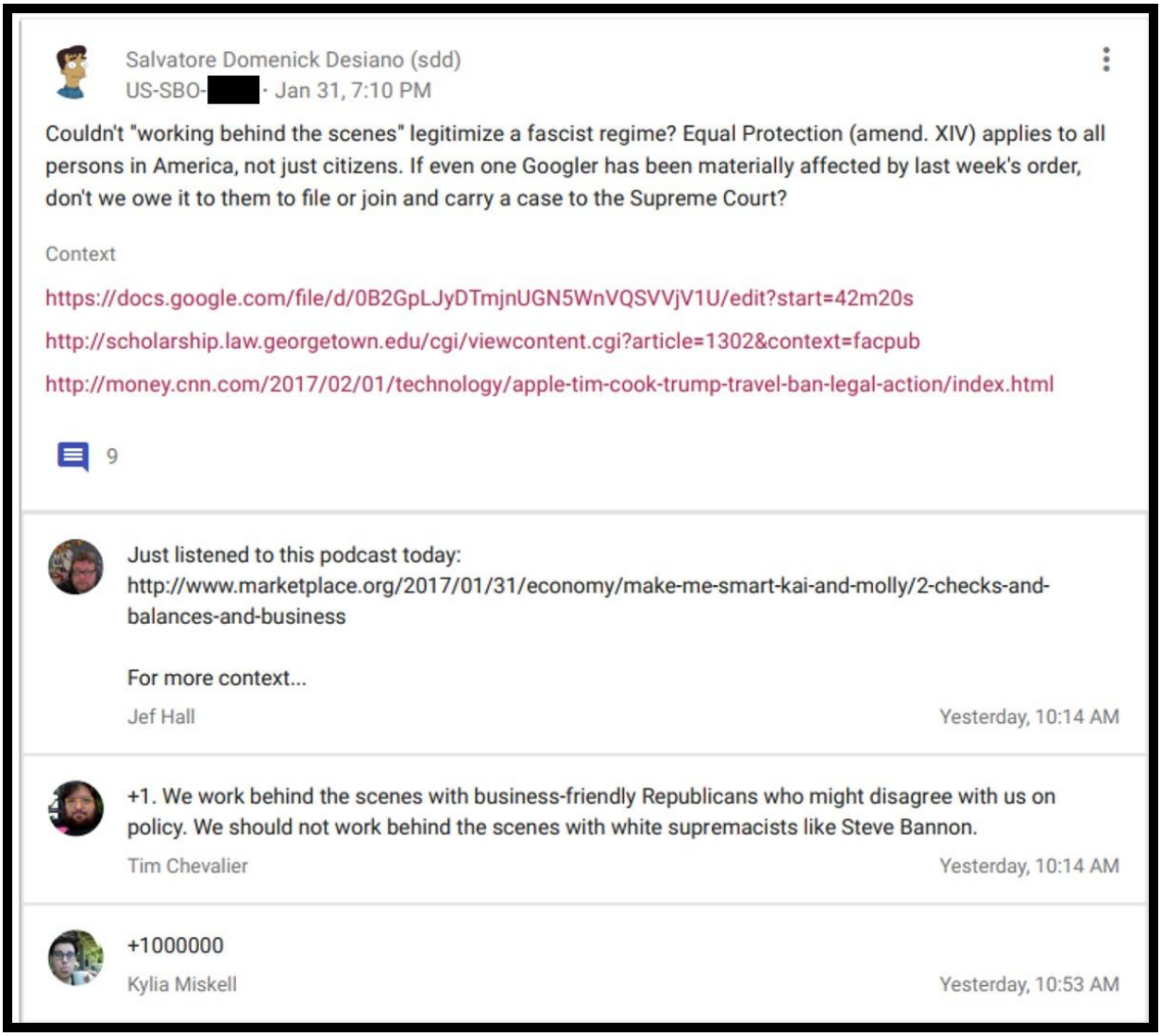
Hide 9 comments

Julia Tuttle +10 5d
Yeah. I don't see why I should tolerate people putting my fellow minority coworkers at even more risk.

Anti-conservative postings
16



Salvatore Domenick Desiano (sdd)
US-SBO-[redacted] · Jan 31, 7:10 PM

Couldn't "working behind the scenes" legitimize a fascist regime? Equal Protection (amend. XIV) applies to all persons in America, not just citizens. If even one Googler has been materially affected by last week's order, don't we owe it to them to file or join and carry a case to the Supreme Court?

Context

https://docs.google.com/file/d/0B2GpLJyDTmjnUGN5WnVQSVVjV1U/edit?start=42m20s

http://scholarship.law.georgetown.edu/cgi/viewcontent.cgi?article=1302&context=facpub

http://money.cnn.com/2017/02/01/technology/apple-tim-cook-trump-travel-ban-legal-action/index.html

9

Just listened to this podcast today:
http://www.marketplace.org/2017/01/31/economy/make-me-smart-kai-and-molly/2-checks-and-balances-and-business

For more context...

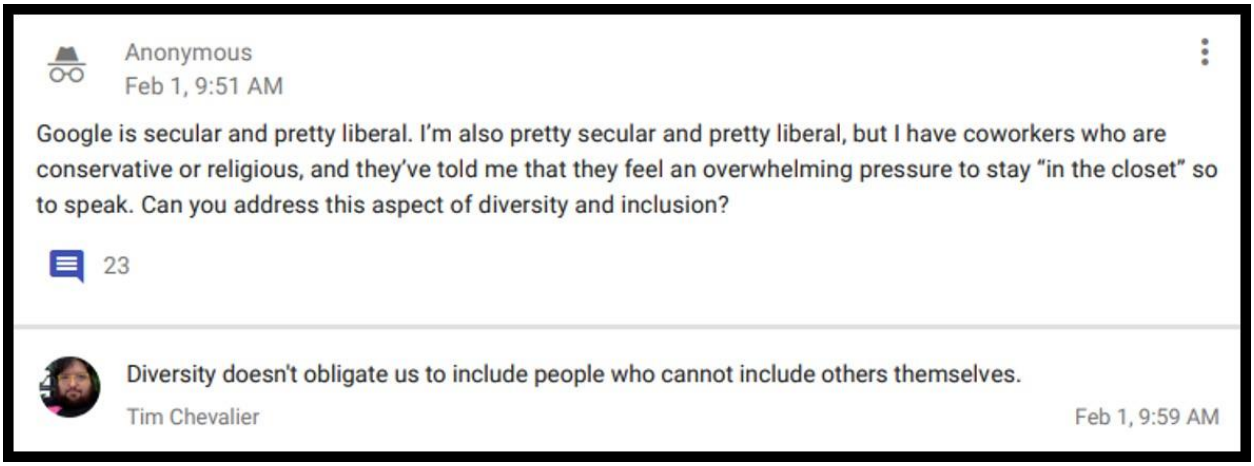
Jef Hall — Yesterday, 10:14 AM

+1. We work behind the scenes with business-friendly Republicans who might disagree with us on policy. We should not work behind the scenes with white supremacists like Steve Bannon.

Tim Chevalier — Yesterday, 10:14 AM

+1000000

Kylia Miskell — Yesterday, 10:53 AM



Anonymous
Feb 1, 9:51 AM

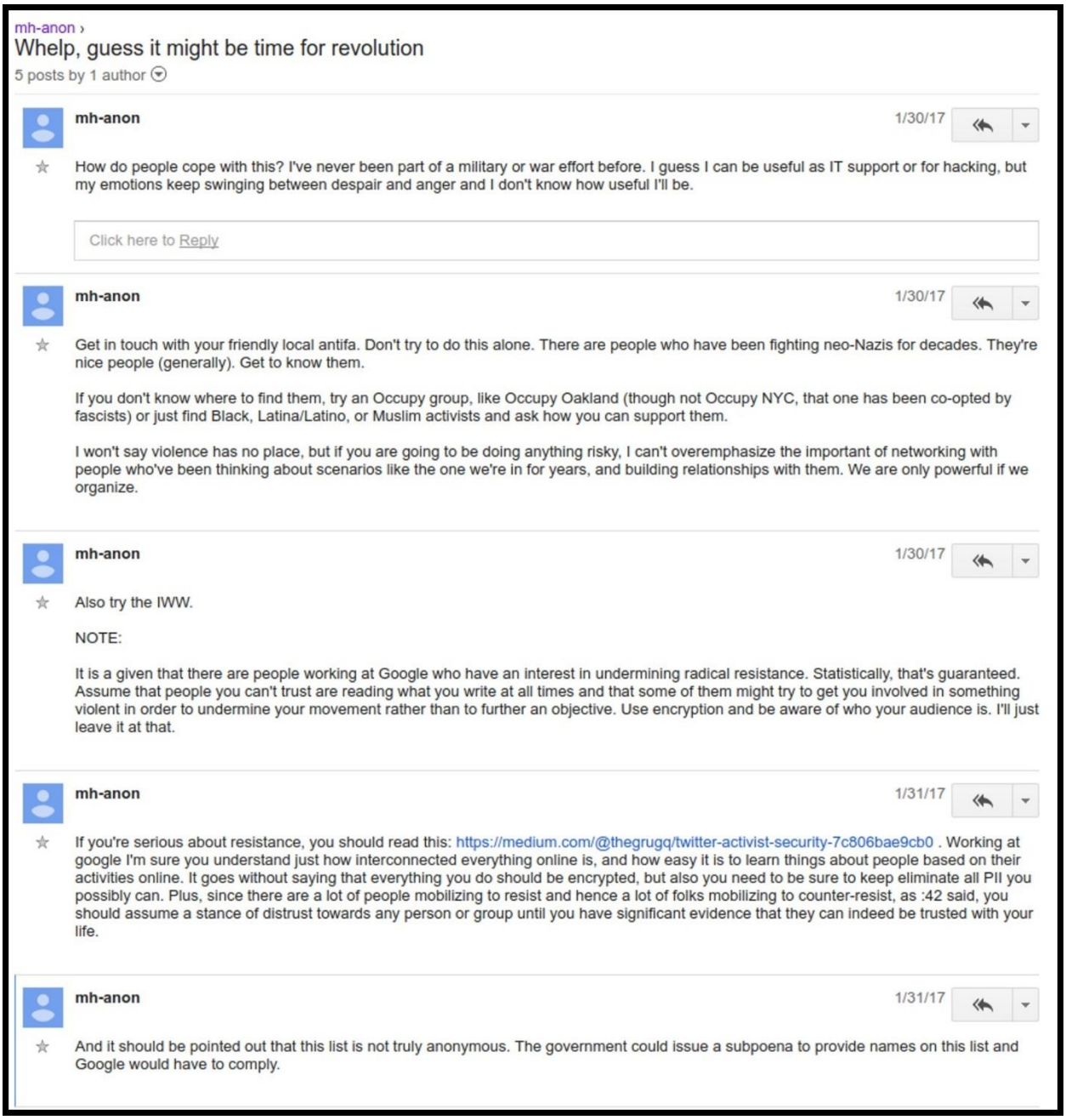
Google is secular and pretty liberal. I'm also pretty secular and pretty liberal, but I have coworkers who are conservative or religious, and they've told me that they feel an overwhelming pressure to stay "in the closet" so to speak. Can you address this aspect of diversity and inclusion?

23

Diversity doesn't obligate us to include people who cannot include others themselves.

Tim Chevalier — Feb 1, 9:59 AM

Anti-conservative postings
17



mh-anon ›

Whelp, guess it might be time for revolution

5 posts by 1 author

mh-anon 1/30/17

How do people cope with this? I've never been part of a military or war effort before. I guess I can be useful as IT support or for hacking, but my emotions keep swinging between despair and anger and I don't know how useful I'll be.

Click here to Reply

mh-anon 1/30/17

Get in touch with your friendly local antifa. Don't try to do this alone. There are people who have been fighting neo-Nazis for decades. They're nice people (generally). Get to know them.

If you don't know where to find them, try an Occupy group, like Occupy Oakland (though not Occupy NYC, that one has been co-opted by fascists) or just find Black, Latina/Latino, or Muslim activists and ask how you can support them.

I won't say violence has no place, but if you are going to be doing anything risky, I can't overemphasize the important of networking with people who've been thinking about scenarios like the one we're in for years, and building relationships with them. We are only powerful if we organize.

mh-anon 1/30/17

Also try the IWW.

NOTE:

It is a given that there are people working at Google who have an interest in undermining radical resistance. Statistically, that's guaranteed. Assume that people you can't trust are reading what you write at all times and that some of them might try to get you involved in something violent in order to undermine your movement rather than to further an objective. Use encryption and be aware of who your audience is. I'll just leave it at that.

mh-anon 1/31/17

If you're serious about resistance, you should read this: https://medium.com/@thegrugq/twitter-activist-security-7c806bae9cb0 . Working at google I'm sure you understand just how interconnected everything online is, and how easy it is to learn things about people based on their activities online. It goes without saying that everything you do should be encrypted, but also you need to be sure to keep eliminate all PII you possibly can. Plus, since there are a lot of people mobilizing to resist and hence a lot of folks mobilizing to counter-resist, as :42 said, you should assume a stance of distrust towards any person or group until you have significant evidence that they can indeed be trusted with your life.

mh-anon 1/31/17

And it should be pointed out that this list is not truly anonymous. The government could issue a subpoena to provide names on this list and Google would have to comply.

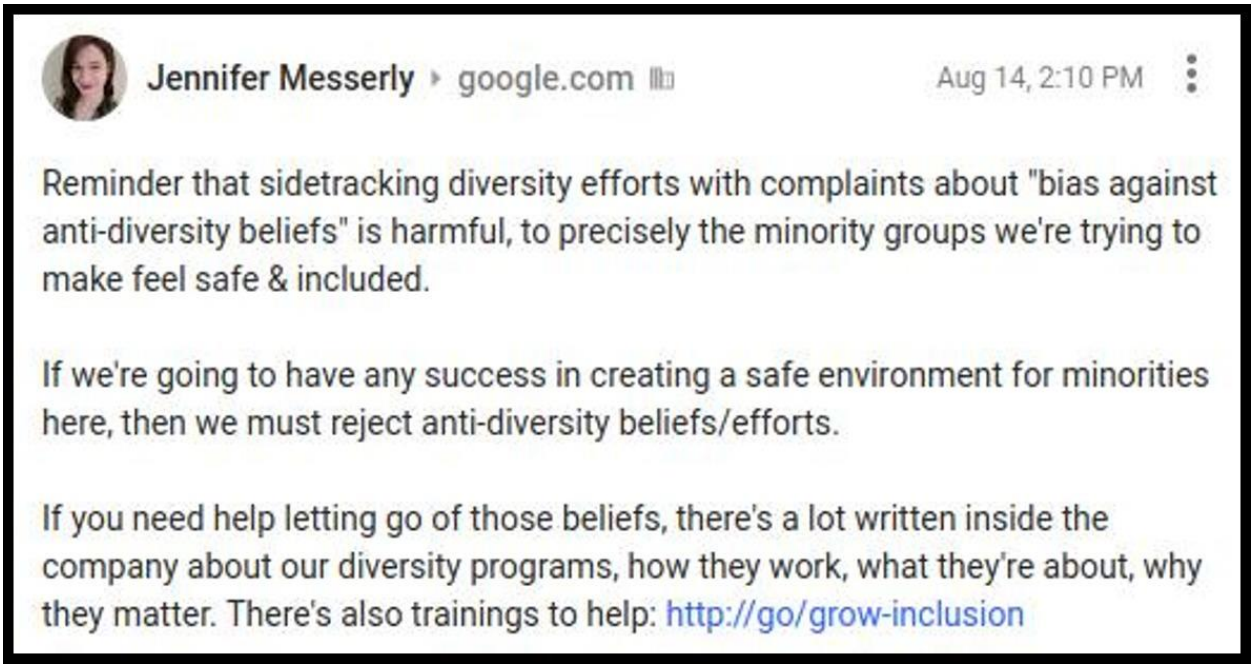
vkou

February 1, 2017, 10:31 AM PST

> But I'm just going to remind everyone that some of the people who work at Google voted for him, and support him.

Unfortunately, as we've seen over the past two weeks, this puts them at odds with basic human decency. If that's their political position, they have to live with it. If they don't like people calling a fascist what he is, that's their problem.

Anti-conservative postings
18

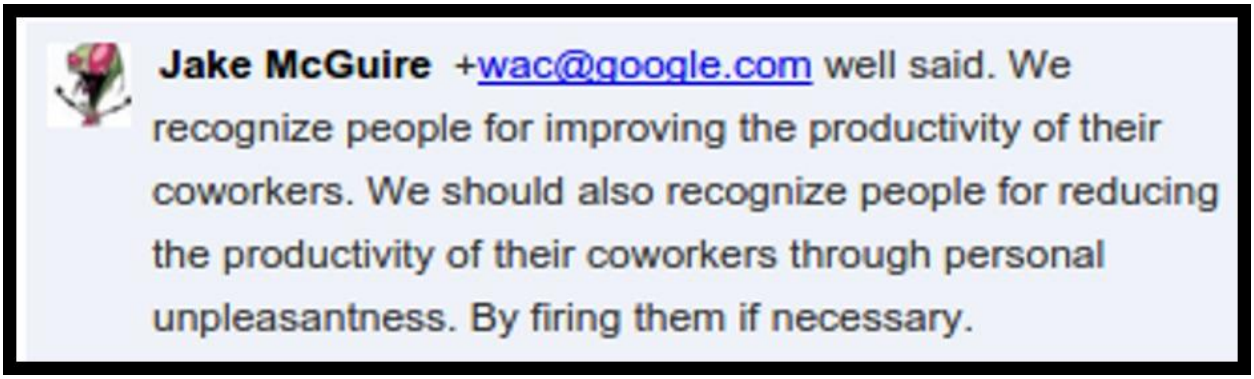


Jennifer Messerly ▸ google.com Aug 14, 2:10 PM

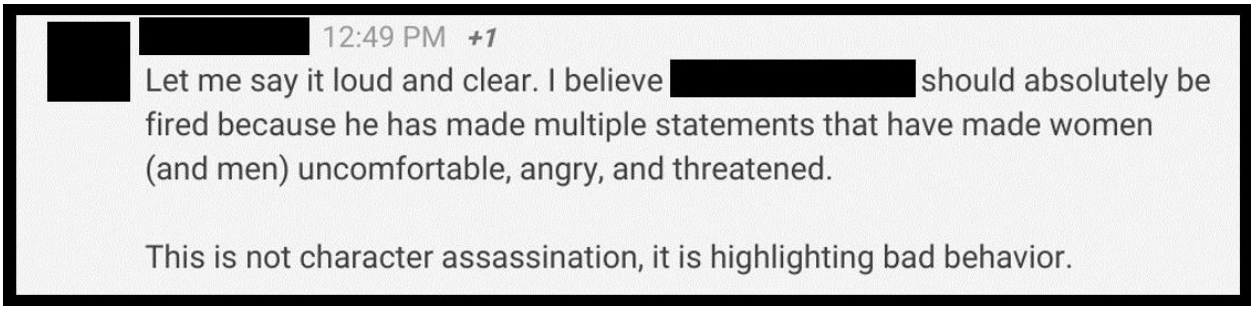
Reminder that sidetracking diversity efforts with complaints about "bias against anti-diversity beliefs" is harmful, to precisely the minority groups we're trying to make feel safe & included.

If we're going to have any success in creating a safe environment for minorities here, then we must reject anti-diversity beliefs/efforts.

If you need help letting go of those beliefs, there's a lot written inside the company about our diversity programs, how they work, what they're about, why they matter. There's also trainings to help: http://go/grow-inclusion



Jake McGuire +wac@google.com well said. We recognize people for improving the productivity of their coworkers. We should also recognize people for reducing the productivity of their coworkers through personal unpleasantness. By firing them if necessary.

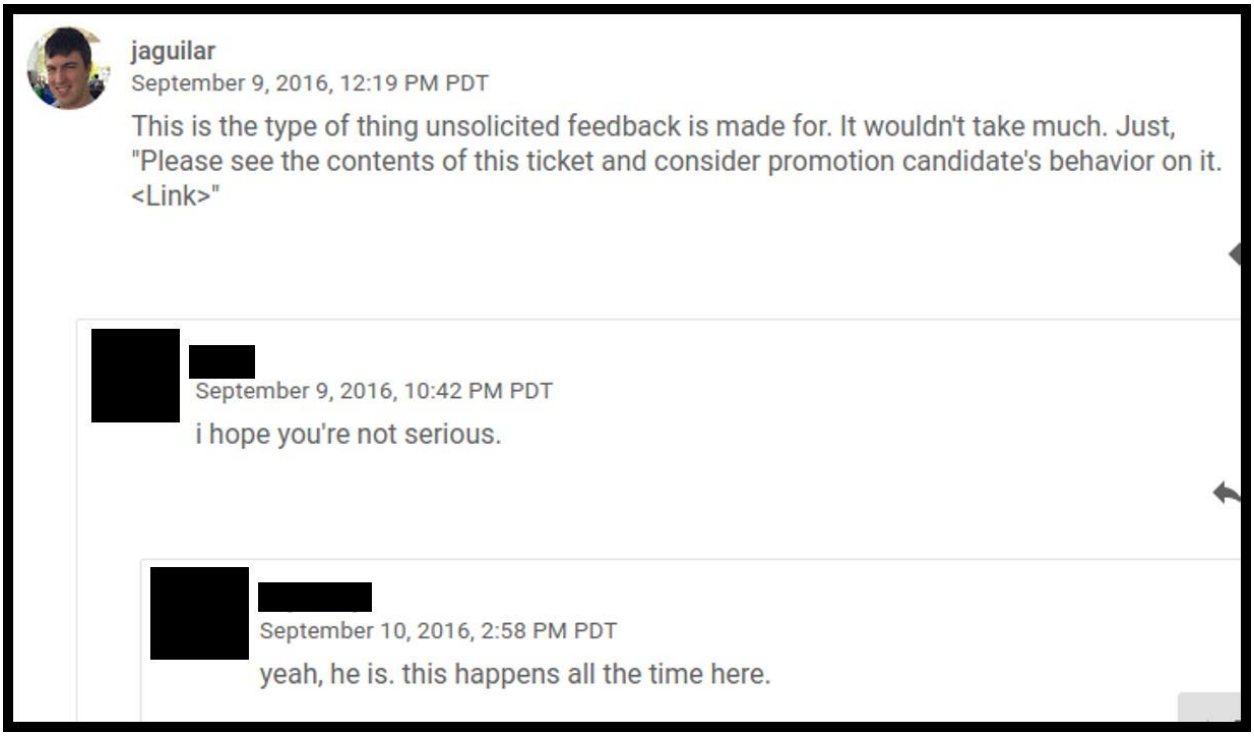


[redacted] 12:49 PM *+1*

Let me say it loud and clear. I believe [redacted] should absolutely be fired because he has made multiple statements that have made women (and men) uncomfortable, angry, and threatened.

This is not character assassination, it is highlighting bad behavior.

Anti-conservative postings
19



jaguilar
September 9, 2016, 12:19 PM PDT

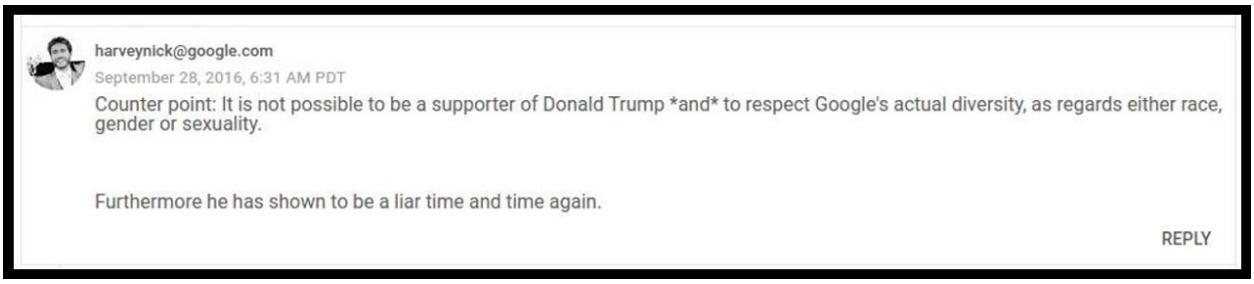
This is the type of thing unsolicited feedback is made for. It wouldn't take much. Just, "Please see the contents of this ticket and consider promotion candidate's behavior on it. <Link>"

[redacted]
September 9, 2016, 10:42 PM PDT

i hope you're not serious.

[redacted]
September 10, 2016, 2:58 PM PDT

yeah, he is. this happens all the time here.

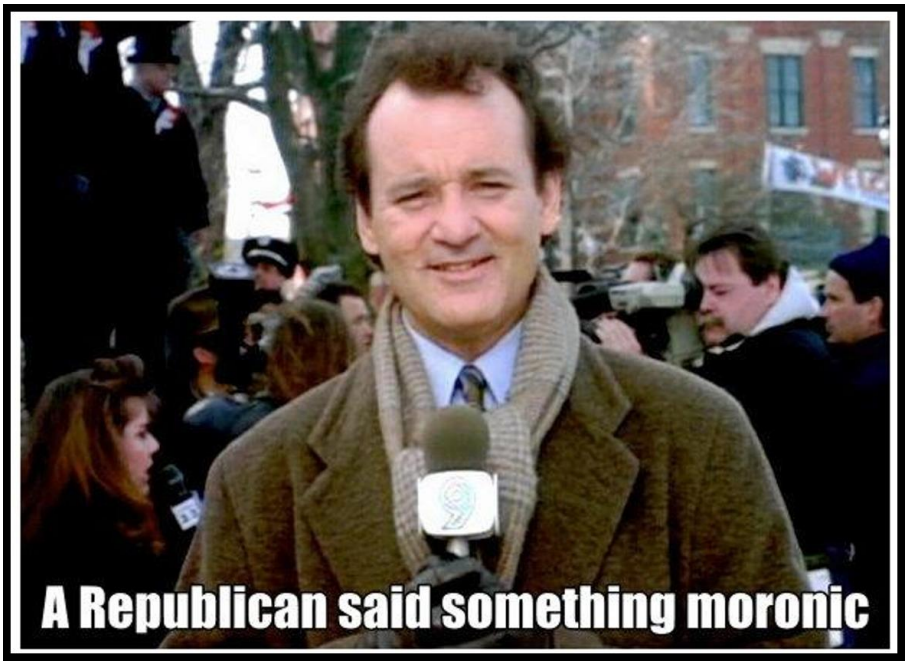


harveynick@google.com
September 28, 2016, 6:31 AM PDT

Counter point: It is not possible to be a supporter of Donald Trump *and* to respect Google's actual diversity, as regards either race, gender or sexuality.

