In a blind resume study, male candidates were offered higher salaries, more mentorship, and were rated as more “competent” and “hireable,” than women, despite the candidates’ resumes being identical.\textsuperscript{17}

Several issues need to be addressed to retain a diverse workforce. The “old white boys’ club”\textsuperscript{3} that excludes others from informal networking, a lack of managerial awareness about diversity issues, poor work-life balance, and discriminatory behaviours against minority employees can dissuade all workers from being loyal to an employer in the long term.\textsuperscript{5,19}

Promoting diversity is not limited to gender; workplaces should be inclusive and welcoming to all.

The benefits of creating an inclusive workplace include low turnover, higher employee engagement, improved client relationships and satisfaction, stronger fiscal performance, and improved governance.\textsuperscript{4,5,6}

This paper highlights eight ways to recruit, support and retain a diverse workforce in organisations.

- Understand and communicate the business case for diversity in your organisation
  - Increased innovation capacity\textsuperscript{24,25}
  - Access to a broader talent base\textsuperscript{16}
  - 16% higher Return on Sales\textsuperscript{20}
  - 26% higher Return on Invested Capital\textsuperscript{20}
- See work-life balance as an investment in your employees\textsuperscript{4}
- Offer family-friendly policies\textsuperscript{10}
- Flexible scheduling is vital for retaining mid-career women\textsuperscript{1}
  and valuable to all employees\textsuperscript{15}
- Share priorities with staff, stakeholders & investors
  - Better management performance\textsuperscript{22,23}
  - Clear, well-documented, and equitable promotion and retention policies reduce significant gender gaps\textsuperscript{8}
  - Access to a broader talent base\textsuperscript{16}
- What policies does your organisation have?
- Which ones are priorities for your organisation?
- Promoted
- Promoted
- Promoted
Negative interpersonal experiences at work predicted lower organizational commitment and life satisfaction for women.

Tolerance policy for derogatory comments or zero have a for actions.

Men in exclusive and stressful workplaces, report having poor physical health, including heart conditions.

Monitor the working climate and foster a positive, inclusive work culture.

Provide professional development opportunities for all employees, on company time.

LGBT employees are happier at organisations with leadership programs.

Non-traditional mentoring includes:

- Speed Mentoring
- Virtual Mentoring
- Provide Access to Knowledge, Support, Diverse Mentors, Networking

These programs also have positive effects for all employees, including more ownership, engagement, and co-operation.

Organisations tend to be self-replicating when hiring.

Identify and invite or sponsor women for leadership positions.

Male mid-level employees are more likely than women peers to apply for a managerial role despite only partially meeting the job description.

Subconscious biases affect everyday decision-making processes (hiring processes, assumptions made about others).

Set an example for embracing inclusivity in the workplace.

Become aware of your organisation’s hiring tendencies and your subconscious biases.

Try the Implicit Bias test: https://implicit.harvard.edu/

Build Diversity Culture with diversity shares at meetings.

Why do women leave work?

60% of highly qualified women have nonlinear careers. Historically, 24% of highly qualified men also have nonlinear careers.

75% of the Millenial generation expect to have 2-5 employers in their life.

Some never return.

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The Benefits of Change

Employees are more satisfied and committed when they have positive work relationships with managers and colleagues. By supporting diversity, managers and organisations can foster positive work cultures for all.

Committing to change can make a difference; UBC’s Faculty of Science went from having no women in senior leadership positions from 2003-2007 to having 5/13 senior faculty positions held by women from 2007-2010.

Managers should celebrate their successes and be open to a wide range of communication styles. While the inequality gap tends to increase over time, taking direct action such as assigning accountability for diversity can lead to short and long term changes.

Training and feedback can be an effective method for eliminating managerial bias and inequality. Opportunities for technical and leadership development need to be available to employees of all ranks.

Allowing workers to off-ramp partially or completely and welcoming them back later without penalty, combating stigma and stereotypes by training staff to be self-reflective and deconstruct their own processes, and making organizational decision-making as transparent as possible helps build a culture of diversity within organisations.

WWEST is currently researching which specific policies best support gender diversity in the workplace.


About SCWIST and Make Possible

SCWIST is a non-profit association that promotes, encourages and empowers women and girls in science, engineering and technology. The MS Infinity Program introduces girls to exciting career options and positive female role models in science and technology. The IWIS (Immigrating Women in Science and Technology) Program provides support to immigrating professional women including resources, skill development workshops and networking opportunities. Program details at www.scwist.ca/