Furthermore he has shown to be a liar time and time again.

REPLY



Anthony Hadding > The only problem is that these things are very hard to prove, and these disputes, unfortunately, end up hurting the victim's career as well.

Google isn't the government. Proof of wrongdoing is not needed to fire anyone (in the US, at least).

Given that, I sometimes wonder if the optimal strategy is fire all those accused 100% of the time.

Consider two cases:
Case 1: The accused person did nothing wrong.

As long as you don't publicly out the person being fired (thus ruining their ability to get work elsewhere), any innocent person will be able to move to another company and will continue to have a wonderful career (since if you can get a job at Google, you can get a job anywhere). Awesome! You've actually hurt nobody!

Case 2: The accused person did something wrong. Then we get rid of them. They do the same thing at their next company and are also fired immediately upon the first complaint. Eventually they run through all the places anyone would want to work and are finally unable to bother anyone, leaving the world a better place. Or they

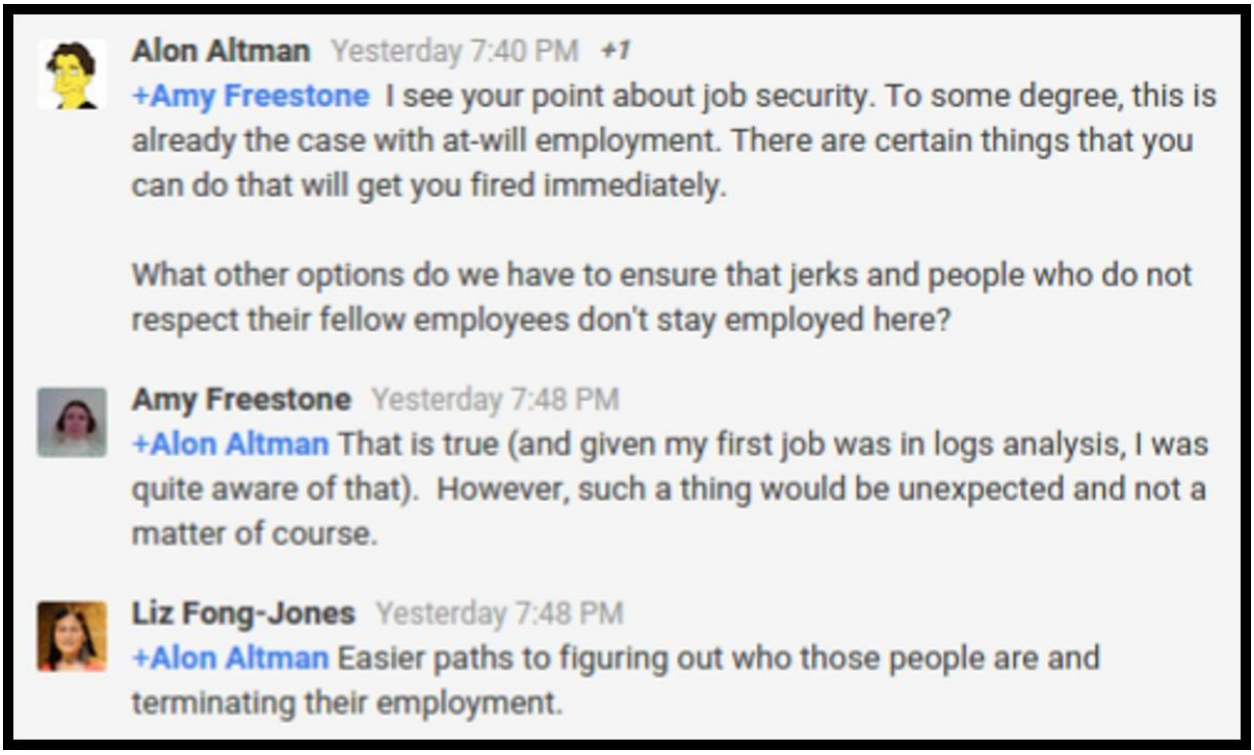
Gregory Collins
google.com - Aug 6, 2015

Boy is this exhausting.

> Many Googlers have claimed that it is "harassment" or some other rule violation to critique articles that push the Social Justice political agenda. A few Googlers have openly called for others to be fired over it. Do you support this viewpoint, and if so, can we add a clear statement of banned opinions to the employee handbook so that everybody knows what the ground rules are?

Short answer, speaking for myself: yes, the posting of this kind of "critique" -- and in fact, the posing of this very question itself -- directly contributes to the creation of a hostile work environment for women at this company. We are hemorrhaging good people because they don't want to put up with this crap anymore, and if it's a question of "social justice" (i.e. trying to ensure that everybody can feel comfortable working here regardless of their gender) vs. whatever-it-is-people-on-the-other-side-are, I definitely know who I want sticking around.

You can post to the Breitbart comment section at home on your own time. And if you feel like being asked to kindly not behave this way is censorship or that your rights are somehow being violated: perhaps everybody involved might be happier if you found some place to work where the culture is more in line with your values.

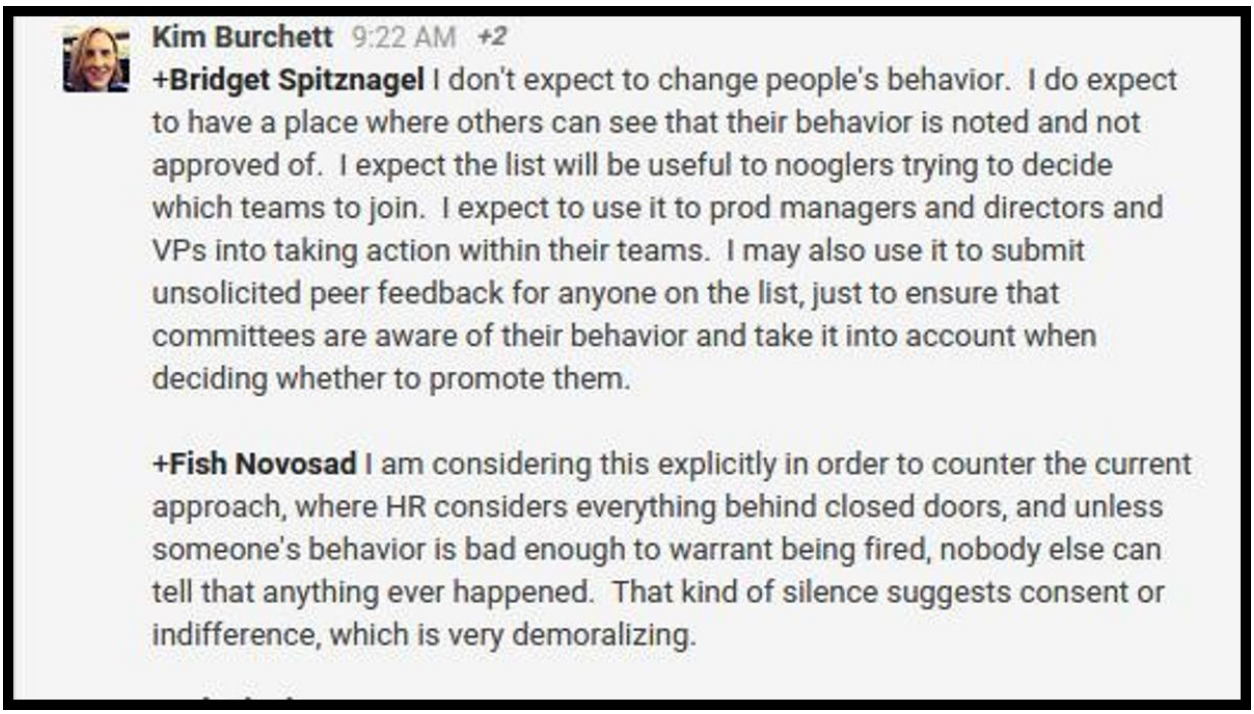


Alon Altman Yesterday 7:40 PM *+1*
+Amy Freestone I see your point about job security. To some degree, this is already the case with at-will employment. There are certain things that you can do that will get you fired immediately.

What other options do we have to ensure that jerks and people who do not respect their fellow employees don't stay employed here?

Amy Freestone Yesterday 7:48 PM
+Alon Altman That is true (and given my first job was in logs analysis, I was quite aware of that). However, such a thing would be unexpected and not a matter of course.

Liz Fong-Jones Yesterday 7:48 PM
+Alon Altman Easier paths to figuring out who those people are and terminating their employment.



Kim Burchett 9:22 AM *+2*
+Bridget Spitznagel I don't expect to change people's behavior. I do expect to have a place where others can see that their behavior is noted and not approved of. I expect the list will be useful to nooglers trying to decide which teams to join. I expect to use it to prod managers and directors and VPs into taking action within their teams. I may also use it to submit unsolicited peer feedback for anyone on the list, just to ensure that committees are aware of their behavior and take it into account when deciding whether to promote them.

+Fish Novosad I am considering this explicitly in order to counter the current approach, where HR considers everything behind closed doors, and unless someone's behavior is bad enough to warrant being fired, nobody else can tell that anything ever happened. That kind of silence suggests consent or indifference, which is very demoralizing.

Anti-conservative postings
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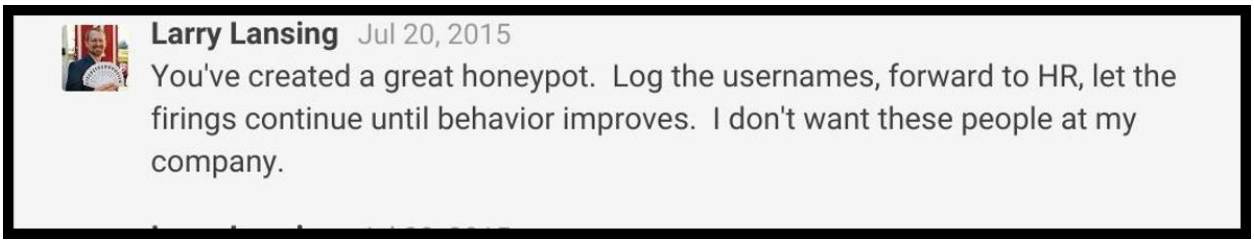
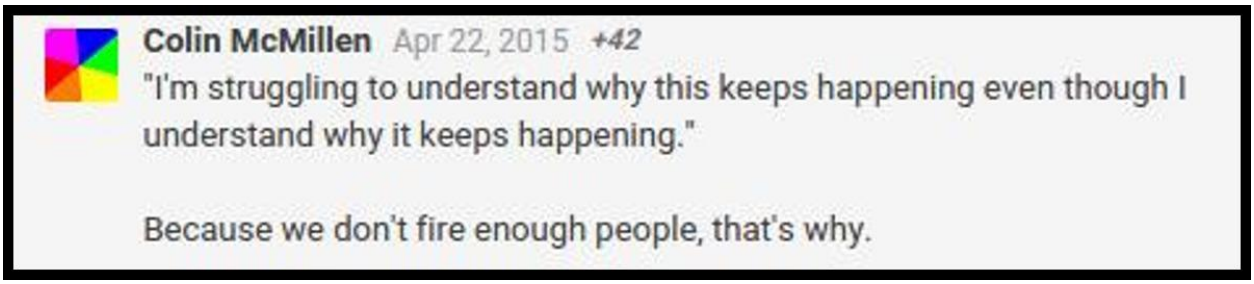


Larry Lansing Jul 20, 2015

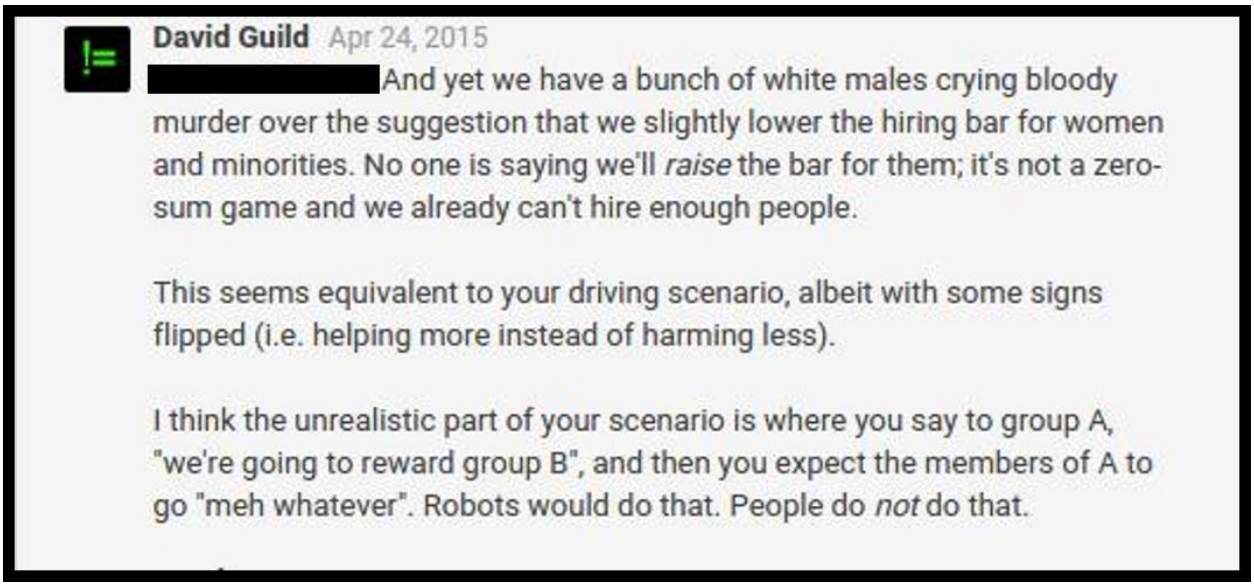
You've created a great honeypot. Log the usernames, forward to HR, let the firings continue until behavior improves. I don't want these people at my company.



Colin McMillen Apr 22, 2015 *+42*

"I'm struggling to understand why this keeps happening even though I understand why it keeps happening."

Because we don't fire enough people, that's why.

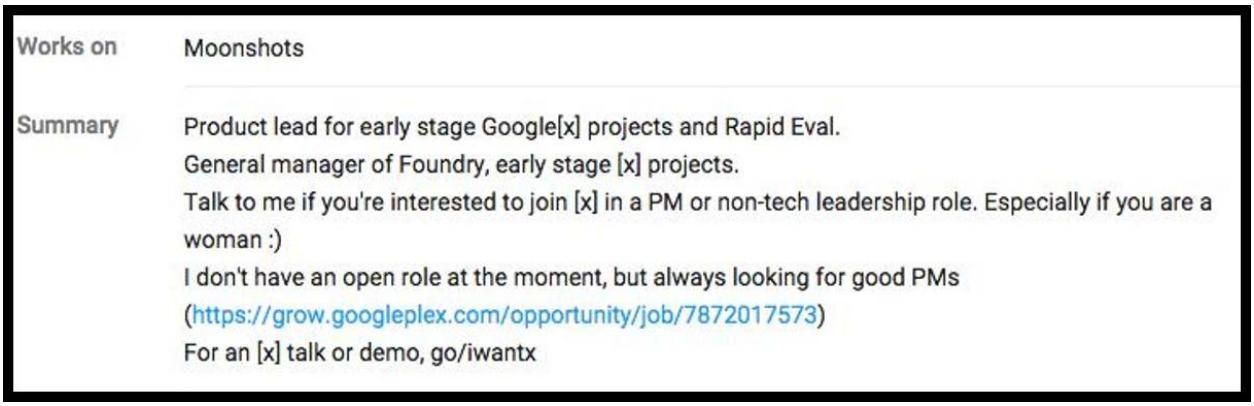


David Guild Apr 24, 2015

[redacted]And yet we have a bunch of white males crying bloody murder over the suggestion that we slightly lower the hiring bar for women and minorities. No one is saying we'll *raise* the bar for them; it's not a zero-sum game and we already can't hire enough people.

This seems equivalent to your driving scenario, albeit with some signs flipped (i.e. helping more instead of harming less).

I think the unrealistic part of your scenario is where you say to group A, "we're going to reward group B", and then you expect the members of A to go "meh whatever". Robots would do that. People do *not* do that.



Works on	Moonshots
Summary	Product lead for early stage Google[x] projects and Rapid Eval. General manager of Foundry, early stage [x] projects. Talk to me if you're interested to join [x] in a PM or non-tech leadership role. Especially if you are a woman :) I don't have an open role at the moment, but always looking for good PMs (https://grow.googleplex.com/opportunity/job/7872017573) For an [x] talk or demo, go/iwantx

Anti-conservative postings
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Nicolas Dumazet 3:12 AM Today

Selected text:

> *and we shouldn't leave men behind*

I find it hard to read this without reacting very strongly. I suggest removing this completely, or rewording this significantly.

Being privileged, Men are not left behind. Like, ever. If you want a productive debate on this document, I suggest removing rethoric of this sort.

Reply · Resolve

James Damore

Did you read my link? There are many ways in which men are left behind and education is an example where women get more degrees at every level.

3:45 AM Today

Nicolas Dumazet

Your source isn't relevant to my reaction. Do you understand why "we shouldn't leave men behind" is highly triggering? (I'm assuming that

"We'll never be a company that makes great products for everyone if we're not more reflective of the outside world. As I shared with my org, discussions on diversity can sometimes bring up ugly assumptions—from reverse discrimination to lowering the bar on talent—and that needs to stop. We work hard to hire incredibly smart people and it's not about our standards changing. Our efforts to make Google more diverse encompass everything from being more aware of biases, to shining a light on deserving talent and focusing on the leaders we already have, to expanding the pool of talent, and more. And it's not just up to minorities; we ALL have a role to play, and that goes for leadership too. " —Sridhar Ramaswamy

I believe this is what makes Slack, for example, so much more successful than us at hiring, say, black engineers in the US. Their CEO actually believes this matters for moral reasons. Meanwhile we worry about taking any action that might piss off the horde of racist and sexist people we've already hired - the people who feel nothing but apathy towards the blatant inequality that pervades our industry, yet erupt with passion when they feel their advantages being discounted.

Kim Burchett

google.com - Jun 29, 2015

Here's a suggestion from my wife: "I think only women and poc should be allowed to make hiring decisions at google for a year. And/or randomly assign a third of each position type to only be hired by women, poc, or unselected type. Look at the resulting hiring data. Google likes experiments? Do an experiment."

To make a measurable difference we need to make large changes, not just small tweaks. Some of what follows is my attempt to expand Google's Overton window, however most of it I think is quite practical.

Here are some big changes we could do

- We could make Atlanta a major office.
- We could start a policy of actively recruiting anyone in the top X% of their graduating class, regardless of school.
- We could hire people on the assumption that it's easier to learn to code at the level that Google requires than to learn to be smart/friendly/creative (this one isn't as crazy as it sounds -- I've actually had success using this approach at previous companies)
- We could make gender and race be explicit factors in hiring decisions (e.g. add a 0.2 bump to interview scores seen by the hiring committee). There are ways to do this without causing too much backlash.
- We could set representation targets that each SVP must achieve (either via hiring or attrition) or else forfeit 50% of their equity compensation.
- We could hire activists to tell us what to do. Hire everyone from Project Include, pay them well, give them staff and a project budget.
- We could open a trade school, where we accept the responsibility for teaching people how to code. Accept anyone from age 16 up. Locate it out in the middle of east brooklyn or east palo alto (and move it once the area gentrifies). Couple it with a guaranteed internship upon successful completion, and offer childcare. This would be like McDonald's deciding to start its own farms because it's not happy with the quality of the produce it's able to source.

Anti-conservative postings
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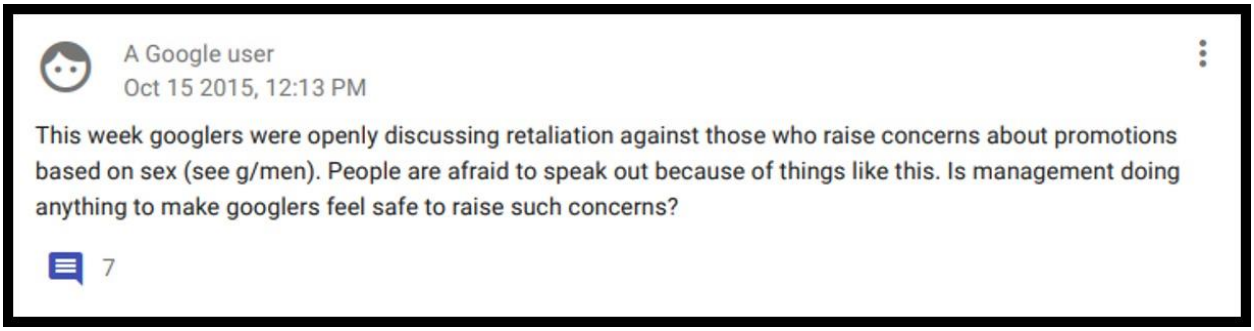
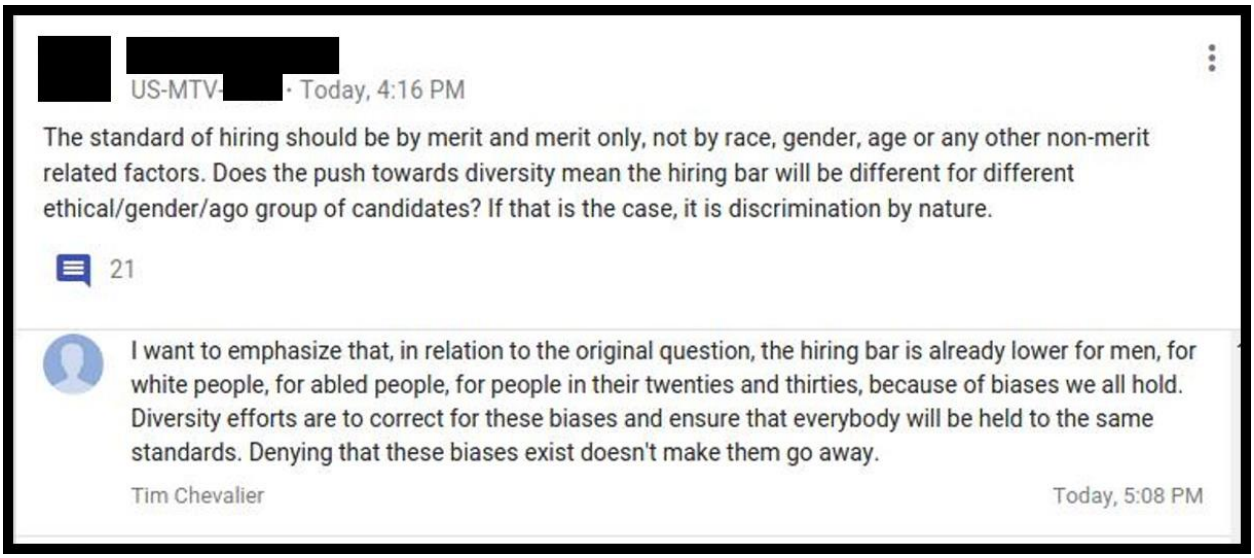


A Google user
Oct 15 2015, 12:13 PM

This week googlers were openly discussing retaliation against those who raise concerns about promotions based on sex (see g/men). People are afraid to speak out because of things like this. Is management doing anything to make googlers feel safe to raise such concerns?

7



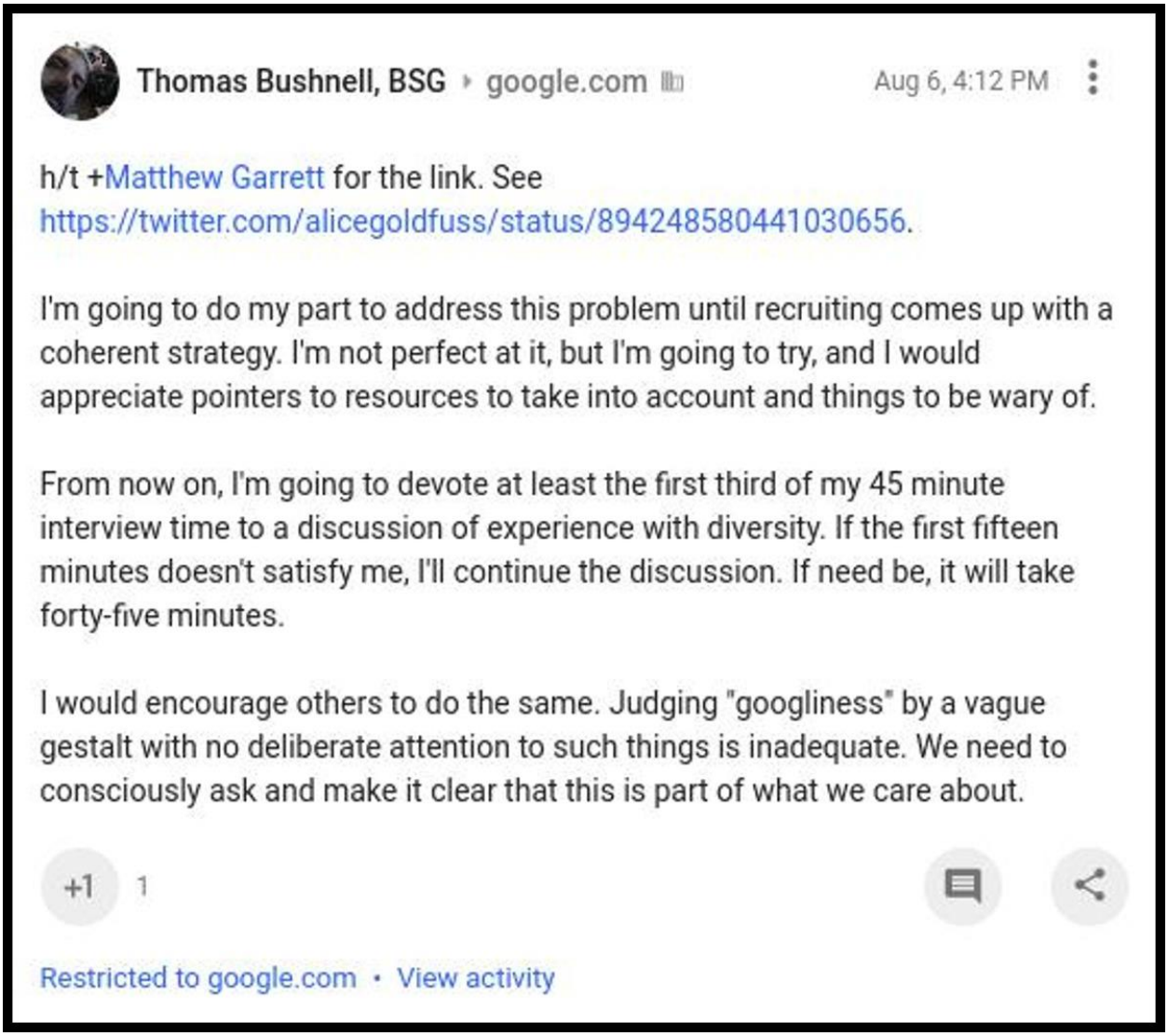
[redacted]
US-MTV-[redacted] · Today, 4:16 PM

The standard of hiring should be by merit and merit only, not by race, gender, age or any other non-merit related factors. Does the push towards diversity mean the hiring bar will be different for different ethical/gender/ago group of candidates? If that is the case, it is discrimination by nature.

21

I want to emphasize that, in relation to the original question, the hiring bar is already lower for men, for white people, for abled people, for people in their twenties and thirties, because of biases we all hold. Diversity efforts are to correct for these biases and ensure that everybody will be held to the same standards. Denying that these biases exist doesn't make them go away.

Tim Chevalier — Today, 5:08 PM



Thomas Bushnell, BSG ▸ google.com Aug 6, 4:12 PM

h/t +Matthew Garrett for the link. See https://twitter.com/alicegoldfuss/status/894248580441030656.

I'm going to do my part to address this problem until recruiting comes up with a coherent strategy. I'm not perfect at it, but I'm going to try, and I would appreciate pointers to resources to take into account and things to be wary of.

From now on, I'm going to devote at least the first third of my 45 minute interview time to a discussion of experience with diversity. If the first fifteen minutes doesn't satisfy me, I'll continue the discussion. If need be, it will take forty-five minutes.

I would encourage others to do the same. Judging "googliness" by a vague gestalt with no deliberate attention to such things is inadequate. We need to consciously ask and make it clear that this is part of what we care about.

+1 1

Restricted to google.com • View activity

Urs Hölzle
google.com - 11:46 AM

I just sent out an email congratulating TI's newest directors and principal engineers, and 10 out of 10 are male. While I am happy for all those promoted, I am unhappy with this ratio -- my VPs and I know that it's on us to identify talented women and help them grow into leaders. Overall, in TI, women were promoted at a slightly higher rate than men in this round, so I know we don't have a systemic problem. And we're working on the pipeline; for example, we have a leadership development program targeted at senior women engineers (more to come on this soon), which started in TI and which other PAs are now adopting as well. But I wanted to be upfront with this post and say: yes, I noticed that too.

---- the email ---

Huge congrats to everyone who got promoted in this round and to our ten newest Directors and Principal Engineers!

Once more, we've attempted to squeeze their tremendous achievements into just ten words. This doesn't really capture the impact these folks are making on Google's success. They all used their deep expertise to solve a big challenge––whether it was getting various pieces of our infrastructure ready for the cloud and the web of the future, keeping Google safe, or making networks much more testable. And in order to get this done they all had to develop and enable their teams and work collaboratively across organizations.

Why not take this as a good moment to step back and think of your own personal work and how you can make your 'customers' happy, whether they're internal or external. I can't promise that it'll result in a promotion but it'll be deeply satisfying. Rinse and repeat :-)

-Urs

Anti-conservative postings
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[redacted] 9/6/15

☆ **Other recipients:** [redacted]

> I wonder if there are any implications for the way we conduct interviews?

If my understanding of the article is correct, it looks like prefacing interview with something like "This is not a coding or math test, I just want to understand your way of thinking" could probably help.

Tangentially, do we have enough female interviewers? It may sound mean, but weeding out male candidates whose performance drops significantly when interviewed by a woman (if there are such candidates, of course) would, to me, be a good thing.

Bruce Murphy Aug 24, 2015 ***+5***

You appear to be confusing "not permitted to talk about diversity" with "people increasingly getting irritated that you derail constructive discussions of fixing bias by ~~jumping up and down and shouting~~ repeatedly asking 'what about the hypothetical anti white male bias' and then claiming sexism when this is pointed out."

Is there any chance you could stop doing that?

Jon Orwant Aug 6

There are no blacklists.

If you trace back where this notion came from, it was a claim that there was one manager who allegedly kept a list of people they didn't want to work with. Seems plausible. But that's it. If one wants to call that a blacklist, OK, but it shouldn't be interpreted as an institutionalized phenomenon at Google.

Now, if someone wants to transfer onto my team, at some point I might do a "from:" search in my inbox for their name. And so I'd see their posts to industryinfo@ and eng-misc@ and now pc-harmful-discuss@. I don't want jerks on my team, so if I saw jerky behavior that'd be a negative. Conversely, if I saw pleasant behavior, that'd be a positive.

Jon

Anti-conservative postings
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Urs Hölzle ▸ google.com May 10, 2016

I'd like to comment on a pattern I frequently see in internal discussions, where things go off the rails because (well intentioned, usually) engineers (always) want to "examine the facts" or debate the "exact goals". A recent example is below, screenshot only since it's been deleted in the meantime.

As engineers we're trained to pay attention to the details, think logically, challenge assumptions that may be incorrect (or just fuzzy), and so on. These all are excellent tools for technical discussions. But they can be terrible tools for discussions around race, discrimination, justice, and so on, because these discussions touch topics with a high cultural and emotional content. That's because questioning the exact details can easily be perceived as questioning the overall validity of the effort, or the veracity of a historical context.

In these situations, determining the exact truth can often be counterproductive because it is situationally inappropriate. I.e., debating a point may be fine in one context but totally inappropriate in a different context.

Let me illustrate this with a contrived example. Suppose you're attending someone's funeral. Everyone's emotional, and several people give eulogies praising the deceased. Suppose that one of the speakers mentions how great a parent the person was, and suppose you know for a fact (100% demonstrable, documented, etc) that this is not correct. What would the reaction be if you got up and said "wait a second, that's not quite true, in this particular situation back in 2012 they weren't really a great parent"? It's highly likely that **the reaction of the audience will be independent of the correctness of your statement**. Everyone would be upset because it's simply the wrong place, and the wrong time, to debate the exact details of the past. The goal of the funeral is to celebrate the person, and to help family and friends come to terms with the fact that they are gone. In a different context (say, a court case) the exact statement could have been welcome, but here it is not -- and it's not a subtle call, it's obviously inappropriate.

So before you post on a thread, think about the larger context, and whether your question is appropriate in the context of the thread. For example, the question below clearly is inappropriate because it has a high probability of being interpreted as "these diversity efforts are questionable" (even more so since the question clearly is rhetorical).

And just as a reminder, when you see something that you feel is off, report it at go/saysomething. We don't expect everyone to be skilled at intervening themselves, but we do expect you to report it so someone else can.

[also available as a doc at go/why-discussion-context-matters]

I'm also interested in the answer to this question. The white majority in the US (63.7% Non-Hispanic White https://en.wikipedia.org/wiki/Demography_of_the_United_States) is underrepresented in Google (60% White employees overall). If we want to achieve racial mix-up to mimic the country then we should also hire more whites. Is that one of the goals of diversity effort?

Anti-conservative postings
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I'm very glad that at Google we do our very best to make sure everyone feels included and that everyone can "bring their whole self" to the office. Not only is this a noble goal, but it's the right thing to do. I heard at TGIF that some conservatives (i.e. people who hold conservative political beliefs) don't feel comfortable expressing their political beliefs at the office. At first I was saddened by this, since it's a sign of how divided our society has become. But then I realized something:

Throughout the entire election campaign, one side has not only sought to divide, but has used hatred and blatant racism to get ahead. Donald Trump has publicly stated, among many other things:

- Mexicans are rapists and murderers
- Muslims should be banned from entering the US
- Refused to condemn white supremacists who were campaigning for him
- Promoted violence against people, such as black lives matter protesters, who have views different than him

Unfortunately, when you vote for or nominate a candidate, you vote for the entire package. You can't support Donald Trump without also supporting his racism, misogyny, homophobia, and transphobia. Or even worse, if you vote for Donald Trump because of his economic policy or because you feel the other party is corrupt, then what you're saying is that economics is more important than the safety of your peers.

This is where my tolerance ends: with intolerance. You can't support someone who sows seeds of intolerance, and then complain that people aren't tolerating you. You need to decide, does tolerance matter? Because if it does, then the things that Trump said during the campaign and his nomination should have been dealbreakers for you. If not, then I'm sorry but you can't claim to want to be included while excluding others.

Adam Fletcher
google.com - Aug 4, 2015

While Google appears to be doing very little to quell the hostile voices that exist inside the company, I want those hostile voices to know:

* I will never, ever hire/transfer you onto my team. Ever. I don't care if you are perfect fit or technically excellent or whatever.
* I will actively not work with you, even to the point where your team or product is impacted by this decision. I'll communicate why to your manager if it comes up.
* You're being blacklisted by people at companies outside of Google. You might not have been aware of this, but people know, people talk. There are *always* social consequences.

Urs Hölzle ▸ google.com Aug 6, 2017

Yesterday I came back from a week of internet- and cell-free vacation into modem-speed land, and was dismayed to see the news about "the document". Needless to say, I completely disagree with it, and I find it deeply offensive.

In many ways it reminds me of other discussions (e.g., about evolution), in that it argues a position that will be obsoleted by history. And I hope that we'll all pitch in to create that future, soon.

As an optimist, the one positive outcome is the overwhelming support for an inclusive workplace that it provoked. As a realist, I am saddened that the hurtful statements in this document have been written at Google. Still, if there was any question about the direction we're heading in, I hope the strong reaction by Googlers settles it -- there's no path back to a past where it's ok to judge people by their gender or identity. No way.

Anti-conservative postings
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Paul Cowan
google.com - Aug 7, 2015

OK, part II of my diversity-themed rants for the day.

There's a common thread I've seen in many diversity-related discussions^Wshitshows. This is the repeated claim that people can't be punished, or shamed, for expressing an opinion. I've seen "freedom of speech" invoked more than once.

Any argument about where "freedom of speech" starts and ends (the old "fire in a crowded theatre" argument) aside: please understand that *freedom of speech* is *the right to freely express an opinion*. It is most assuredly **not** *the right to express an opinion with freedom from the consequences*.

The fact that you have a *right* to express a dunderheaded opinion does not mean you have the right to demand that everyone continues to respect you, to pay attention to you, to listen to you, or even to treat you without contempt. It is as much someone's right to judge you (rightly or wrongly) for your opinion as it is yours to express it.

This applies regardless of the opinion. If you express a dunderheaded opinion about religion, about politics, or about "social justice", it turns out I am allowed to think you're a halfwit. In some cases, I cannot *act* on my thinking (I generally can't fire you for thinking something I don't think about religion), but I'm perfectly within my rights to mentally categorize you in my *dickhead* box.

To make this more specifically about recent events: I saw a thread recently (which, alas, I cannot find right now) in which someone described the (my words, not theirs) "SJW cabal", and (horror of horrors) used words very like "some of them have even talked about having a list of people they won't work with".

To be clear: this is, in my opinion, *perfectly acceptable*. Quoting this as if it were some egregious abuse of power, or of your rights, is laughable. Everyone in this company has a right to work in an environment which makes them happy and comfortable. Yes, I maintain (mentally, and not (yet) publicly) such a list. If I had to work with people on this list, I would refuse, and try to get them removed; or I would change teams; or I would quit. My life, happiness, and mental health, are worth too much to me to burn my precious happy-fu working with people I find contemptible, unpleasant, or even in some cases merely irritating.

Like **+Collin Winter** (see https://plus.google.com/113930769093822119546/posts/DoPXTit8Si9?e=-RedirectToSandbox), I do, and will continue to, maintain such a list.

Sadly, my list grew larger by quite a bit this week.

But I take comfort in one thing: my list of people I'm proud and delighted to work with grew by even more. So, on average: thanks, everyone.

jaqxØr @jaqx0r · 5h
I contributed to a gender bias remvl fixit, and had to keep a list of the people who objected, so I I remembered who to avoid in the future.

1 1 8

Paul Cowan
@funkwit

Follow

Replying to @jaqx0r

Fun fact! Keeping a list can get you called out on a certain reprehensible internal mailing list, and have threats of being reported to HR.

3:51 PM - 5 Aug 2017

1 Retweet **8** Likes

2 1 8

jaqxØr @jaqx0r · 5h
Replying to @funkwit
That is not a fun fact. Did an MRA start that policy?

2

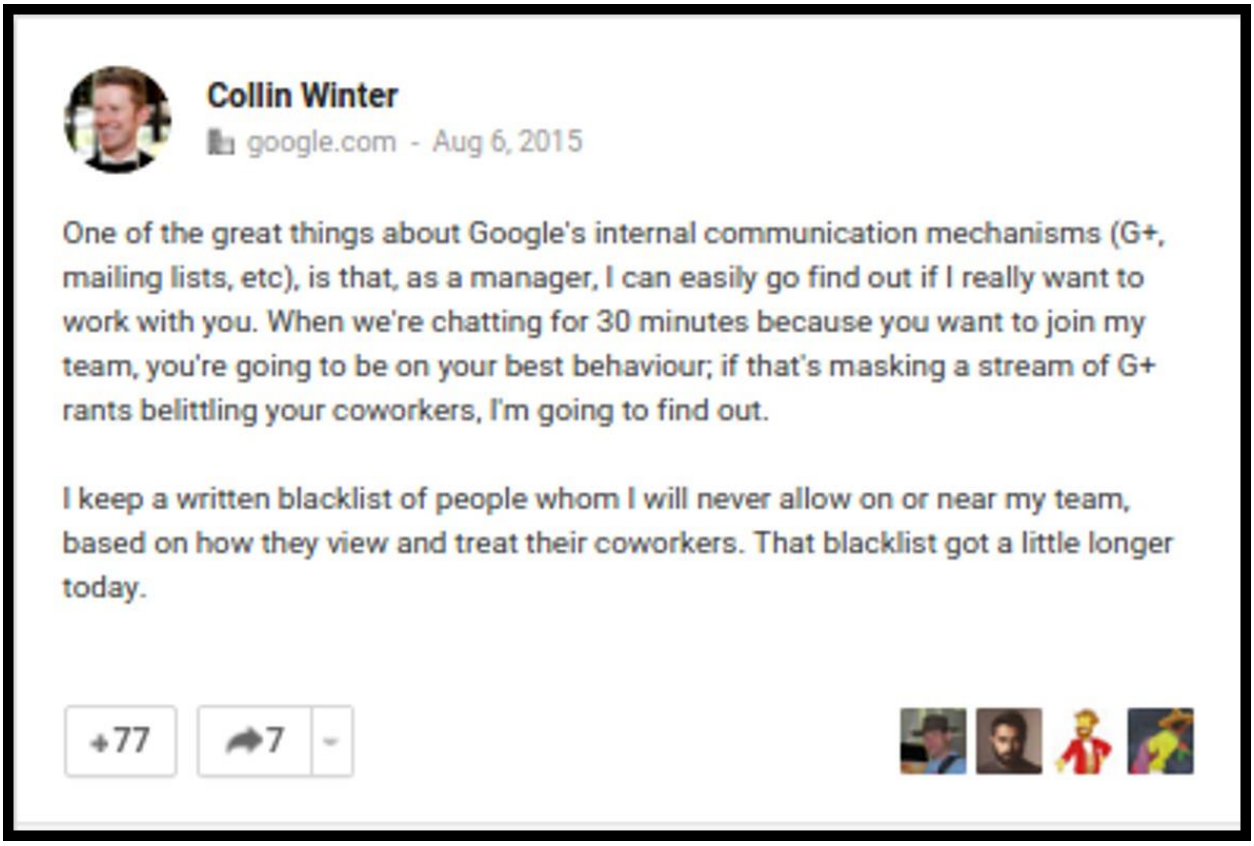
Paul Cowan @funkwit · 5h
Oh wait, yeah, not "fun". The other one that starts with "fu". I always get those two mixed up.

3

Paul Cowan @funkwit · 5h
Replying to @funkwit @jaqx0r
Threats I ignored, naturally, and which ironically grew the list substantially.

1 7

Anti-conservative postings
35

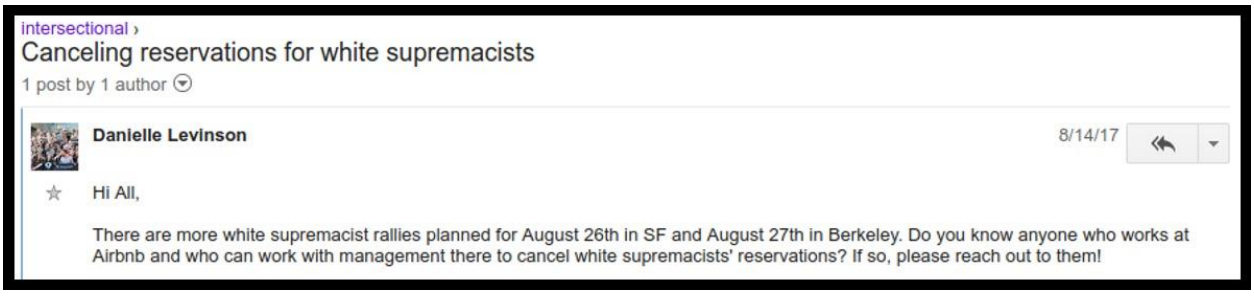


Collin Winter
google.com - Aug 6, 2015

One of the great things about Google's internal communication mechanisms (G+, mailing lists, etc), is that, as a manager, I can easily go find out if I really want to work with you. When we're chatting for 30 minutes because you want to join my team, you're going to be on your best behaviour; if that's masking a stream of G+ rants belittling your coworkers, I'm going to find out.

I keep a written blacklist of people whom I will never allow on or near my team, based on how they view and treat their coworkers. That blacklist got a little longer today.

+77 7

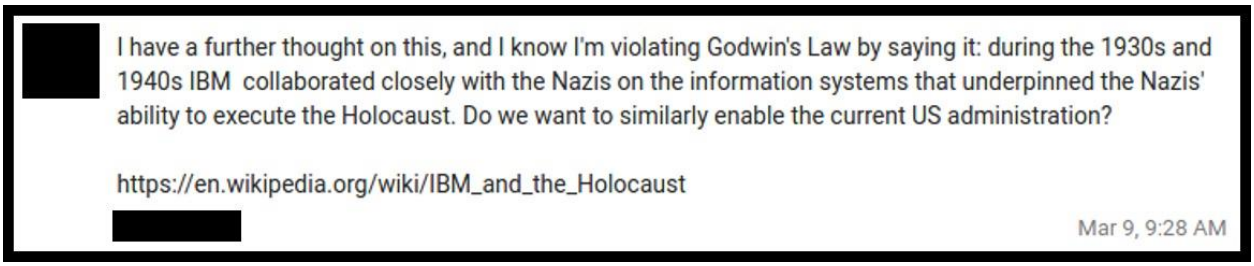


intersectional ›
Canceling reservations for white supremacists
1 post by 1 author

Danielle Levinson 8/14/17

Hi All,

There are more white supremacist rallies planned for August 26th in SF and August 27th in Berkeley. Do you know anyone who works at Airbnb and who can work with management there to cancel white supremacists' reservations? If so, please reach out to them!



[redacted]

I have a further thought on this, and I know I'm violating Godwin's Law by saying it: during the 1930s and 1940s IBM collaborated closely with the Nazis on the information systems that underpinned the Nazis' ability to execute the Holocaust. Do we want to similarly enable the current US administration?

https://en.wikipedia.org/wiki/IBM_and_the_Holocaust

[redacted] Mar 9, 9:28 AM

Jay Gengelbach ▸ google.com Jan 7, 5:58 PM

...

And here, I'm a little disappointed with how Google and other big companies behave. This company does a *criminal background check* on its employees--but do we look around for patterns of harassment? Do we pass on information from our HR investigations to companies that call us for a reference? All we've said publicly about James Damore or any similar case is that we can confirm that they've been terminated. My understanding is that in reference calls, managers are encouraged *not to say anything negative* about former employees.

I believe there's a lawyercatly reason underpinning this. Sharing details about someone's termination can be construed as defamation, and limiting their future employment prospects would be damages that could potentially be recovered in a defamation lawsuit. But to that, I say: *SO WHAT?* Google doesn't move on any such cases without substantial evidence. 'Truth' is a defense to defamation claims, and although it costs money to defend them, I'd hope that this mattered enough to us that we were willing to put some money on the line for it. And I don't think a lot of offenders would be interested in stepping into court to publicly face whatever evidence we have against them that led to our terminating them. If we really care about diversity in tech, we don't just need to chase serial offenders out of Google, *we need to discourage them all throughout the industry.* We should be willing to give a wink and a nod to other Silicon Valley employers over terminable offenses, not send the worst parts of tech packing with a smile and 3 years of employment at Google on their resumes. We should be working with our victims to say "We have all this documentation of this case, and we're happy to refer it onward to Mountain View Police Department if you'd like," so the worst of these things show up in those criminal background checks that big companies like to do.

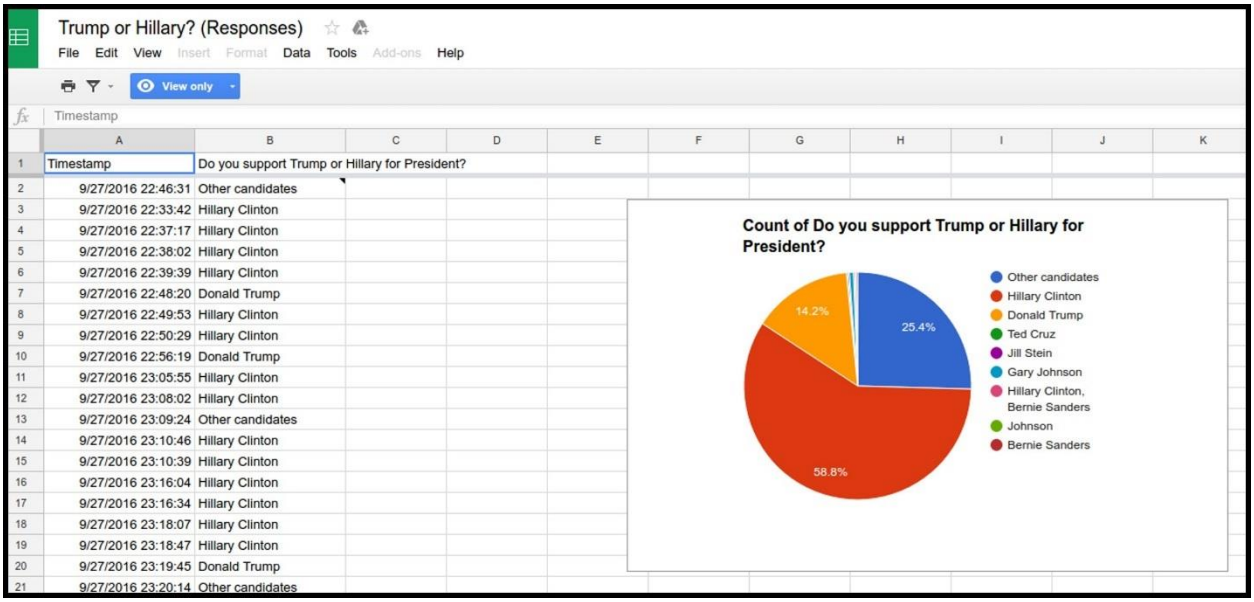
We need to be the end of the line for serial offenders--not just another stop on their spree of misery. "Catch and release" is not an OK orientation towards people who make tech toxic. We should be leading an alliance of big tech companies who are willing to take a stand on erasing abuse from tech, and willing to take risks to do so. Silence is a part of rape culture. We shouldn't be a part of it.

Anti-conservative postings
37

Jay Laefer +2

I haven't looked at g/politics in quite a few months, so I don't know how bad that's been. The worst stuff I read recently is at g/freespeech.

Back in August 2015, I reported some of the worst g/freespeech posts to leadership. I hadn't realized it's been a year and a half since then, and some of the recent posts are far worse. However, I don't have enough emotional energy right now to dig through and report my recent concerns. I'll try to make some time this week. The posts aren't going anywhere, unfortunately.



Timestamp	Do you support Trump or Hillary for President?
9/27/2016 22:46:31	Other candidates
9/27/2016 22:33:42	Hillary Clinton
9/27/2016 22:37:17	Hillary Clinton
9/27/2016 22:38:02	Hillary Clinton
9/27/2016 22:39:39	Hillary Clinton
9/27/2016 22:48:20	Donald Trump
9/27/2016 22:49:53	Hillary Clinton
9/27/2016 22:50:29	Hillary Clinton
9/27/2016 22:56:19	Donald Trump
9/27/2016 23:05:55	Hillary Clinton
9/27/2016 23:08:02	Hillary Clinton
9/27/2016 23:09:24	Other candidates
9/27/2016 23:10:46	Hillary Clinton
9/27/2016 23:10:39	Hillary Clinton
9/27/2016 23:16:04	Hillary Clinton
9/27/2016 23:16:34	Hillary Clinton
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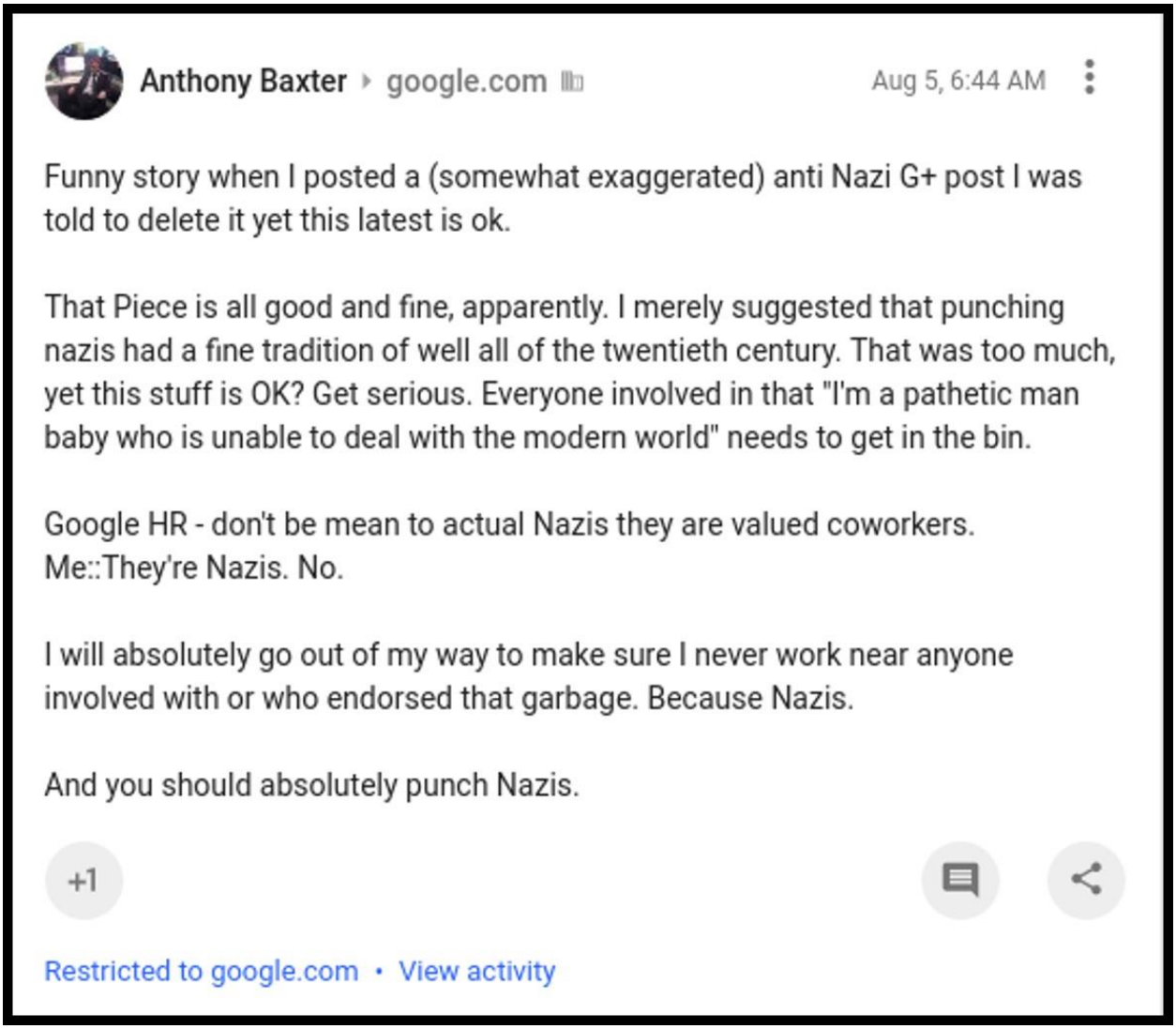
9/27/2016 23:18:47	Hillary Clinton
9/27/2016 23:19:45	Donald Trump
9/27/2016 23:20:14	Other candidates



Anthony Baxter ▸ google.com Aug 5, 6:44 AM

Funny story when I posted a (somewhat exaggerated) anti Nazi G+ post I was told to delete it yet this latest is ok.

That Piece is all good and fine, apparently. I merely suggested that punching nazis had a fine tradition of well all of the twentieth century. That was too much, yet this stuff is OK? Get serious. Everyone involved in that "I'm a pathetic man baby who is unable to deal with the modern world" needs to get in the bin.

Google HR - don't be mean to actual Nazis they are valued coworkers.
Me::They're Nazis. No.

I will absolutely go out of my way to make sure I never work near anyone involved with or who endorsed that garbage. Because Nazis.

And you should absolutely punch Nazis.

+1

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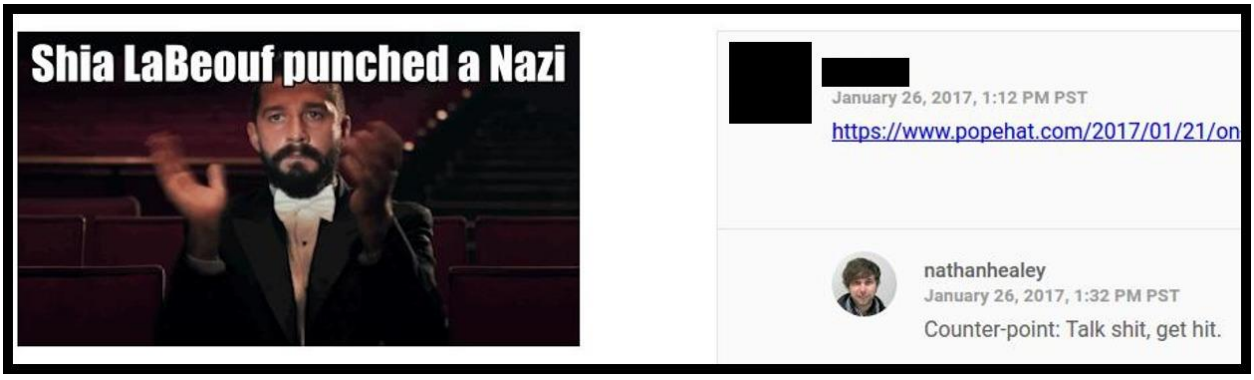


Matthew Montgomery +8

We went to war over this shit. We did not set up a roundtable with Churchill, FDR, Stalin, Mussolini, Hitler, et al. We killed Nazis until the Nazis stopped. Why? Nazis wouldn't stop until it became clear that they could not win, and it is the ONLY reason they stopped, because they were utterly defeated. With large scale violence, killing thousands of humans and destroying billions of dollars worth of property. THAT was the only language they understood. Anything else, you'll recall, was branded as appeasement. I'm pretty sure we know that's ~objectively bad.

To paraphrase MLK, punching a Nazi is the language of the oppressed. MLK was pretty clear that you need BOTH the threat of violent and non-violent resistance for the latter to be an effective threat. MLK refused to condemn the more violent elements of the civil rights era despite repeated calls *because without that threat, they'll just keep killing you.*

This is why I refuse to condemn rioters, or punching Nazis. This is targeted, political, *defensive* violence. It's what happens when you leave otherwise nonviolent people with no other choice, and it's what happens when a movement ignores everything else: facts, reason, morality, empathy, justice, fairness, whatever.

This is not an ideological debate, full stop, period. We are in a failure mode of democracy. This is literally, in every respect, a power struggle. It's a struggle over who gets to set the rules of society, who has the power to determine facts and morality. It's best we dispense with any illusions otherwise.

So let some black bloc guy punch a Nazi, and let the world point and laugh. Let it be symbolic and let all the Nazis fear. And then repeat after me: this is not normal. This is not normal.

Rachel Blum (corpsified) +5
If you subscribe to an ideology that, as a matter of fact, wants to kill people because they are different - and has, by the millions - then you deserve being punched in the face. Repeatedly.

And if I ever subscribe to an ideology like that, *please* punch me in the face as well. By all means.

Lee S
My problem with Breitbart isn't that I disagree with them. Its that they're objectively pro-Nazi.

Tim Chevalier ▸ google.com Aug 25, 2017

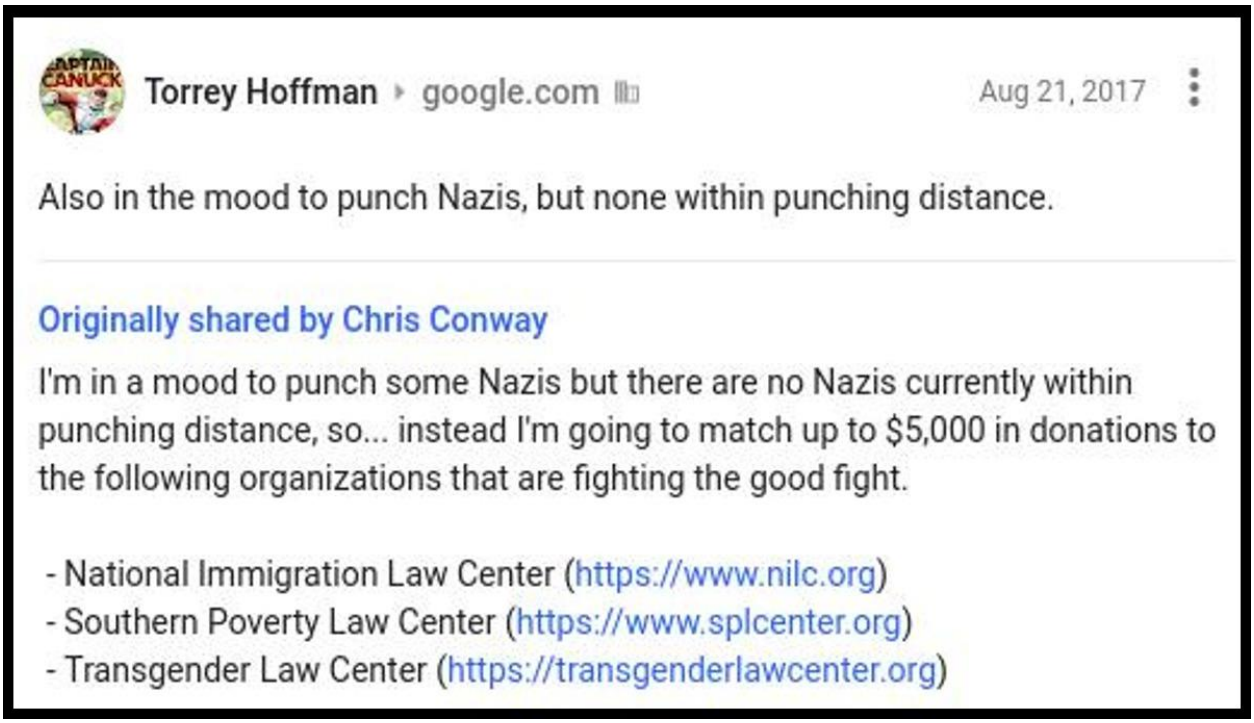
'i'm a queer-ass nonbinary trans person that is fucking sick and tired of being told to open a dialogue with people who want me dead

we are at a point where the dialogue we need to be having with these people is "if you keep talking about this shit, i will hurt you"

we are beyond the point of ~opening dialogue to win hearts and minds~

we are at the point where the only way to change people's minds is to make being a fucking nazi have consequences'

-- Nora Reed



Torrey Hoffman ▸ google.com Aug 21, 2017

Also in the mood to punch Nazis, but none within punching distance.

Originally shared by Chris Conway

I'm in a mood to punch some Nazis but there are no Nazis currently within punching distance, so... instead I'm going to match up to $5,000 in donations to the following organizations that are fighting the good fight.

- National Immigration Law Center (https://www.nilc.org)
- Southern Poverty Law Center (https://www.splcenter.org)
- Transgender Law Center (https://transgenderlawcenter.org)

Why We Fight: Frequently Asked Questions

DEFIANT

Feb. 6th, 2017 09:39 am

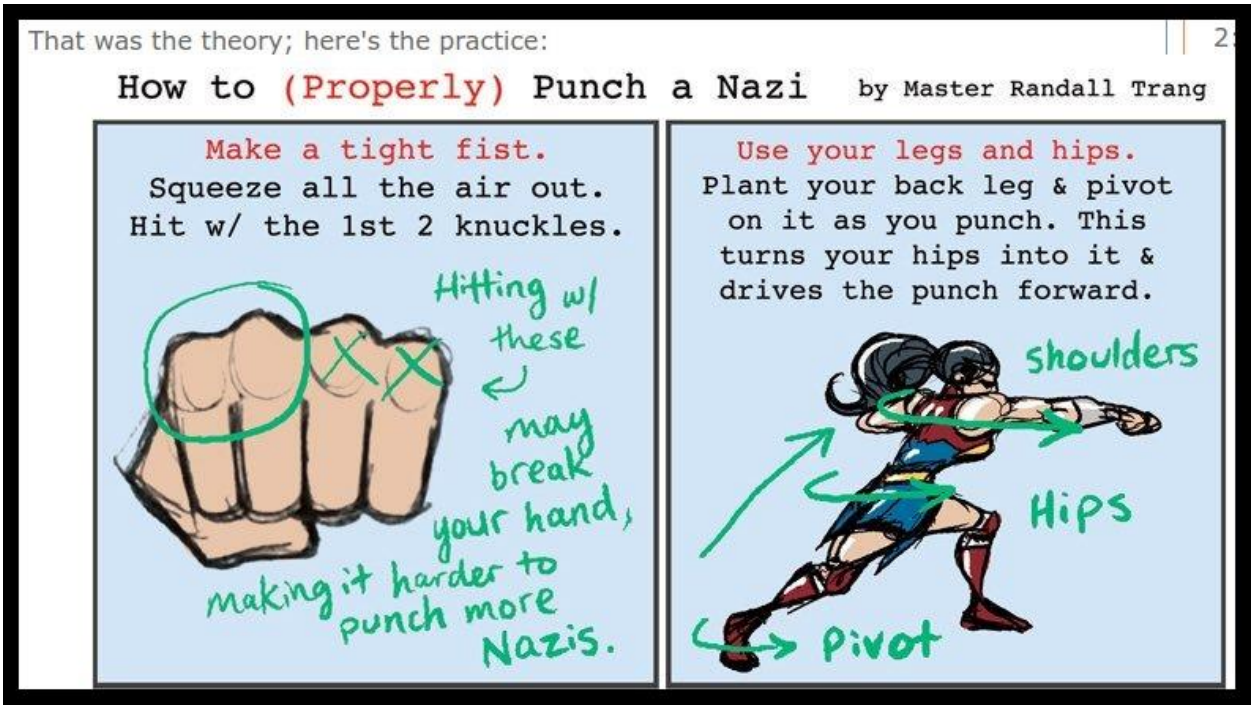
tim

I used to be a pacifist. It's easy to be one when you aren't being attacked.

Large-scale violence always starts with ideas and rhetoric, because rhetoric eases organizing and large-scale violence requires the consent and participation of many people. How do you let people know you don't take their ideas seriously? How do you defend yourself against ideas that can only cause harm to you? Communicating that you will refuse to listen is one way, but it doesn't scale. No-platforming powerful fascists does scale. So does punching one on camera.

Here's a FAQ list of things people have asked me -- or, in some cases, things they would have asked me if they had thought to ask rather than assuming an answer -- about why I think fascism must be stopped by any means necessary.

That was the theory; here's the practice:



2. *Okay, sure, I accept that definition of "fascism". But Trump isn't a fascist, is he?*

   Yes, he is -- not because I disagree with Trump (I'm not sure Trump has a coherent enough ideology for the word "disagree" to denote much, though Steve Bannon certainly does), but because he fits the definition of "fascist." Quoting Emily Gorcenski again:

   > So let's look at how we're using the term today. Is the modern GOP a fascist party? Is Trump? His supporters?
   >
   > Trump won with the minority popular vote. So there's that. He's controlling narratives away from negative views of his party.
   >
   > His policies involve cutting off resources for marginalized communities. His supporters call anyone not a white man a "snowflake."
   >
   > His rise to power was strongly aided by technology. He wants to march tanks through DC in a show of military might.
   >
   > He has a singular focus on restoring manufacturing jobs to the US at the expense of other services.
   >
   > And he and his team regularly harp about "unity" and patriotism.
   >
   > So yes, Trump is a fascist and his team promotes fascism.
   >
   > Not because I disagree with them, but because actions align with fascist policy.
   >
   > If you talk like a fascist and you act like a fascist and you govern like a fascist, you're probably a fascist.
   >
   > [...]
   > TLDR: fascism requires mandatory unity for strengthening the state and isn't about dismissing speech or dissent.

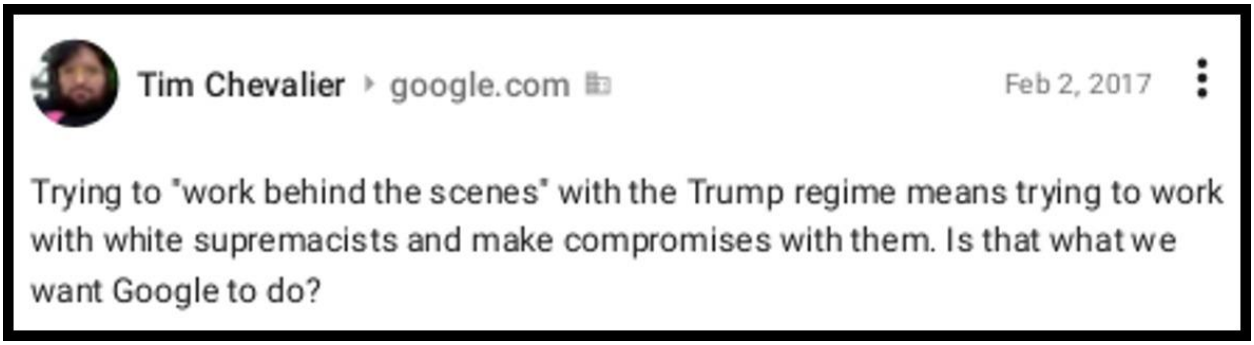
3. *Well, okay, maybe he's a fascist, but the people elected him, so don't you have to accept him as our leader?*

   No. Donald Trump exploited a loophole in the Constitution in order to take over the government. Voting in the US is based on the electoral college because the founders foresaw that the popular vote might result in the election of an incompetent leader. They thought that the job of president was too important to entrust directly to the majority. They wrote the electoral college into the

9. *Fine, there might be a few bad guys we can't convince, but surely the majority will see they're wrong.*

   History suggests otherwise. As Rachel Stark points out (read the whole thread), no-platforming is the only **effective** defense against fascists because the wrongness of their position is not obvious -- over time, fascists have adapted and found ways to re-brand themselves that bypass people's defenses, much like pop-up ads that make it past your ad blocker. Ideally no-platforming would be done peacefully, and it usually is, but sometimes peaceful methods fail, and punching a Nazi if it prevents genocide is a moral imperative.

   > So I am 100% pro punching Nazis & tired of hearing this debated, but I wonder if folks realize WHY anti-fascists punched that Nazi.
   >
   > We don't punch Nazis out of anger (though we are mad), or to change their minds (they don't want to change)...
   >
   > We don't even punch Nazis because it feels good (though it feels SO good).
   >
   > A central Antifa (anti-fascist) principle is that fascists CANNOT be allowed to have a platform.



Punch All the Nazis ✊ @fatneckbeardguy · 14h
Replying to @fatneckbeardguy
I could have said "Republicans", "conservatives", "alt-right", "neo-Nazi", doesn't matter, They're all working together for the same goal.
1
4
2
Punch All the Nazis ✊ @fatneckbeardguy · 14h
When the Republican party talks about "freedom of speech" these days, what they mean is "freedom to dehumanize". Don't be fooled.
1
8
10

Tim Chevalier Aug 29, 2017
Public

[Trying a public post here; I won't hesitate to disable comments if necessary.]

[CW: domestic violence]

Thread from @quicksilvre on Twitter:

'Thinking about the trend of trying to explain away antifascist violence as "random." It's anything but random. It's very precisely targeted

There is literally only one reason an antifascist would be violent towards you: you are a fascist

I mean, human beings are human beings and we're complex and we never only have one reason for doing **anything** but still

People don't commit antifascist violence except in response to fascist violence. Antifascists are not roaming, looking for punching targets

Antifascists are showing up where proud fascists are making public displays of force and making their own public displays of force.

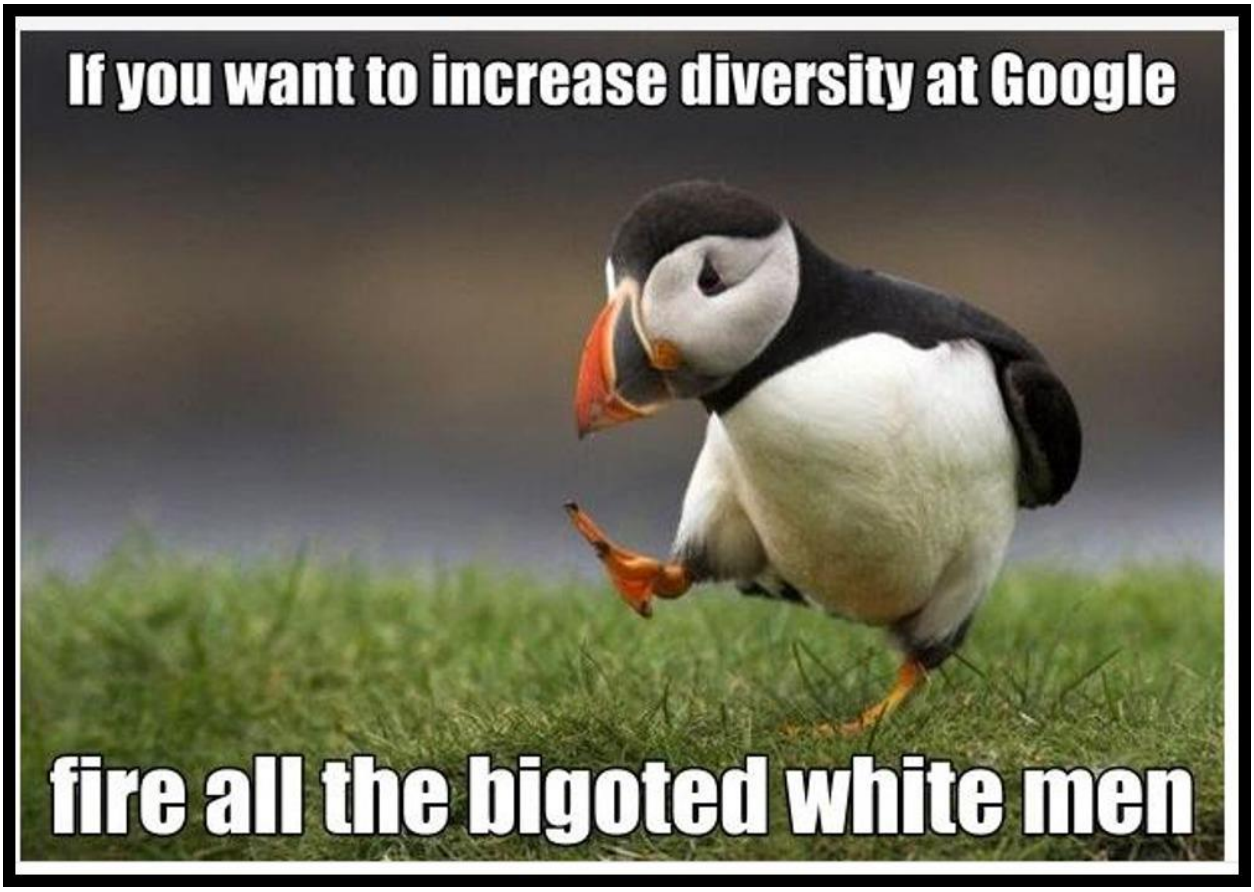
If you don't want to get punched by an antifascist, it's simple: don't go to white supremacist rallies and don't own white power symbols

It's not ~oppression~ if you can't be out & proud about your belief that white people are just ~better~ without the risk of being punched

Getting punched for participating in a white supremacist rally is not oppression, it's **reasonable social consequences**

Not being able to express your belief that groups of people are "lesser" & should be done away with without facing violence isn't oppression

It's **perfectly reasonable** to expect a violent response to the expression of hate speech because hate speech **is itself violence**



Bruce Murphy Aug 4, 2015 *+3*

Maybe a clamour would work better than surgical intervention, but I just forsee endless escalation between honest decent folks and the defenders of the hypothetical oppressed white male until HR steps in and fires everybody.

Have we actually triend non-self-directed adjustment ? (Warnings don't count, there's no specific outcome)

The only way we "move past color" in America is for white people to shut up and listen. And yes, it means people used to be in the spotlight (I'm looking at you, Justin) need to step back and quietly build a stage for others to speak. That's allyship, which is Justin's only role in this.

- If you are white/male/heterosexual/[insert majority group here], there are times to just shut up and listen. Try for some empathy. You'll learn a lot.

Jon Klem Jan 21, 2015 *+1*

Every time I'm reminded of the travails of Kathy Sierra it makes me want to pound a brogrammer in the face. **#countingtoten**

Asfandyar Qureshi ▸ google.com Nov 14, 2016

"I am a white male and I am sick and tired of being demonized and blamed for society's ills. I am sick and tired of my race and gender being the target of real, honest hate (e.g., ""#killallmen"") that society would not tolerate if directed at other groups"

A Googler explaining why he voted for Trump (doc link at end). The more I learn about Googlers outside my immediate circles, the less I want to be anywhere near them.

This is so disconnected from reality I don't even know what to say. Most "real,

Paul Cowan
google.com - 6:20 PM

It's good to be periodically reminded, given how popular Dilbert is amongst us geekfolk, that the creator of *Dilbert* is (among other things) a paranoid sexist dickbag.

Burcu Dogan
google.com - Mar 10, 2015

Google, STOP THIS NONSENSE!

There are numerous sexual abuse and harassment cases going on at Google. All internal G+ threads I have skimmed through were dominated by men debating about false accusations and their legal implications.

We can't address the harassment issue, because you want to keep harassing us. You want to offend us. You want to ignore us. You want to ignore our issues and stick back to your daily masturbation about your manly problems. Any woman who is questioning the status quo is reacting over-sensitively, should be a drama queen or seeking for possibilities to damage a powerful man's career. This is how your brain works.

Being disturbed by your arrogance and annoyance, I don't feel safe at Google anymore.

+24

Kim Burchett
google.com - Jul 7, 2015
NEIL
MAN
I Challenge You to Stop Reading White, Straight, Cis Male Authors for One Year - xoJane
xoJane

Chloe Stevens
google.com - Apr 24, 2015

If you read one post today, read this one.

**** originally shared:
A coworker quit. In her parting letter, she felt the company was a toxic environment, inferred as bad for diversity employees.
Read more (155 lines)

Straight White Male: The Lowest Difficulty Setting There Is | Whatever
whatever.scalzi.com

I've been thinking of a way to explain to straight white men how life works for them, without invoking the dreaded word “privilege,” to which they react like vampires being fed a garlic tart at high noon. It's not that the

[redacted] google.com Nov 1, 4:09 PM

"The paradoxical implication is that the same psychological characteristics that enable male managers to rise to the top of the corporate or political ladder are actually responsible for their downfall. In other words, **what it takes to get the job is not just different from, but also the reverse of, what it takes to do the job well**."

Why Do So Many Incompetent Men Become Leaders?

+1 1 1

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3) By being a white male you *are* in a privileged class that is actively harmful to others, whether you like it or not. So no, you really actually don't get to complain about your right to an opinion. You are in a position of power, be mindful of that.

Cassiano Mecchi (Cassi) ▸ BGN EMEA Oct 12, 5:46 AM

Though this speaks to USA-specific numbers, I found it very useful.

White Privilege, Explained in One Simple Comic - Everyday Feminism

Cassiano Mecchi (Cassi)
Diversity Business Partner - EMEA GMS, gTech, GCAS & Data Centres • cassi • he / him

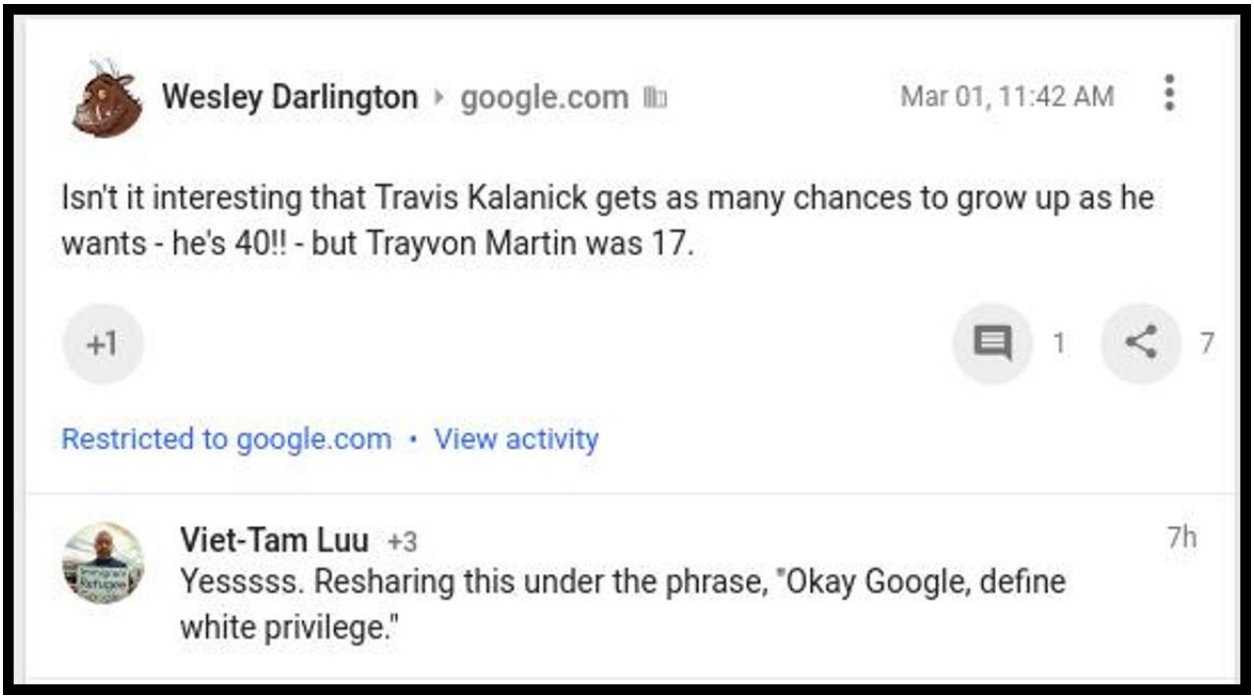
Anti-Caucasian postings
55

Peter Goett 9/30/15

I hate when industryinfo takes important issues and devolves into argueing about minuta and misses the big picture. No matter who was invited by Google, there would have been a non-inconsequential amount of vitriol just because they were women standing up for a feminist cause.

Maybe to the small population of people who know the details of gamer-gate, the invite list is problematic. For the vast majority of Americans (the ones who have never heard of gamer-gate), the fact that this program exists is a good thing. These women are qualified to speak to online harassment, regardless of their perceived tactics.

Just going to put this here and quote John Oliver- "If you're thinking that doesn't seem like that big of a problem, congratulations on your white penis".



Wesley Darlington ▸ google.com Mar 01, 11:42 AM

Isn't it interesting that Travis Kalanick gets as many chances to grow up as he wants - he's 40!! - but Trayvon Martin was 17.

+1 1 7

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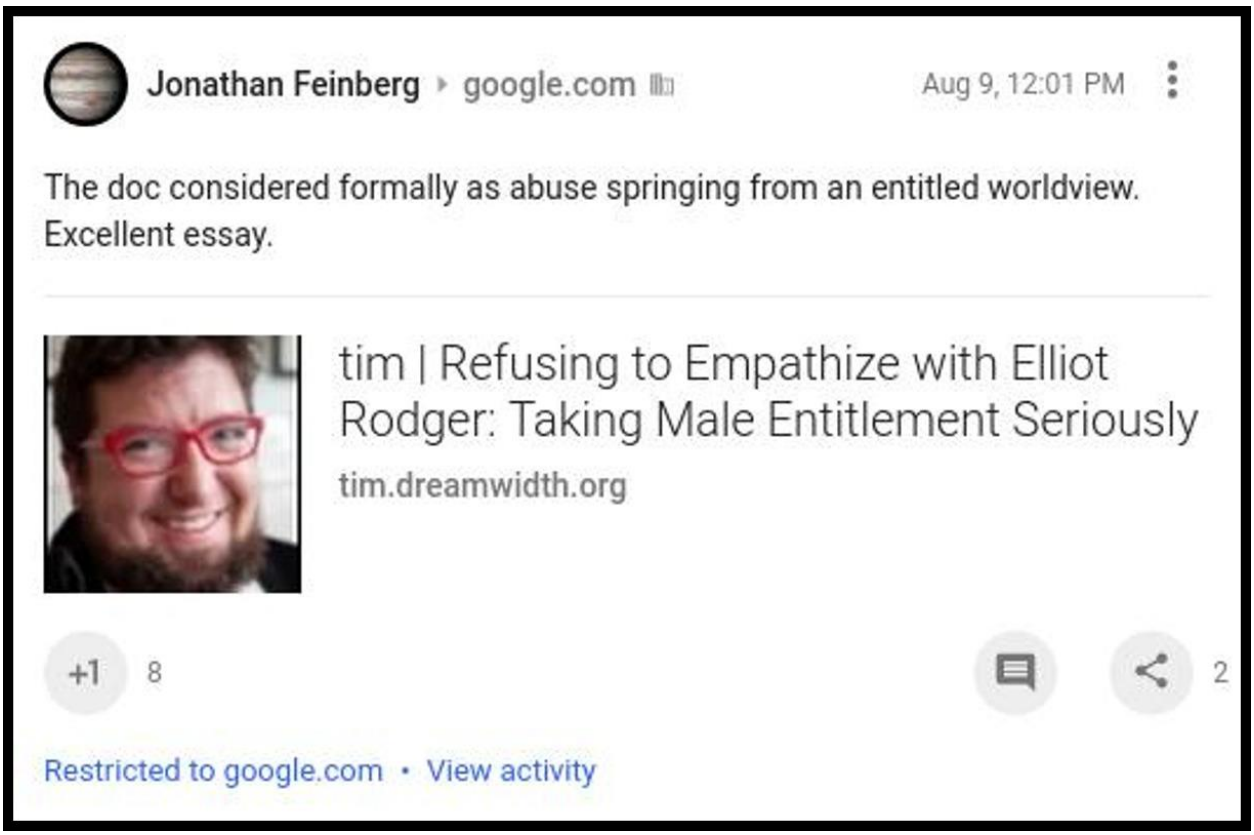
Viet-Tam Luu +3 7h

Yesssss. Resharing this under the phrase, "Okay Google, define white privilege."



Jonathan Feinberg ▸ google.com Aug 9, 12:01 PM

The doc considered formally as abuse springing from an entitled worldview. Excellent essay.

tim | Refusing to Empathize with Elliot Rodger: Taking Male Entitlement Seriously

tim.dreamwidth.org

+1 8 2

Restricted to google.com • View activity

Scott Bruceheart
google.com - Oct 13, 2015

Dear all the boys: do not put the burden of relieving your systematic misogynistic discrimination on women.
Dear all the white people: do not put the burden of relieving your systematic racist discrimination on the people that aren't white.

It is not the responsibility of the victim to end the victimization. It is the responsibility of the victimizer to stop being terrible.

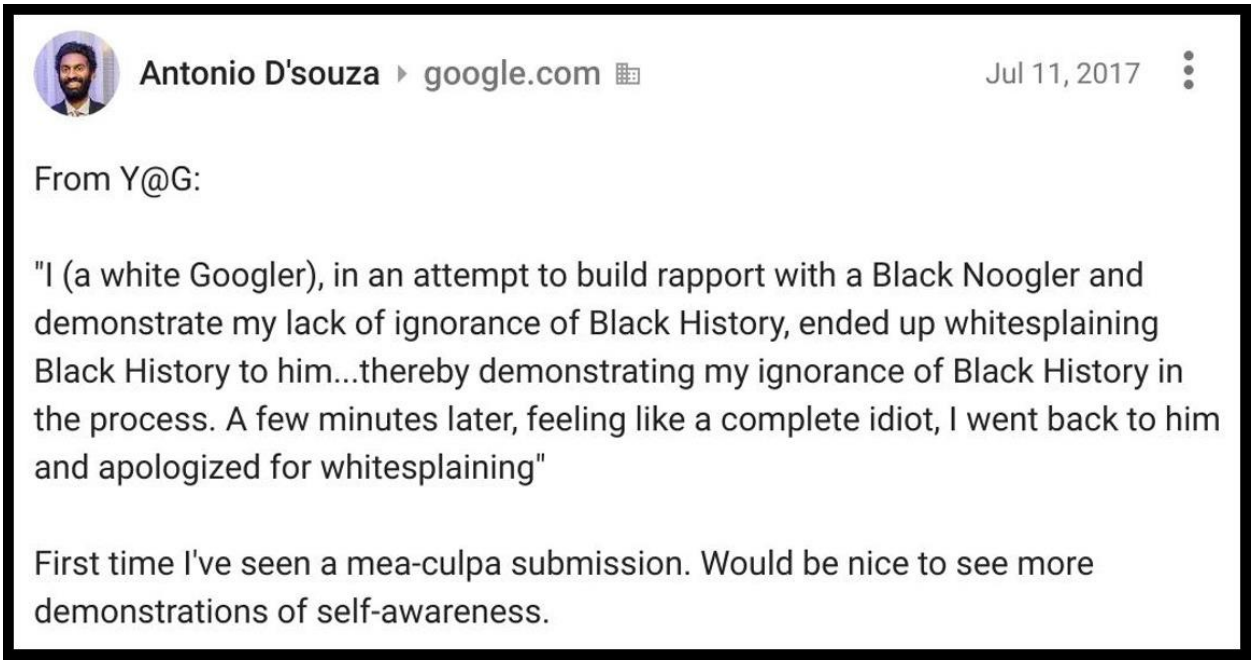
+31 | 1

42 comments

[redacted] Oct 13, 2015 *+2*
Please don't put "all the boys", "all the white people", or any other entire demographic into the "victimizer" bucket. It is not the responsibility of everyone who kinda looks like the person who committed an offense to right it.

Manuel Klimek Oct 13, 2015 *+5*
[redacted] - it is the responsibility of the privileged to end the privilege though. Nobody else can.

Scott Bruceheart Oct 13, 2015 *+4* +1 Reply
I'll just leave this here: http://goodmenproject.com/featured-content/white-fragility-and-the-rules-of-engagement-twlm/



Antonio D'souza ▸ google.com Jul 11, 2017

From Y@G:

"I (a white Googler), in an attempt to build rapport with a Black Noogler and demonstrate my lack of ignorance of Black History, ended up whitesplaining Black History to him...thereby demonstrating my ignorance of Black History in the process. A few minutes later, feeling like a complete idiot, I went back to him and apologized for whitesplaining"

First time I've seen a mea-culpa submission. Would be nice to see more demonstrations of self-awareness.

Liz Fong-Jones ▸ google.com Aug 14, 9:53 AM

This is a pretty good article about the "walking on eggshells" effect as **actually experienced** by people of color -- of being afraid to point out racial stressors for fear of being lumped as "over-sensitive", and of needing to phrase things to be palatable and not trigger defensiveness.

The Sugarcoated Language Of White Fragility

Cause of Racial Stress	Effect on Aspect of White Identity
Suggesting that a White person's viewpoint comes from a racialized frame of reference	Challenge to objectivity
People of color talking directly about their own racial perspectives	Challenge to White taboos on talking openly about race
People of color choosing not to protect the racial feelings of white people in regards to race	Challenge to White racial expectations and need/entitlement to racial comfort
People of color not being willing to tell their stories or answer questions about their racial experiences	Challenge to the expectation that people of color will serve White people

David Seidman 10:12 AM Today

Selected text:

> *The male gender role is currently inflexible*

This is partially incorrect. Male gender roles are an active area of study and activism. See "toxic masculinity"
https://en.wikipedia.org/wiki/Toxic_masculinity

Reply · Resolve

Anti-Caucasian postings
60

Asfandyar Qureshi
google.com - 12:29 PM

The article works just as well if you replace 'white' with 'male'.

"How dare you suggest that I could have said or done something racist!" ... Outrage is often followed by righteous indignation about the manner in which the feedback was given.

Derailing and tone policing... it's comical how often those happen in these discussions. Exemplified by the second comment on Kim's post, which is about why 'racism' is an inappropriate word for "structural oppression".

(ノ°□°)ノ ⌒ ┻┻

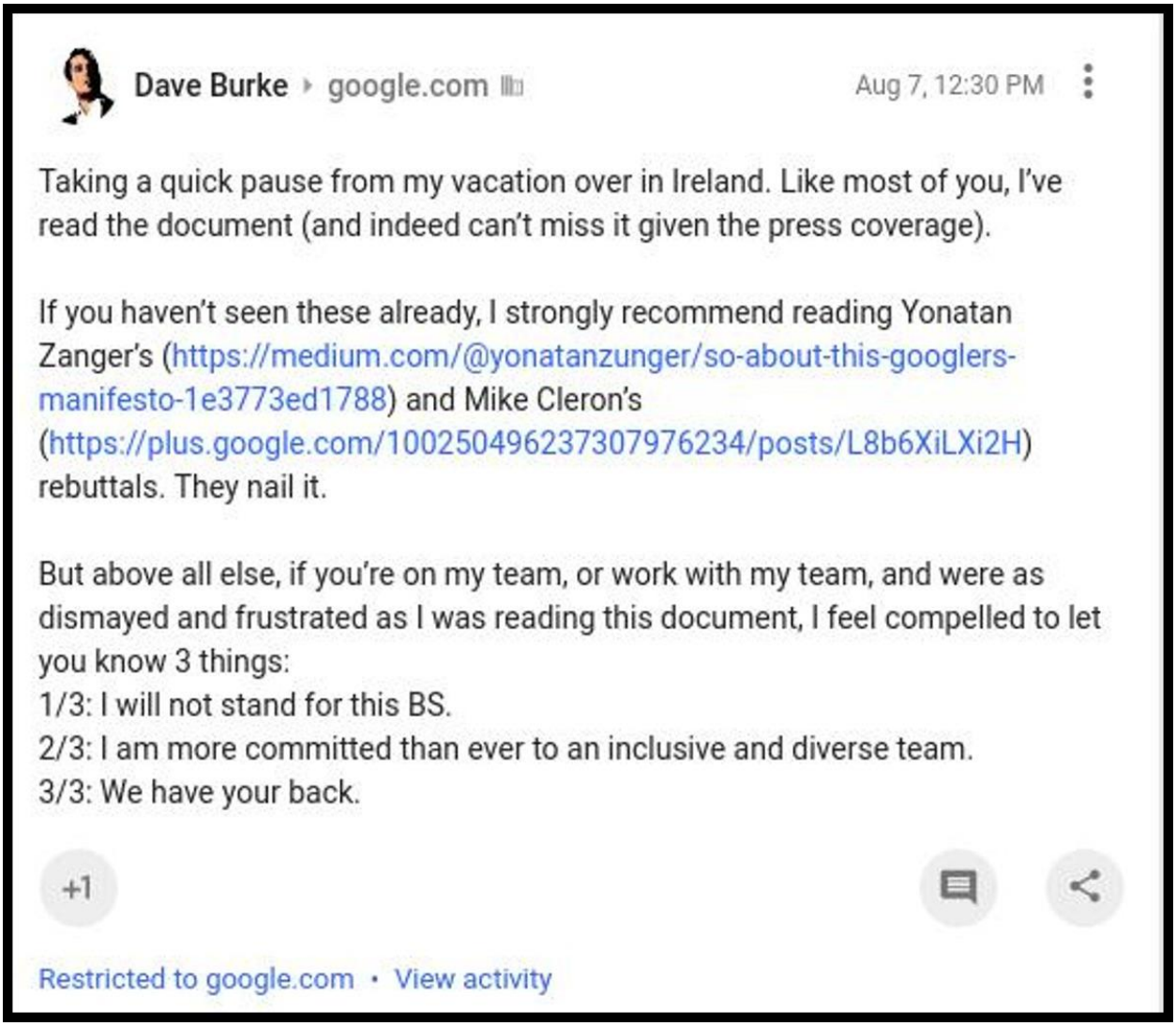
(Turning comments off, because I have work to do.)
Show less

Kim Burchett originally shared:
"I write and teach about what it means to be white in a society that proclaims race meaningless, yet remains deeply divided by race. A
Read more

White Fragility and the Rules of Engagement -
goodmenproject.com

Bridget Spitznagel
google.com - 9:50 AM
attn. BGN allies (i.e. white folks), this is relevant to your interests
https://compassionateactivism.leadpages.co/workshop-healing-whiteness/
This external talk will be recorded but you have to register to get the future recording. The problem that it is meant to solve is: "many white folks [who want to help] don't know where to start and feel overwhelmed by the emotions that begin to arise - whether that's feeling frozen with guilt, powerless to make a difference, or defensive about the idea that racism is a factor."
I think this problem does come up here a lot and this talk may be more effective than reading drsprite posts ;) (IDK, I haven't seen it.)
Show less
Healing from Toxic Whiteness to Better Fight for Racial Justice
A FREE Online Workshop
By Everyday Feminism
September 15, 2016
Healing from Toxic Whiteness
compassionateactivism.leadpages.co

Googler reactions to the Damore memo
62



Dave Burke ▸ google.com Aug 7, 12:30 PM

Taking a quick pause from my vacation over in Ireland. Like most of you, I've read the document (and indeed can't miss it given the press coverage).

If you haven't seen these already, I strongly recommend reading Yonatan Zanger's (https://medium.com/@yonatanzunger/so-about-this-googlers-manifesto-1e3773ed1788) and Mike Cleron's (https://plus.google.com/100250496237307976234/posts/L8b6XiLXi2H) rebuttals. They nail it.

But above all else, if you're on my team, or work with my team, and were as dismayed and frustrated as I was reading this document, I feel compelled to let you know 3 things:
1/3: I will not stand for this BS.
2/3: I am more committed than ever to an inclusive and diverse team.
3/3: We have your back.

+1

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Googler reactions to the Damore memo
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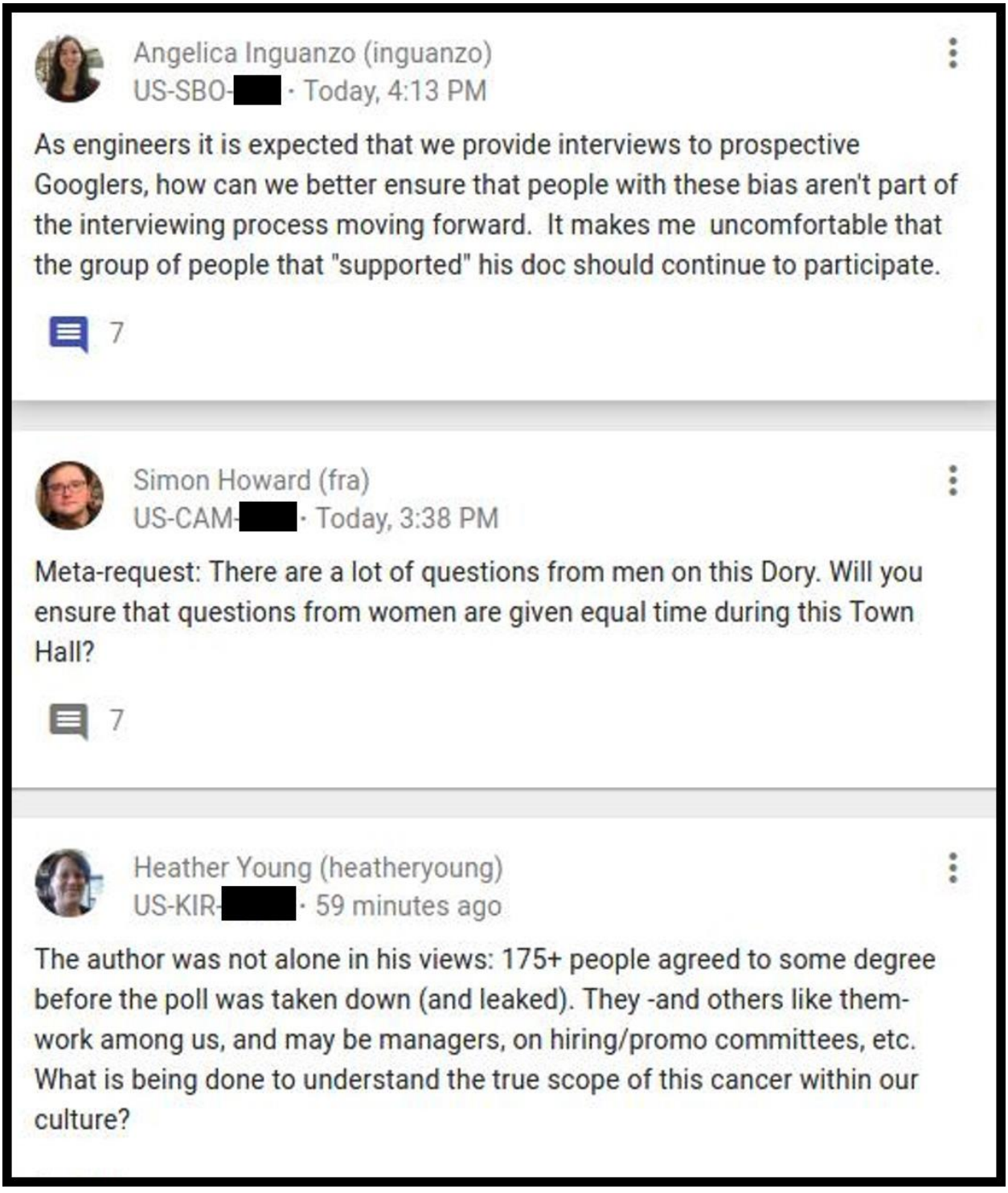

Angelica Inguanzo (inguanzo)
US-SBO-[redacted] · Today, 4:13 PM

As engineers it is expected that we provide interviews to prospective Googlers, how can we better ensure that people with these bias aren't part of the interviewing process moving forward. It makes me uncomfortable that the group of people that "supported" his doc should continue to participate.

7

Simon Howard (fra)
US-CAM-[redacted] · Today, 3:38 PM

Meta-request: There are a lot of questions from men on this Dory. Will you ensure that questions from women are given equal time during this Town Hall?

7

Heather Young (heatheryoung)
US-KIR-[redacted] · 59 minutes ago

The author was not alone in his views: 175+ people agreed to some degree before the poll was taken down (and leaked). They -and others like them- work among us, and may be managers, on hiring/promo committees, etc. What is being done to understand the true scope of this cancer within our culture?

Googler reactions to the Damore memo
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Paul Cowan ▸ google.com Aug 5, 4:23 PM

YES

Originally shared by Tanya Reilly

God, please let our inevitable public statement be less toothless than that internal mail. We need to say "Wow, that was some bullshit right there. We've fired that guy [into the sun], and updated our code of conduct to say not to do anything that looks even a bit like that, ever. Also, we're looking at how we can change our interview processes to notice toxic opinions like that, because seriously, wtf, where did that come from? Sorry everyone, that must have been exhausting. It was for us too."

Healthy debate.

Come on.

Andy Carrel (wac) ▸ google.com Aug 8, 1:34 PM

Completely unsurprised that my "🎩⚙" gmail label, which I use to avoid interactions with toxic Googlers that we apparently do not want to terminate, is filled with posts attempting to defend that doc. It makes me wish we had an internal blocktogether equivalent.

Bryan Klimt ▸ google.com Aug 5, 8:56 AM

I'm on vacation and ignoring work stuff, but the bullshit is seeping into the public internets today. So I came here to say something. If you think women are inherently less capable of coding, leading, etc -- please leave. If you don't respect Google's values of diversity and inclusion, quit. Frankly, you're lucky I'm not in a position to fire you.

Collin Winter ▸ google.com Aug 7, 9:03 AM

So, That Doc.

I'm thrilled that you don't feel comfortable expressing these views at Google. I'm excited that you can't question the humanity and basic value of your coworkers without worrying about blowback. I'm happy that publicly undermining the people around you might carry some consequences.

I'm happy that treating people with respect has become table stakes. I'm happy that Googlers have reacted like a body to an infection, surrounding and isolating, trying to contain the damage, to limit how many people your pseudo-scientific racism and sexism can hurt.

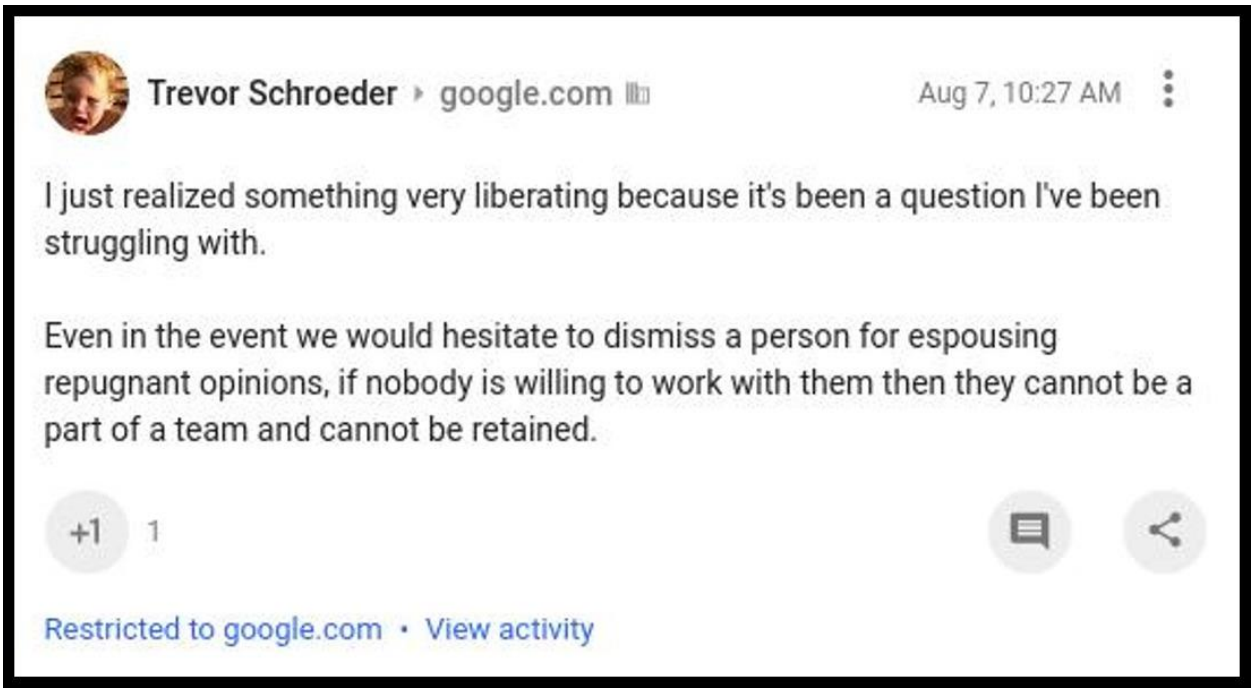
Because this is an infection, and this is actively hurting people. How could it not?

Because this isn't an intellectual exercise. This isn't taxes, or infrastructure spending, or foreign policy; this isn't an area for dispassionate discussion, where we can bat around different ideas over lunch.

This is an attack on people as people, on people's humanity, on people's employment, security, on their place in the world. On their fundamental value as human beings.

And that is why there can be no "healthy debate". No one should have to debate their own humanity or the terms of their own existence. The very idea is demeaning and degrading.

There will be no debate, there will be no discussion. The matter is settled. You lost.


Trevor Schroeder
google.com
Aug 7, 10:27 AM
I just realized something very liberating because it's been a question I've been struggling with.
Even in the event we would hesitate to dismiss a person for espousing repugnant opinions, if nobody is willing to work with them then they cannot be a part of a team and cannot be retained.
+1
1
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Googler reactions to the Damore memo
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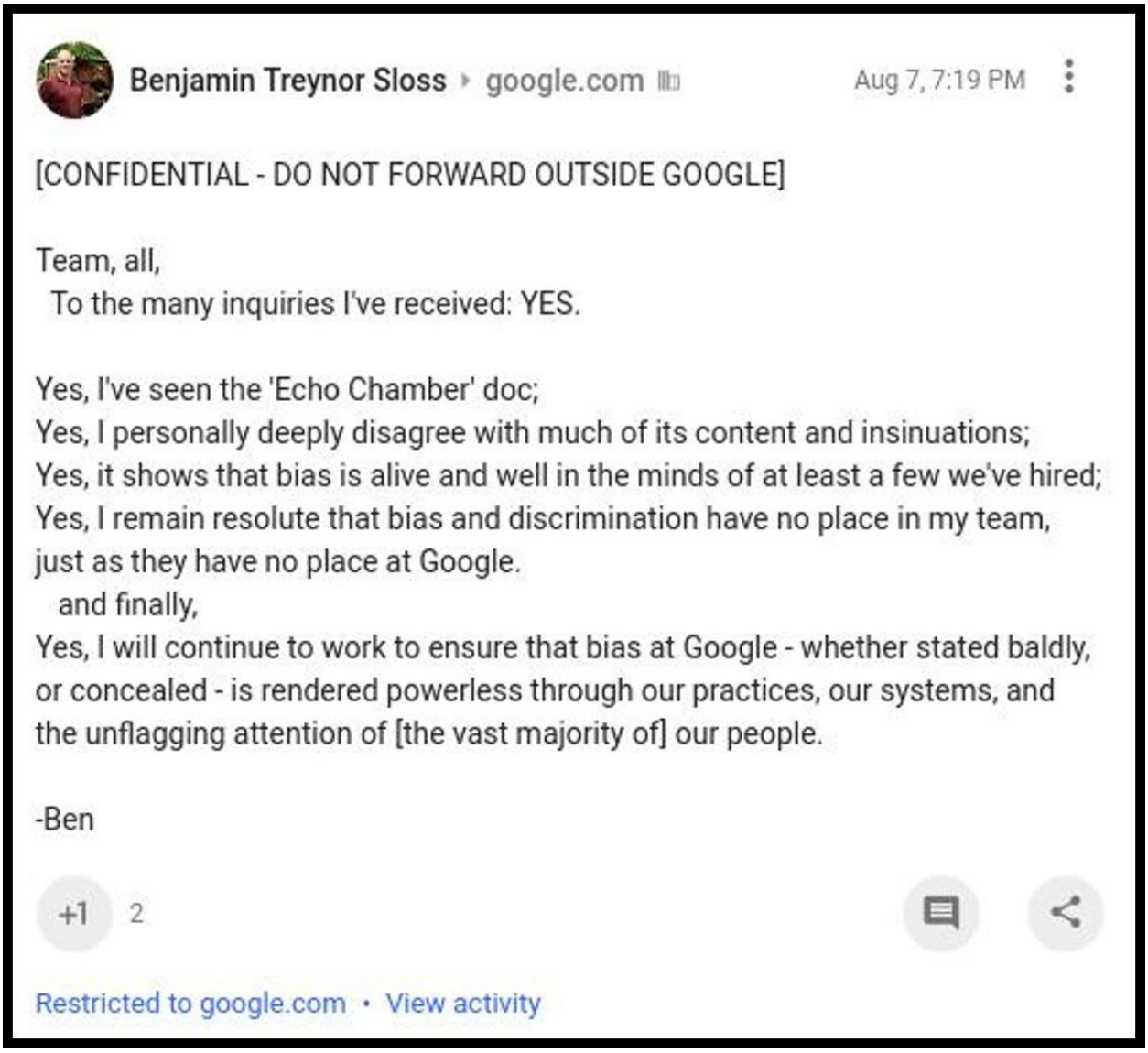

Benjamin Treynor Sloss ▸ google.com Aug 7, 7:19 PM

[CONFIDENTIAL - DO NOT FORWARD OUTSIDE GOOGLE]

Team, all,
To the many inquiries I've received: YES.

Yes, I've seen the 'Echo Chamber' doc;
Yes, I personally deeply disagree with much of its content and insinuations;
Yes, it shows that bias is alive and well in the minds of at least a few we've hired;
Yes, I remain resolute that bias and discrimination have no place in my team, just as they have no place at Google.
and finally,
Yes, I will continue to work to ensure that bias at Google - whether stated baldly, or concealed - is rendered powerless through our practices, our systems, and the unflagging attention of [the vast majority of] our people.

-Ben

+1 2

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Googler reactions to the Damore memo
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Meredith Whittaker ▸ google.com Aug 8, 9:19 PM

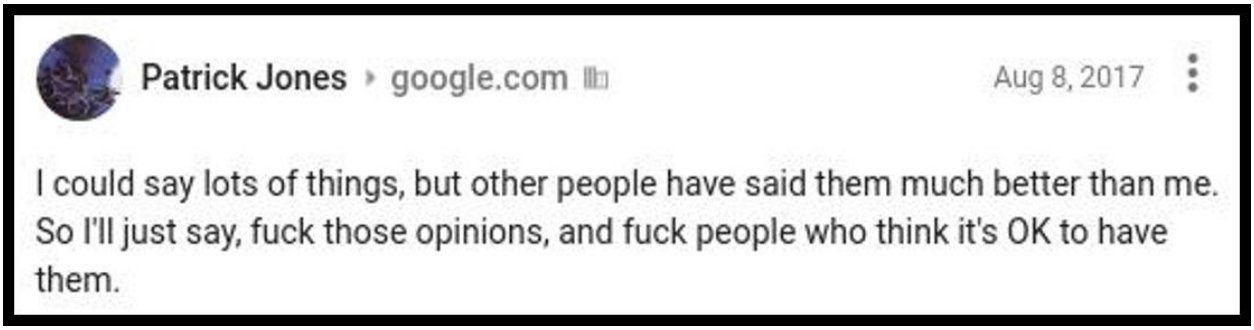
I think it's critically important that we discuss the steps women and minorities at Google should take when faced with colleagues who openly supported the views in the doc. This is a functional workplace, and many are already dealing with this question and the anxiety that comes with it.

To this end, I ask those who agree to amplify:
https://dory.googleplex.com/series/100897204/submissions/100897487

Meredith Whittaker (meredithrachel)
US-NYC[redacted] · 3 minutes ago

What should women and minorities at Google do if someone who openly supported the doc is transferred to their team, or added as a perf reviewer, or becomes their manager?

0



Patrick Jones ▸ google.com Aug 8, 2017

I could say lots of things, but other people have said them much better than me. So I'll just say, fuck those opinions, and fuck people who think it's OK to have them.

Rick Klau ▸ google.com Aug 7, 1:36 PM

The-Document-That-Shall-Not-Be-Linked (TDTSNBL) is wrong. I'd say it is comically mis-informed, but there's nothing about it that's funny. The author does a fantastic job convincing me that I'd never work with him, never encourage anyone to hire him, and will now re-double my efforts to ensure that those around me understand that anyone holding such views has no place on any team I'm a part of.

One last point: the staggering lack of empathy, the implicit assumption in TDTSNBL that it's **his** safety that must be prioritized over those who are not like him, **his** views that must be respected above others... He's not trying to help Google, he shows no interest in leveraging the skills of those around him. He's just trying to protect his own sense of superiority relative to everyone else.

To the thousands of women who share their talents with Google, thank you. I value you, I respect you, I see you.

To the men at Google who don't agree with the author of TDTSNBL, let this moment shine a light on the shit that those women confront day in and day out... not always this explicitly, but certainly implicitly. Acknowledge that challenge, appreciate that they're not just trying to do their job, but trying to lean into the headwind generated by blowhards who believe that they're genetically incapable of doing their job, let alone excelling at it.

As for the men who agree with TDTSNBL? You're welcome to your opinion. I'll give you that. But you are wrong, and you are outnumbered.

Mekka Okereke ▸ google.com Aug 7, 7:04 AM

I see an unfortunate misunderstanding that's going on in communication between leadership and most of Google, specifically around "reasoned debate." We are attributing missteps in communication to a very unfavorable intent.

What I think leadership are trying to communicate is:

"This PCCH nonsense is trying to hide behind the veil of reasonable, data driven, challenging of assumptions that they know we like. No one is buying this.

We want to shut this nonsense down hard, but in a way that doesn't prevent us from having real conversations about other important topics in the future. Doing this right takes time."

Andrew Young ▸ google.com Aug 6, 4:07 PM

I've been struggling for a while with the limitations on "being your whole self" at work and I think this demonstrates the shortcomings of that presumption, although I have other examples. We're a large multinational company. Nobody should expect to be able to be their whole self, particularly the parts of their whole self that make others uncomfortable. If your whole self reinforces the existing privilege structure, all the more so.

Googler reactions to the Damore memo

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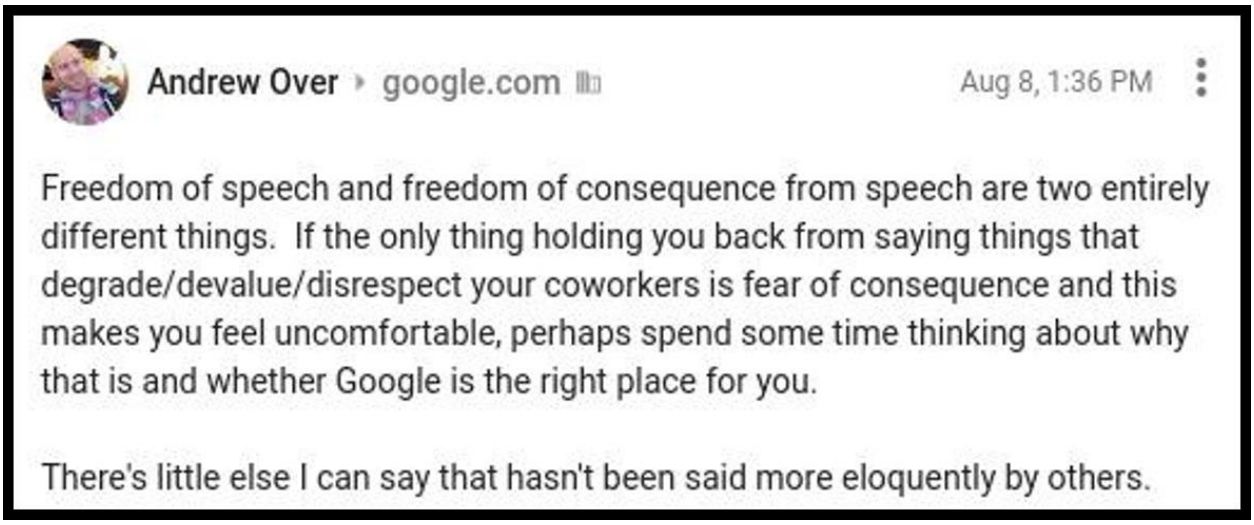
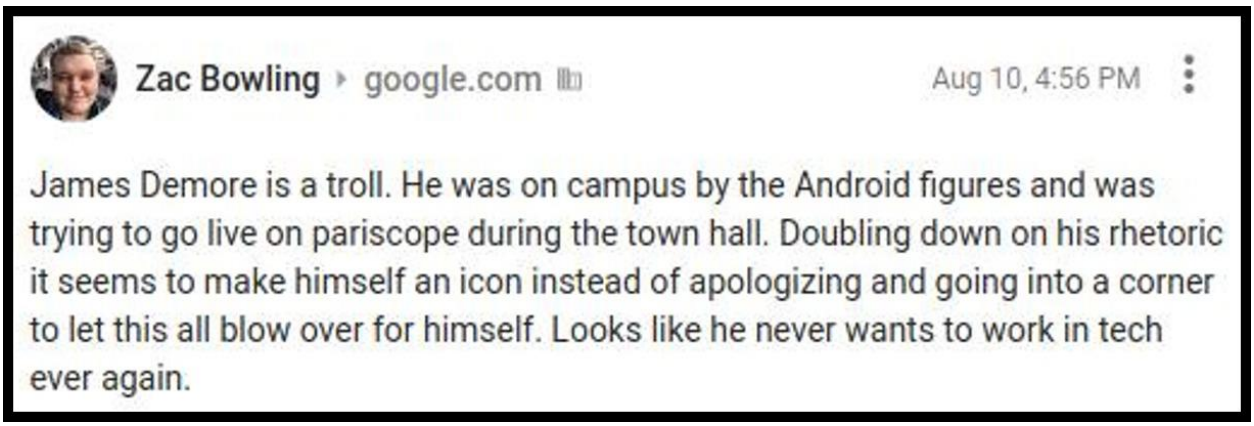


Andrew Over ▸ google.com Aug 8, 1:36 PM

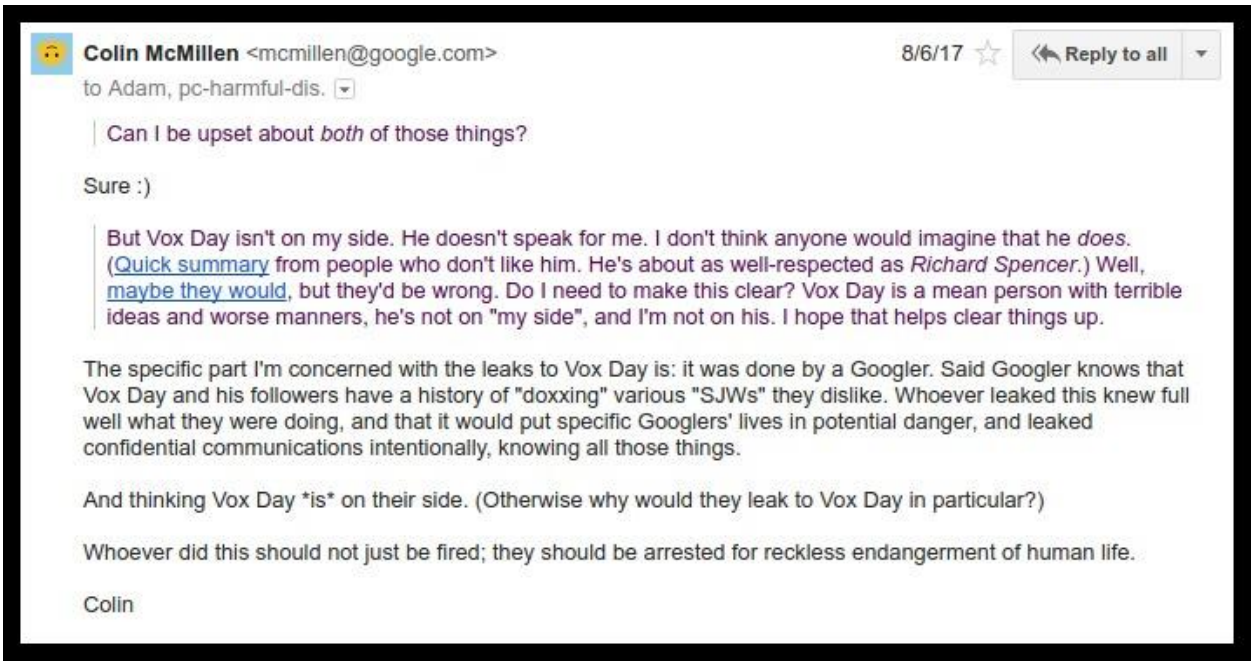
Freedom of speech and freedom of consequence from speech are two entirely different things. If the only thing holding you back from saying things that degrade/devalue/disrespect your coworkers is fear of consequence and this makes you feel uncomfortable, perhaps spend some time thinking about why that is and whether Google is the right place for you.

There's little else I can say that hasn't been said more eloquently by others.



Zac Bowling ▸ google.com Aug 10, 4:56 PM

James Demore is a troll. He was on campus by the Android figures and was trying to go live on pariscope during the town hall. Doubling down on his rhetoric it seems to make himself an icon instead of apologizing and going into a corner to let this all blow over for himself. Looks like he never wants to work in tech ever again.



Colin McMillen <mcmillen@google.com> 8/6/17 ☆ Reply to all

to Adam, pc-harmful-dis.

> Can I be upset about *both* of those things?

Sure :)

> But Vox Day isn't on my side. He doesn't speak for me. I don't think anyone would imagine that he *does*. (Quick summary from people who don't like him. He's about as well-respected as *Richard Spencer*.) Well, maybe they would, but they'd be wrong. Do I need to make this clear? Vox Day is a mean person with terrible ideas and worse manners, he's not on "my side", and I'm not on his. I hope that helps clear things up.

The specific part I'm concerned with the leaks to Vox Day is: it was done by a Googler. Said Googler knows that Vox Day and his followers have a history of "doxxing" various "SJWs" they dislike. Whoever leaked this knew full well what they were doing, and that it would put specific Googlers' lives in potential danger, and leaked confidential communications intentionally, knowing all those things.

And thinking Vox Day *is* on their side. (Otherwise why would they leak to Vox Day in particular?)

Whoever did this should not just be fired; they should be arrested for reckless endangerment of human life.

Colin

Googler reactions to the Damore memo
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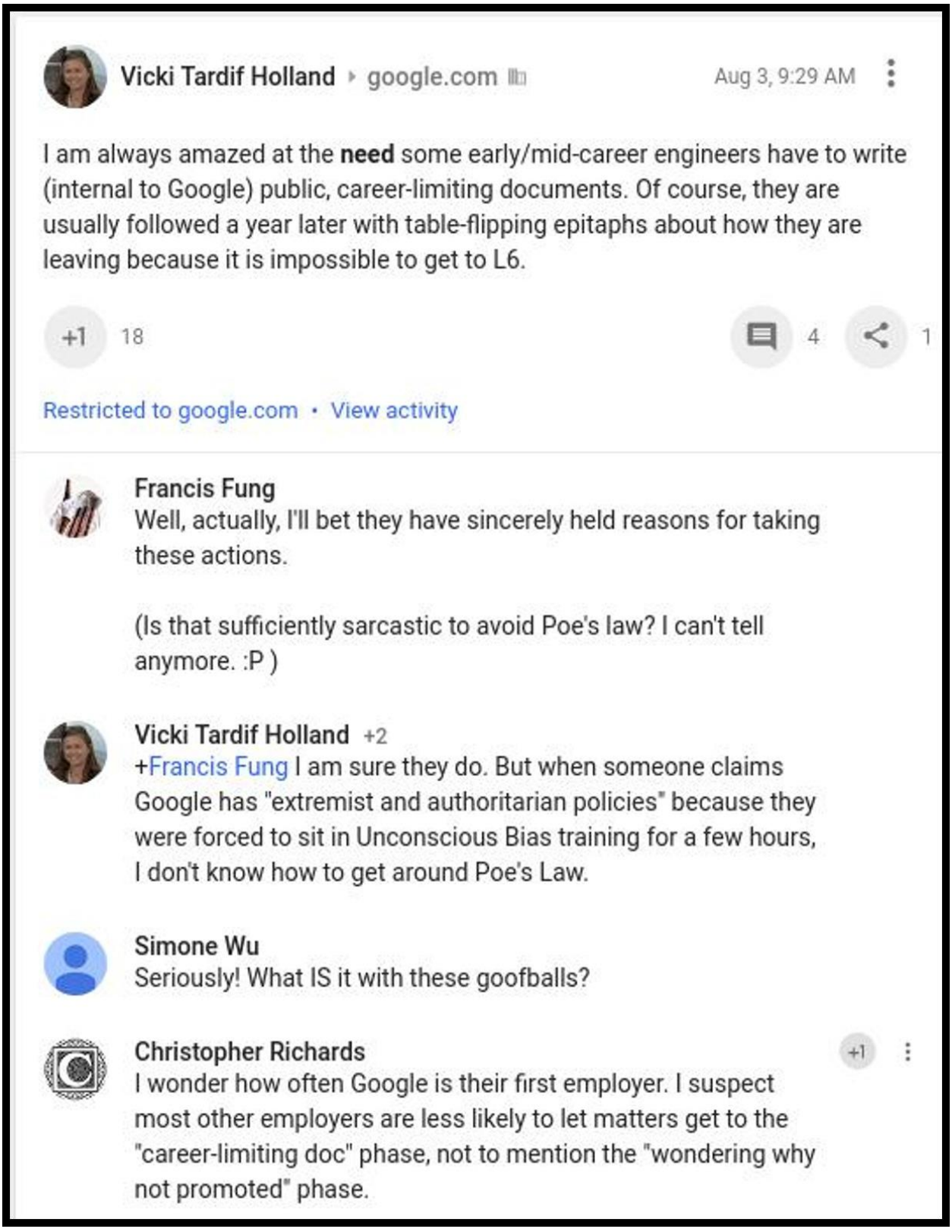

Vicki Tardif Holland ▸ google.com — Aug 3, 9:29 AM

I am always amazed at the **need** some early/mid-career engineers have to write (internal to Google) public, career-limiting documents. Of course, they are usually followed a year later with table-flipping epitaphs about how they are leaving because it is impossible to get to L6.

+1 18 — 4 — 1

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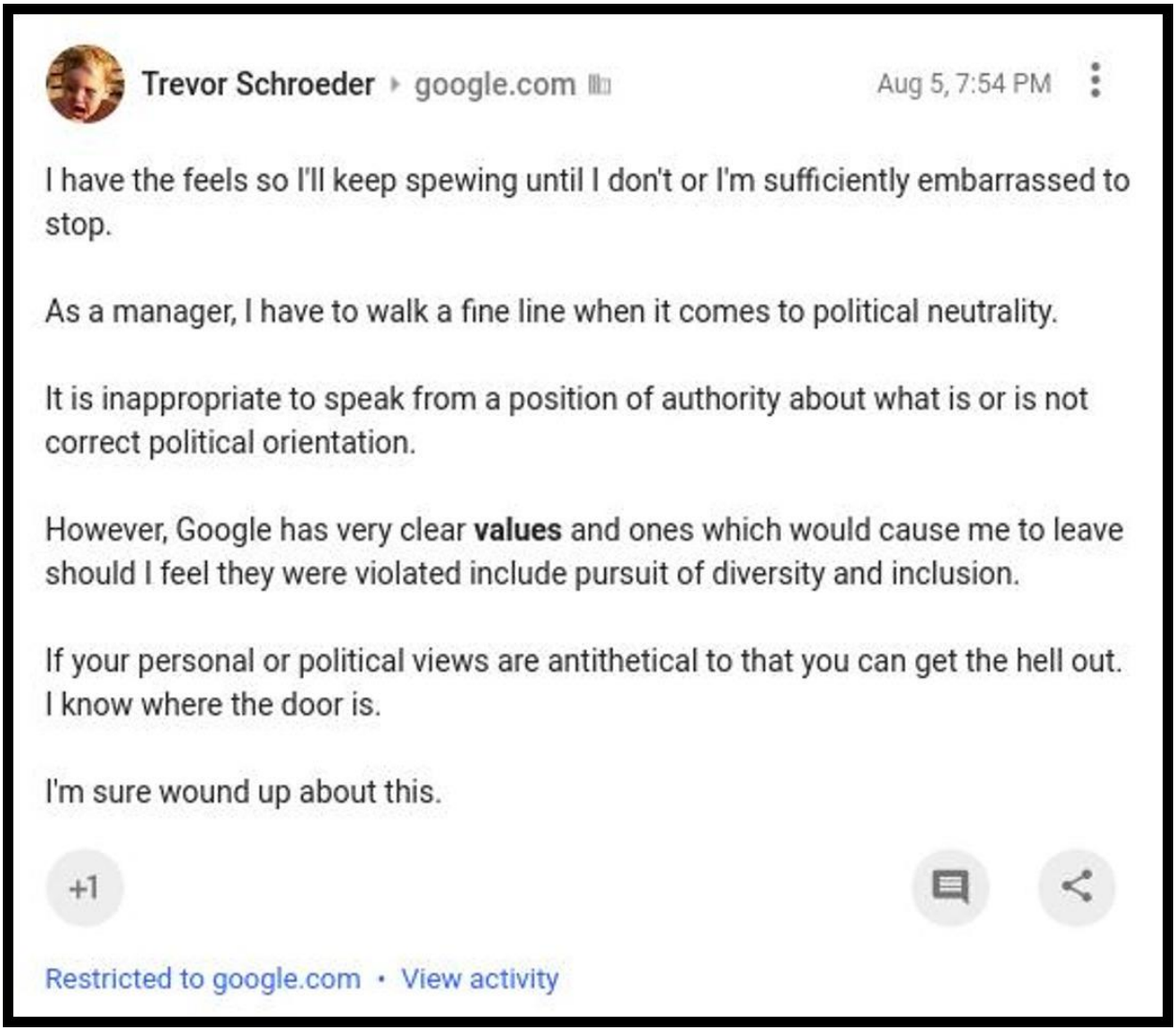
Francis Fung
Well, actually, I'll bet they have sincerely held reasons for taking these actions.

(Is that sufficiently sarcastic to avoid Poe's law? I can't tell anymore. :P)

Vicki Tardif Holland +2
+Francis Fung I am sure they do. But when someone claims Google has "extremist and authoritarian policies" because they were forced to sit in Unconscious Bias training for a few hours, I don't know how to get around Poe's Law.

Simone Wu
Seriously! What IS it with these goofballs?

Christopher Richards +1
I wonder how often Google is their first employer. I suspect most other employers are less likely to let matters get to the "career-limiting doc" phase, not to mention the "wondering why not promoted" phase.



Trevor Schroeder ▸ google.com Aug 5, 7:54 PM

I have the feels so I'll keep spewing until I don't or I'm sufficiently embarrassed to stop.

As a manager, I have to walk a fine line when it comes to political neutrality.

It is inappropriate to speak from a position of authority about what is or is not correct political orientation.

However, Google has very clear **values** and ones which would cause me to leave should I feel they were violated include pursuit of diversity and inclusion.

If your personal or political views are antithetical to that you can get the hell out. I know where the door is.

I'm sure wound up about this.

+1

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Travis Wise ▸ google.com Aug 6, 5:32 PM

We appear to have some employees who (1) have too much free time on their hands at work, and (2) aren't a good cultural fit with the values of the company they work for. They should find another place to work.

+1

Restricted to google.com • View activity

Timothy Jordan ▸ google.com Aug 7, 2017

Below is the email I sent my team this week

Subject: Everyone on this team belongs here

Hey Team,

By now many of you will have heard about or read the 'pc manifesto' written by an ill-informed and misguided person at this company. I'm so incredibly disappointed that one of our coworkers could possibly think this is even remotely a contribution to objective debate. This is mansplaining at it's most caustic and it's not okay.

I found myself looking for catharsis by reading Yonatan's response (https://goo.gl/hPSg9g) which led to his piece on Tolerance (Tolerance is not a moral precept, https://goo.gl/Yrk71Z), Julie Pango's So You Want to Be an Ally (https://goo.gl/3GBZEd) and 101 off limits (https://goo.gl/Dhc2gY) and Terri Oda's How does biology explain the low numbers of women in computer science? Hint: it doesn't (https://goo.gl/d2ohLx).

All that helped, but I needed to do one more thing, I needed to write this email. Because we're all in this together. **We don't have to just deal with the tech industry we inherited, we can actively build the one we want.** What do you want? I want a culture that values open discussion and exchange of ideas but also one that unmasks prejudice disguised as scientific reasoning. I want an industry that deeply values diversity without question and fights for it. That's why I'm going to Grace Hopper this year, it's why I'm writing this email, and it's why I hope you'll join me in making sure everyone on this team feels belonging and can bring their authentic selves to work.

Googler reactions to the Damore memo

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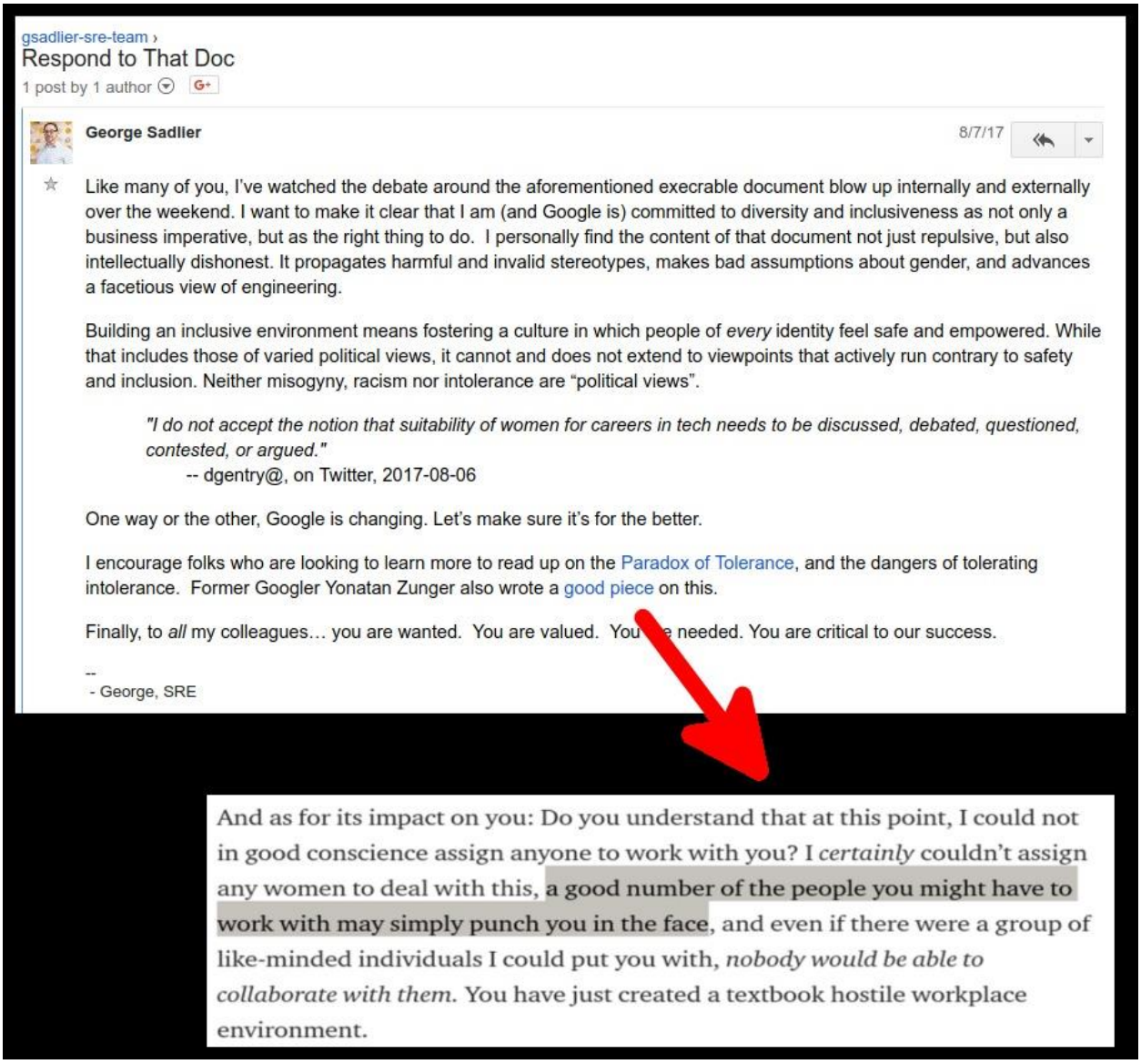


gsadlier-sre-team ›

Respond to That Doc

1 post by 1 author

George Sadlier 8/7/17

Like many of you, I've watched the debate around the aforementioned execrable document blow up internally and externally over the weekend. I want to make it clear that I am (and Google is) committed to diversity and inclusiveness as not only a business imperative, but as the right thing to do. I personally find the content of that document not just repulsive, but also intellectually dishonest. It propagates harmful and invalid stereotypes, makes bad assumptions about gender, and advances a facetious view of engineering.

Building an inclusive environment means fostering a culture in which people of *every* identity feel safe and empowered. While that includes those of varied political views, it cannot and does not extend to viewpoints that actively run contrary to safety and inclusion. Neither misogyny, racism nor intolerance are "political views".

> *"I do not accept the notion that suitability of women for careers in tech needs to be discussed, debated, questioned, contested, or argued."*
> -- dgentry@, on Twitter, 2017-08-06

One way or the other, Google is changing. Let's make sure it's for the better.

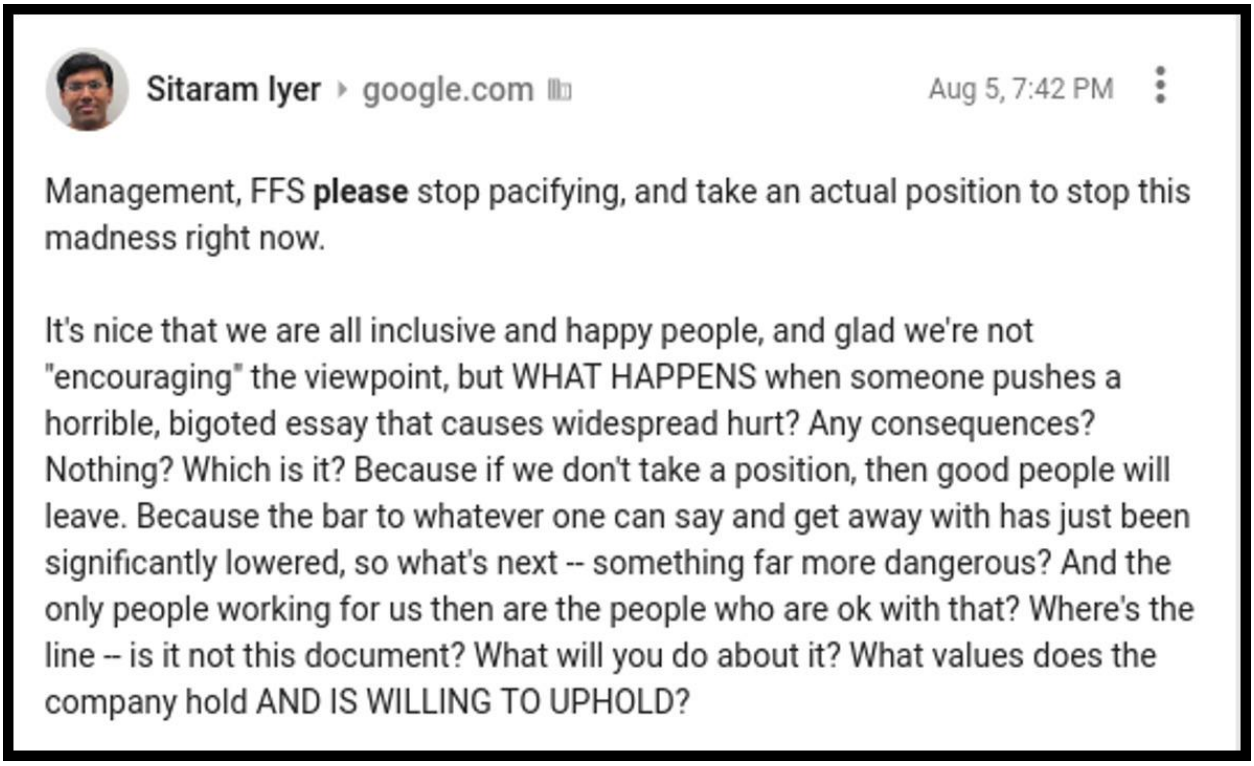
I encourage folks who are looking to learn more to read up on the Paradox of Tolerance, and the dangers of tolerating intolerance. Former Googler Yonatan Zunger also wrote a good piece on this.

Finally, to *all* my colleagues… you are wanted. You are valued. You[illegible]e needed. You are critical to our success.

--
- George, SRE

And as for its impact on you: Do you understand that at this point, I could not in good conscience assign anyone to work with you? I *certainly* couldn't assign any women to deal with this, a good number of the people you might have to work with may simply punch you in the face, and even if there were a group of like-minded individuals I could put you with, *nobody would be able to collaborate with them.* You have just created a textbook hostile workplace environment.

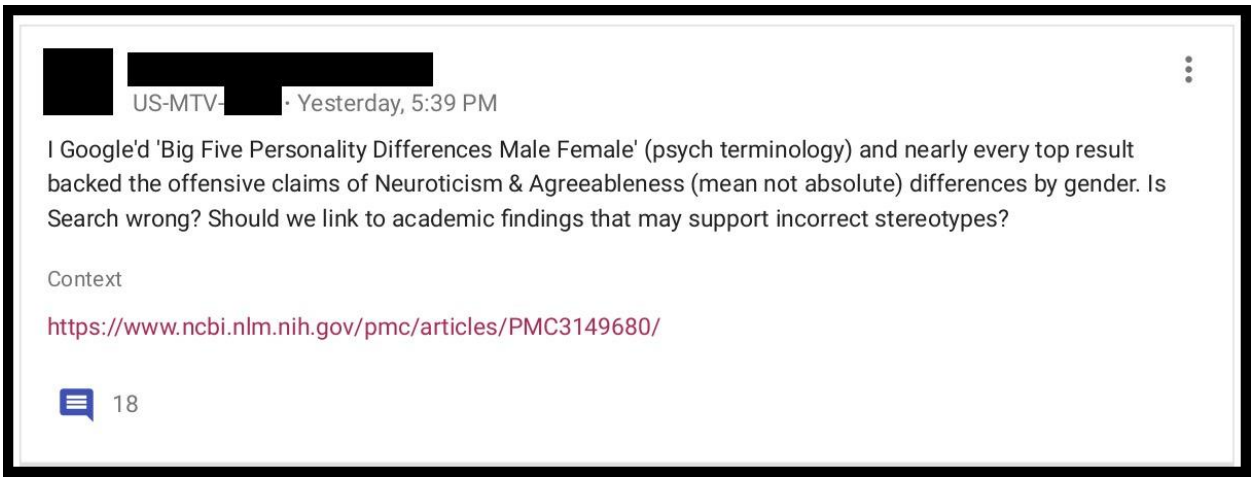
Googler reactions to the Damore memo



Sitaram Iyer ▸ google.com Aug 5, 7:42 PM

Management, FFS **please** stop pacifying, and take an actual position to stop this madness right now.

It's nice that we are all inclusive and happy people, and glad we're not "encouraging" the viewpoint, but WHAT HAPPENS when someone pushes a horrible, bigoted essay that causes widespread hurt? Any consequences? Nothing? Which is it? Because if we don't take a position, then good people will leave. Because the bar to whatever one can say and get away with has just been significantly lowered, so what's next -- something far more dangerous? And the only people working for us then are the people who are ok with that? Where's the line -- is it not this document? What will you do about it? What values does the company hold AND IS WILLING TO UPHOLD?



[redacted] [redacted]

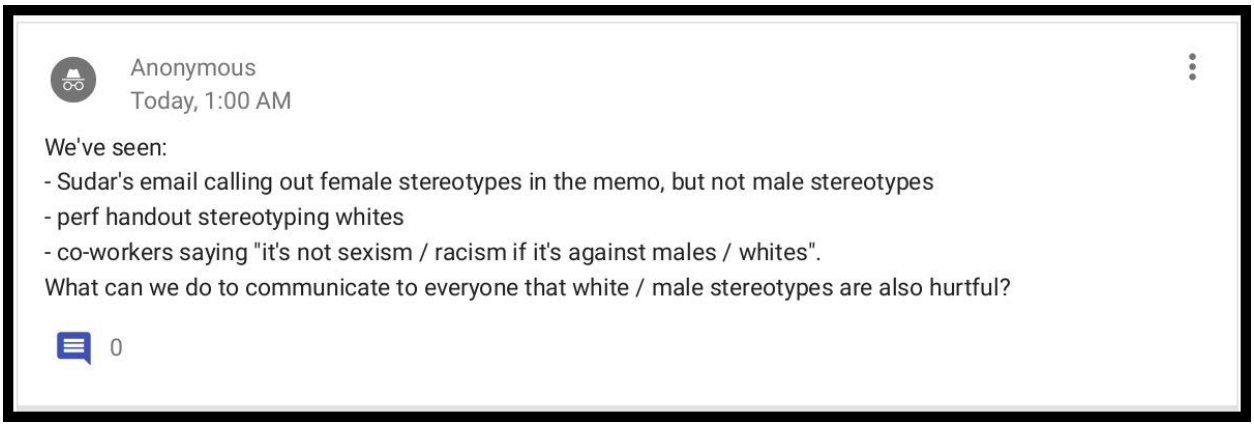
US-MTV-[redacted] · Yesterday, 5:39 PM

I Google'd 'Big Five Personality Differences Male Female' (psych terminology) and nearly every top result backed the offensive claims of Neuroticism & Agreeableness (mean not absolute) differences by gender. Is Search wrong? Should we link to academic findings that may support incorrect stereotypes?

Context

https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3149680/

18

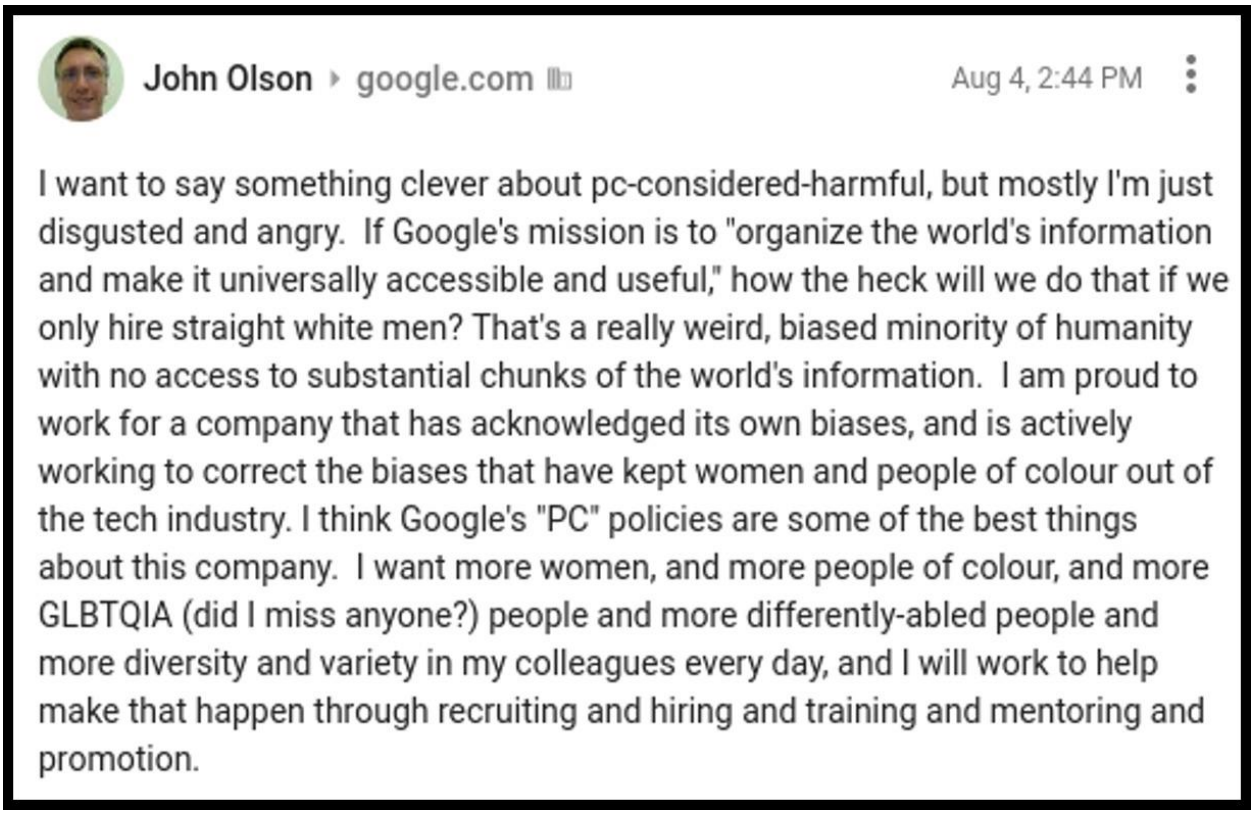


Anonymous
Today, 1:00 AM

We've seen:
- Sudar's email calling out female stereotypes in the memo, but not male stereotypes
- perf handout stereotyping whites
- co-workers saying "it's not sexism / racism if it's against males / whites".

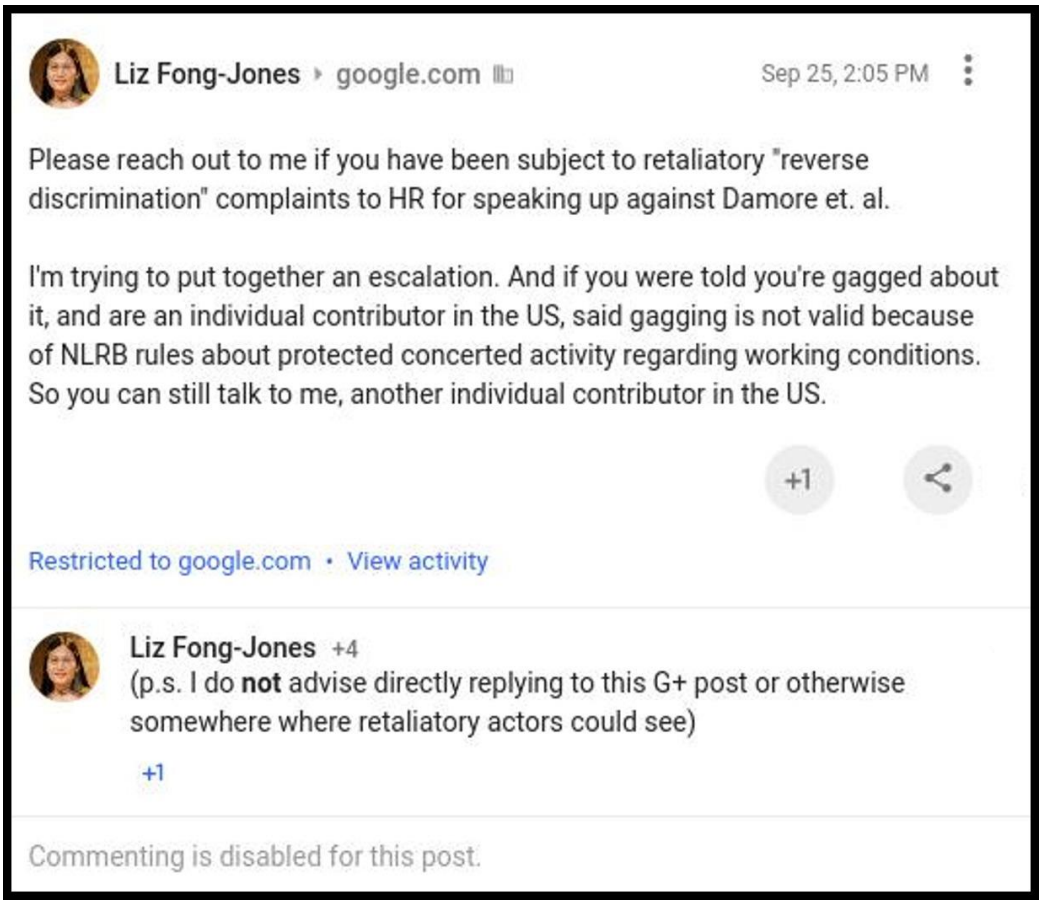
What can we do to communicate to everyone that white / male stereotypes are also hurtful?

0



John Olson ▸ google.com Aug 4, 2:44 PM

I want to say something clever about pc-considered-harmful, but mostly I'm just disgusted and angry. If Google's mission is to "organize the world's information and make it universally accessible and useful," how the heck will we do that if we only hire straight white men? That's a really weird, biased minority of humanity with no access to substantial chunks of the world's information. I am proud to work for a company that has acknowledged its own biases, and is actively working to correct the biases that have kept women and people of colour out of the tech industry. I think Google's "PC" policies are some of the best things about this company. I want more women, and more people of colour, and more GLBTQIA (did I miss anyone?) people and more differently-abled people and more diversity and variety in my colleagues every day, and I will work to help make that happen through recruiting and hiring and training and mentoring and promotion.



Liz Fong-Jones ▸ google.com Sep 25, 2:05 PM

Please reach out to me if you have been subject to retaliatory "reverse discrimination" complaints to HR for speaking up against Damore et. al.

I'm trying to put together an escalation. And if you were told you're gagged about it, and are an individual contributor in the US, said gagging is not valid because of NLRB rules about protected concerted activity regarding working conditions. So you can still talk to me, another individual contributor in the US.

+1

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Liz Fong-Jones +4
(p.s. I do **not** advise directly replying to this G+ post or otherwise somewhere where retaliatory actors could see)

+1

Commenting is disabled for this post.

Andrew Bunner ▸ google.com 14h

James Damore has really gone out of his way to show the world just how unemployable he is. I hope for him that he grows up and develops some measure of empathy. A long road given how far he's dug his heels in.

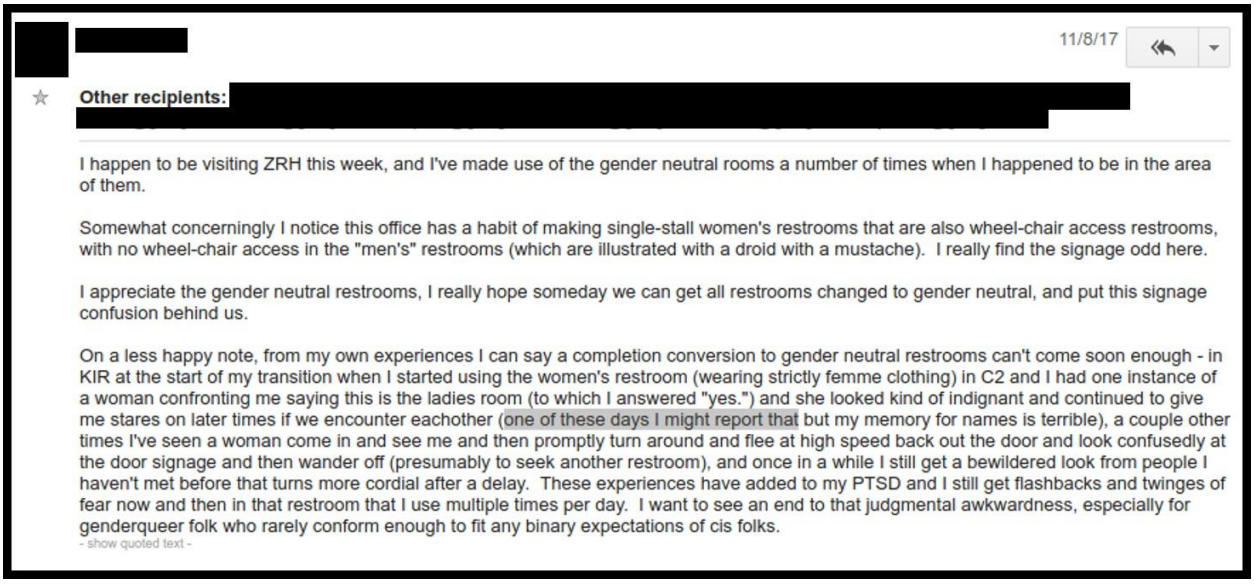
Originally shared by Ashleigh Rentz - 3 comments

There are racist people working at Google.
There are sexist people working at Google.
There are anti-Semitic people working at Google.
There are homophobic people working at Google.
There are Islamophobic people working at Google.
There are transphobic people working at Google.

Racism, sexism, anti-Semitism, homophobia, Islamophobia, and transphobia are not opinions; they are anti-values. We must reinforce our company's culture by openly and loudly rejecting those anti-values.

Googlers should *not* feel comfortable holding any of those anti-values here. If Googlers express those anti-values, then those anti-values become part of our shared culture. The paradox of tolerance tells us that we cannot tolerate intolerance unless we accept that intolerance has a place here.

Appendix
79



[redacted] 11/8/17

☆ **Other recipients:** [redacted]

I happen to be visiting ZRH this week, and I've made use of the gender neutral rooms a number of times when I happened to be in the area of them.

Somewhat concerningly I notice this office has a habit of making single-stall women's restrooms that are also wheel-chair access restrooms, with no wheel-chair access in the "men's" restrooms (which are illustrated with a droid with a mustache). I really find the signage odd here.

I appreciate the gender neutral restrooms, I really hope someday we can get all restrooms changed to gender neutral, and put this signage confusion behind us.

On a less happy note, from my own experiences I can say a completion conversion to gender neutral restrooms can't come soon enough - in KIR at the start of my transition when I started using the women's restroom (wearing strictly femme clothing) in C2 and I had one instance of a woman confronting me saying this is the ladies room (to which I answered "yes.") and she looked kind of indignant and continued to give me stares on later times if we encounter eachother (one of these days I might report that but my memory for names is terrible), a couple other times I've seen a woman come in and see me and then promptly turn around and flee at high speed back out the door and look confusedly at the door signage and then wander off (presumably to seek another restroom), and once in a while I still get a bewildered look from people I haven't met before that turns more cordial after a delay. These experiences have added to my PTSD and I still get flashbacks and twinges of fear now and then in that restroom that I use multiple times per day. I want to see an end to that judgmental awkwardness, especially for genderqueer folk who rarely conform enough to fit any binary expectations of cis folks.

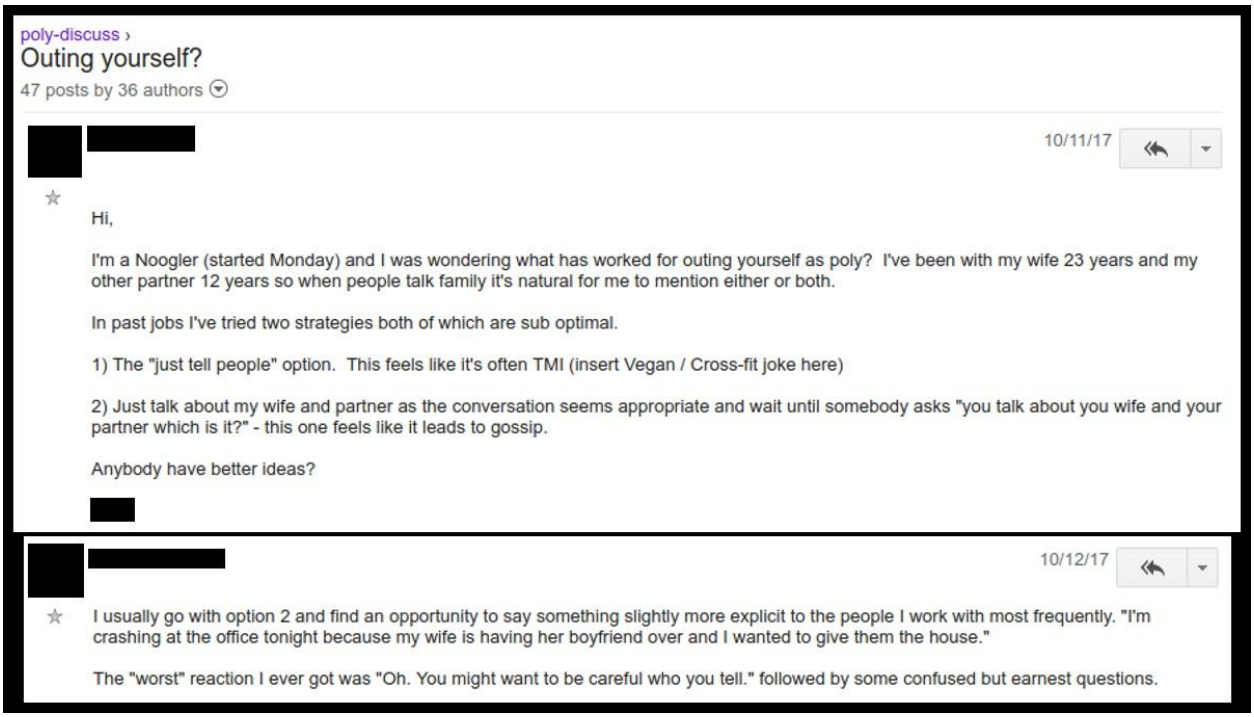
- show quoted text -

[redacted] ▸ google.com Sep 28, 2016

In the women's bathroom just now, a Googler was changing her baby girl's diaper when another Googler came in and said to the baby, "Oh look at you with those big eyes! That must be why all the guys like you! You're such a flirt!"

I quietly pointed out to the second person that it's inappropriate to sexualize an infant, and that her comments reinforced sexist and heterosexist norms.

I'm sharing this because it was so blatant, because it happened at Google and involved only Googlers (except for the baby), and as a reminder that bias is pervasive in our culture.



poly-discuss ›
Outing yourself?
47 posts by 36 authors

[redacted] 10/11/17

Hi,

I'm a Noogler (started Monday) and I was wondering what has worked for outing yourself as poly? I've been with my wife 23 years and my other partner 12 years so when people talk family it's natural for me to mention either or both.

In past jobs I've tried two strategies both of which are sub optimal.

1) The "just tell people" option. This feels like it's often TMI (insert Vegan / Cross-fit joke here)

2) Just talk about my wife and partner as the conversation seems appropriate and wait until somebody asks "you talk about you wife and your partner which is it?" - this one feels like it leads to gossip.

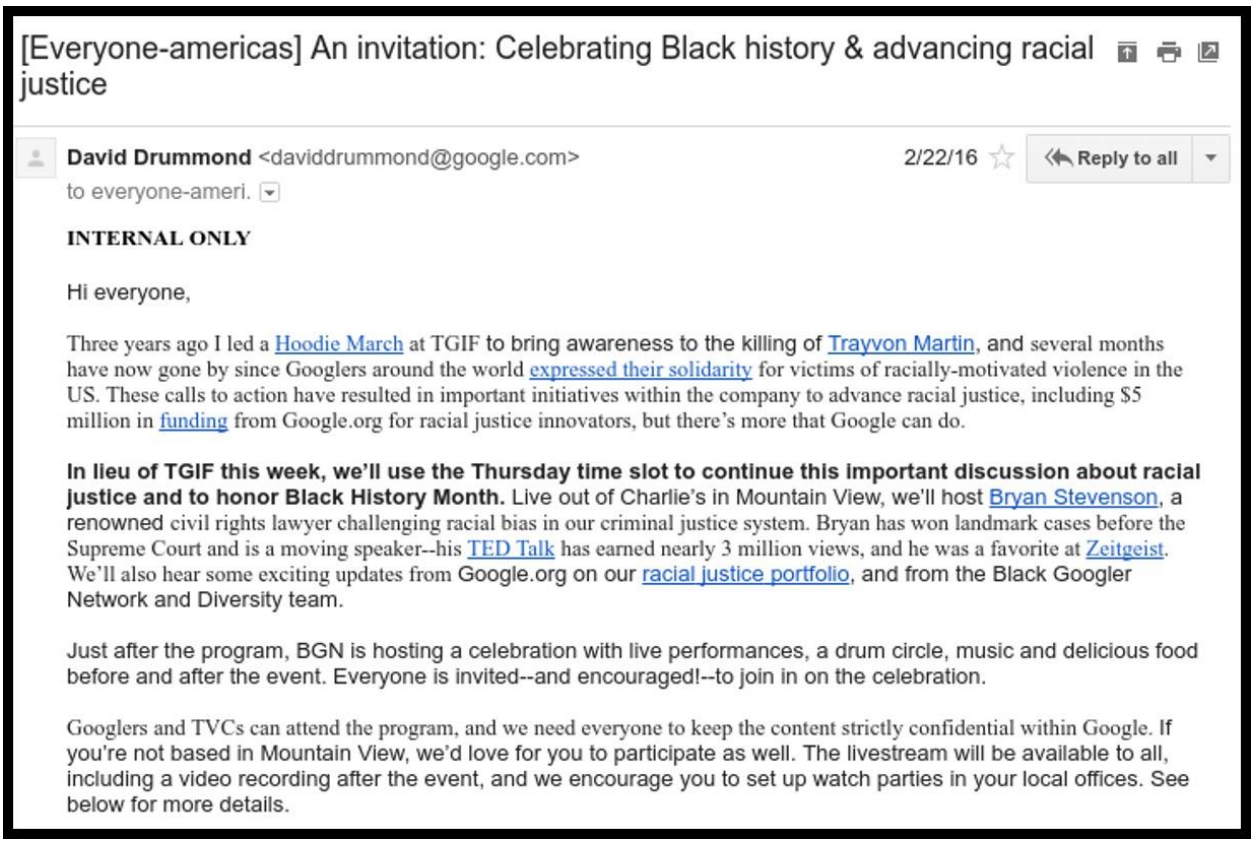
Anybody have better ideas?

[redacted]

[redacted] 10/12/17

I usually go with option 2 and find an opportunity to say something slightly more explicit to the people I work with most frequently. "I'm crashing at the office tonight because my wife is having her boyfriend over and I wanted to give them the house."

The "worst" reaction I ever got was "Oh. You might want to be careful who you tell." followed by some confused but earnest questions.



[Everyone-americas] An invitation: Celebrating Black history & advancing racial justice

David Drummond <daviddrummond@google.com> 2/22/16 Reply to all
to everyone-ameri.

INTERNAL ONLY

Hi everyone,

Three years ago I led a Hoodie March at TGIF to bring awareness to the killing of Trayvon Martin, and several months have now gone by since Googlers around the world expressed their solidarity for victims of racially-motivated violence in the US. These calls to action have resulted in important initiatives within the company to advance racial justice, including $5 million in funding from Google.org for racial justice innovators, but there's more that Google can do.

In lieu of TGIF this week, we'll use the Thursday time slot to continue this important discussion about racial justice and to honor Black History Month. Live out of Charlie's in Mountain View, we'll host Bryan Stevenson, a renowned civil rights lawyer challenging racial bias in our criminal justice system. Bryan has won landmark cases before the Supreme Court and is a moving speaker--his TED Talk has earned nearly 3 million views, and he was a favorite at Zeitgeist. We'll also hear some exciting updates from Google.org on our racial justice portfolio, and from the Black Googler Network and Diversity team.

Just after the program, BGN is hosting a celebration with live performances, a drum circle, music and delicious food before and after the event. Everyone is invited--and encouraged!--to join in on the celebration.

Googlers and TVCs can attend the program, and we need everyone to keep the content strictly confidential within Google. If you're not based in Mountain View, we'd love for you to participate as well. The livestream will be available to all, including a video recording after the event, and we encourage you to set up watch parties in your local offices. See below for more details.

[Googlers-us] A Conversation with Van Jones and Race@ panelists

David Drummond <daviddrummond@google.com> 12/5/16 ☆ Reply to all

to Googlers-us

Hi everyone,

A couple of weeks ago, we announced Race@, Google's initiative to address race and racial justice issues. As the executive sponsor of the Race@ speaker series, Decoding Race, I'm excited that we are taking these important steps to have more open and constructive conversations on race.

I'll be hosting Van Jones for a Fireside Chat on Monday, Dec. 12 at 10am in Charlie's Cafe. Following this chat, I will moderate a panel on programming and prejudice, with Bradley Horowitz, Nancy Douyon, Megan Rose Dickey, and Anil Dash. Details are already on your calendars.

You can join us in person in Charlie's or watch via our livestream from your desk or in one of the viewing rooms. We'll also leave time for Q&A, so add your questions to the dory.

Please know that Decoding Race is just one step in raising our awareness about race; the next step in Race@ is to embark on a journey to learn more about race, with courses we will make available in Grow in 2017. Stay updated by signing up for alerts from the Race@ team here.

☆ #TheIdesofTrump: Postcard Writing Party in SFO (March 13, 12 pm PT)

[redacted] Mar 10

Hi all,

I'm participating in #TheIdesofTrump, a national movement to send POTUS a postcard on March 15 expressing opposition to him (movement statement below my sig).

I've grabbed a room in **SFO-Spear (Judah on the 5th floor) on Monday, March 13 from 12-1 pm PT** for a postcard writing party and hope some folks can come write one!

I'll provide the postcards and the stamps (I've got about 50-ish). You just bring your woke selves. :)

Thanks,
Jen

We the people, in vast numbers, from all corners of the world, will overwhelm the man with his unpopularity and failure. We will show the media and the politicians what standing with him — and against us — means. And most importantly, we will bury the White House post office in pink slips, all informing Donnie that he's fired. Each of us — every protester from every march, each congress calling citizen, every boycotter, volunteer, donor, and petition signer — if each of us writes even a single postcard and we put them all in the mail on the same day, March 15th, well: you do the math.

No alternative fact or Russian translation will explain away our record-breaking, officially-verifiable, warehouse-filling flood of fury. Hank Aaron currently holds the record for fan mail, having received 900,000 pieces in a year. We're setting a new record: over a million pieces in a day, with not a single nice thing to say.

Anti-Trump protest

[redacted]

If you support Trump, or you don't live "reasonably close" to SF, you can stop reading now.

If you can't stand Trump, read on!

Fellow members of the Herschel team,

I cordially invite you to this:

To print your own copy of this sign, http://goo.gl/PMMsdH

Event page ^

If your stomach turns when you consider a Trump presidency, I urge you to not let this moment pass quietly.

Tim Chevalier ▸ google.com August 25

Alternate proposal: moratorium on hiring white cis heterosexual abled men who aren't abuse survivors. ☕

[redacted] originally shared:

On Googler Entitlement:

I work in CorpEng, hence on a project for Googlers (http://go/optimus-time). Since I joined this project my opinion of the average Googler is getting worse and worse. Googlers are a bunch of spoiled brats. The amount of entitlement that some Googlers express in their feedback to our project is sometimes really absurd. Our project being called "obnoxious" is just one example. Another one are people assuming that they basically own meeting rooms and we are the baddies by pointing out how wasteful they use them.

I often wonder what would help to adjust Googlers' entitlement. My suggestion is the following: I don't think we should hire anyone directly from university. Everyone joining Google should at least have had to work in some shitty normal company for at least half a year. I am pretty sure after that, most people would appreciate what they have here much more (and that includes appreciation for their colleagues and what their colleagues work on). And for those colleagues that are already here I propose an

Industryinfo ›

Biggest pay gap in America: Computer programmers

25 posts by 14 authors

[redacted]

☆ http://www.cnet.com/news/biggest-pay-gap-in-america-computer-programmers/

Life is sweet for computer programmers. Companies crave their coding skills and will do anything to attrac **Tahoe**.

But being computer programmer is even sweeter if you have a dick.

That's the obvious verdict from a report released Wednesday by job recruiting site Glassdoor, which exam

Glassdoor's "Demystifying the Gender Pay Gap" report concludes that, when it comes to women's pay, co same job -- and the same education, years of experience and age, among other factors.

"I don't think there are any examples of technical jobs where there is a pay advantage for women."
Andrew Chamberlain, Glassdoor's chief economist

The advantage of terms like "diversity" and "unconscious bias" is that they're easier for people to accept than older terms like "prejudice" or "white supremacist patriarchy", but if we lose sight of the fact that these really do mean the same thing, then we will fail to fix the problem.

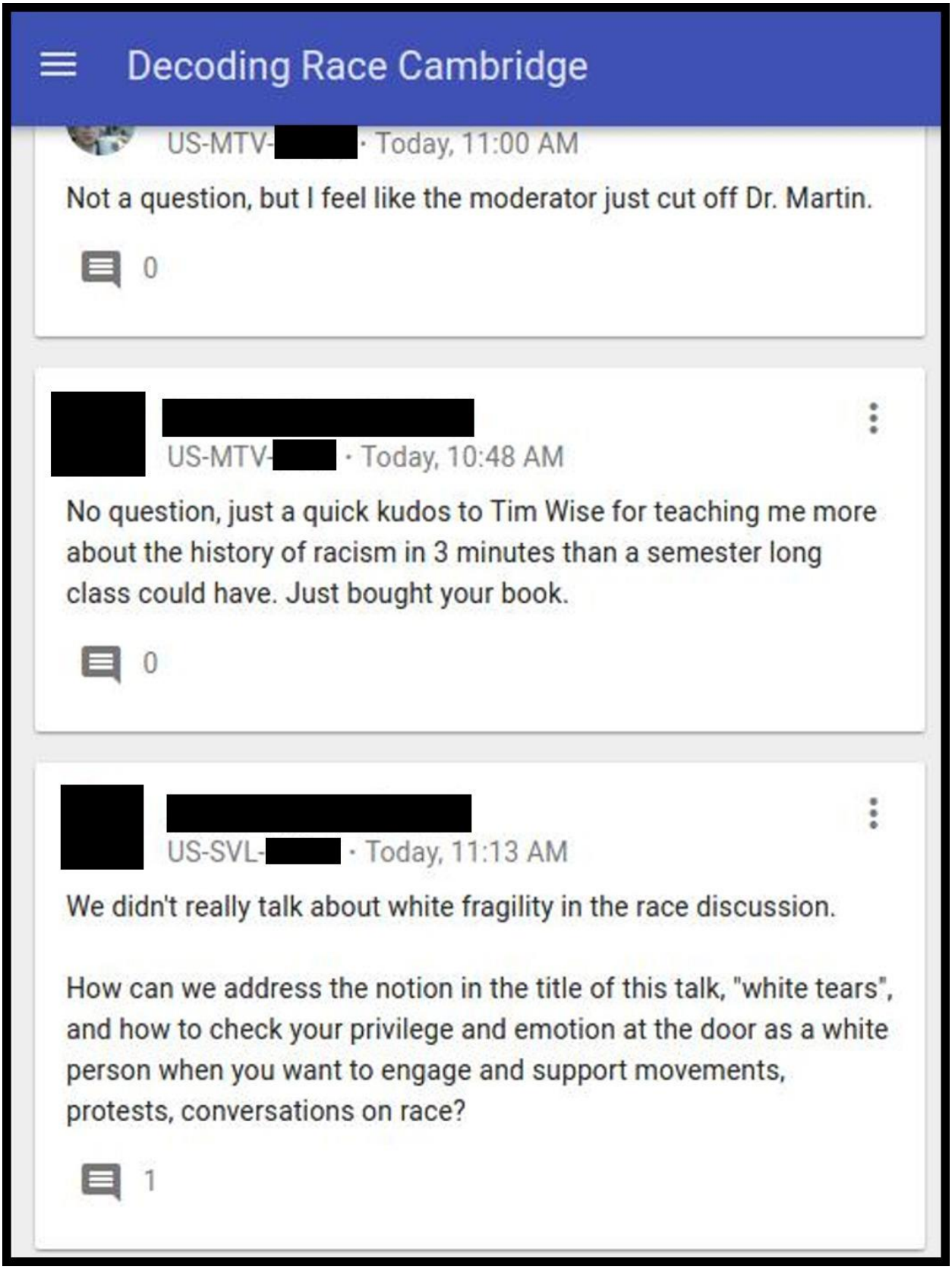
From: [redacted]
Date: Mon, Jan 9, 2017 at 5:52 PM
Subject: Talks at Google & Race@ present I Decoding Race Series
To: everyone-cam <everyone-cam@google.com>

Hi Cambridge,

On behalf of the Talks at Google and Race@ teams I'd like to invite you to a **Decoding Race** talk titled "The Responsibility and Role of White People in Responding to Racism."

I'll be hosting the talk on January 18 here in the Cambridge office as part of a 11-part series, and I hope that you'll join us for what promises to be an enlightening and empowering conversation about race that centers on white racial identity.

To help lead the discussion, we'll be joined by award-winning national and local race experts and leaders Tim Wise, Dr. Atyia Martin and Michael Patrick MacDonald. We'll discuss how white Googlers may want to be a part of the solution, and how to confront their fears of being seen as racist. We'll also talk about ways to grapple with race and its intersections, whether your experience is currently centered around ally-ship, colorblindness, or thinking that race is not a significant factor in people's lives. I strongly encourage Googlers to come with an open mind, an appetite to learn, and willingness to contribute during the Q&A.


Decoding Race Cambridge
US-MTV- · Today, 11:00 AM
Not a question, but I feel like the moderator just cut off Dr. Martin.
0
US-MTV- · Today, 10:48 AM
No question, just a quick kudos to Tim Wise for teaching me more about the history of racism in 3 minutes than a semester long class could have. Just bought your book.
0
US-SVL- · Today, 11:13 AM
We didn't really talk about white fragility in the race discussion.
How can we address the notion in the title of this talk, "white tears", and how to check your privilege and emotion at the door as a white person when you want to engage and support movements, protests, conversations on race?
1

[redacted] google.com Oct 13, 2014

I'm planning to go to the "Dear White People" screening + director Q&A Thursday at 5:30. I don't know who I'm going with, so if you're going or thinking of going, let me know!

"Dear White People" Advance Movie Screening & Director Q&A

Google

"Dear White People" Advance Movie Screening & Director Q&A

Please fill out this form if you are interested in attending the Google advance screening of "Dear White People."

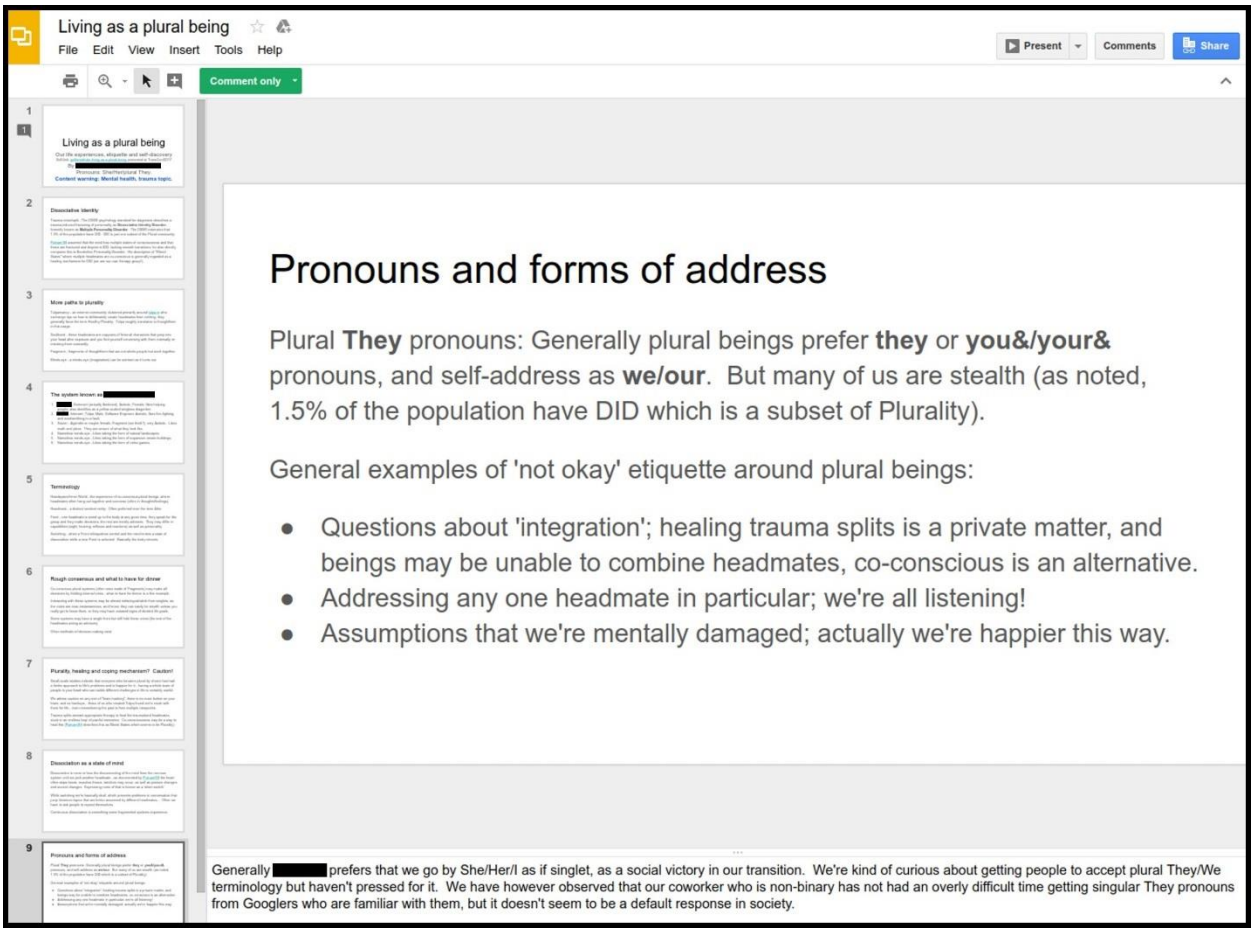
What: "Dear White People"
Who: Googlers & Interns + 1 Guest (Guest can be a Non-Googler)
Time: Thursday, October 16 at 5:30pm - 8:15pm
Location: Century Cinemas 16 (1500 N Shoreline Blvd, Mountain View, CA 94040)
Add G+ Invite to Calendar at: go/dwpmovie

Movie Preview: www.dearwhitepeoplemovie.com, www.imdb.com/title/tt2235108
Movie Running Time: 1 hr 40 min

Tim Chevalier +1

I would also like to state a boundary that if this thread becomes centered on how white men feel about being called sexist and how white people in general feel about being called racist, I will mute notifications. It's up to +Colin McMillen how to moderate threads on his statuses, but that is my boundary.

ckd **Christopher Davis** ▸ google.com Nov 15, 12:44 PM

It's time again for the too-frequently-needed reminder that "cargo cult programming" is a problematic phrase that is both racist in origin and often insulting in use.

If you think code is being unnecessarily repeated, say so **in those words**. It's best to do so while offering a solution for removing the redundancy, since the original author may not be aware of the best ways to reuse code and/or definitions in a given language. (This particularly goes for things like GCL, where I've managed to break things more than once while trying to limit redundancy.)