makepossible
Together we create opportunity

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.[17]

Several issues need to be addressed to **retain a diverse workforce**. The "old white boys' club"[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.[3,19]

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.[4,5,6]

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

See work-life balance as an **investment** in your employees[4]
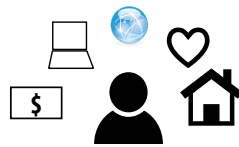
Offer **family-friendly** policies[10]

What policies does your organisation have?

Create and maintain clear policies on **promotions, retention, and work/life balance,** and **communicate** them to all employees

Flexible scheduling is vital for retaining **mid-career women**[1] and valuable to **all** employees[15]

Clear, **well-documented**, and **equitable** promotion and retention policies reduce **significant gender gaps**[8]

Promoted

Which ones are priorities for your organisation?

Better management performance[22,23]

Share priorities with staff, stakeholders & investors

Priorities

Understand and communicate the business case for diversity in your organisation

Access to a **broader talent base**[26]

Increased **innovation** capacity[24,25]

Stronger **financial** performance[20,21,22]

16% higher Return on Sales[20]

Fortune 500 companies with more women on average perform better[20]

26% higher Return on Invested Capital[20]

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Negative interpersonal experiences at work predicted **lower organizational commitment** and **life satisfaction** for women[9]

Anxiety, Isolation, Poor self-efficacy, Stress, Self-conscious
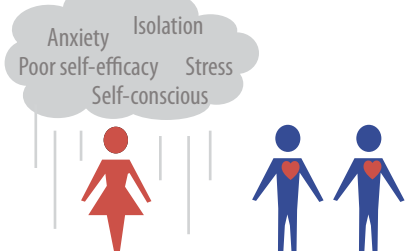
Men in exclusive and stressful workplaces, report having poor physical health, including heart conditions[9]

Have a **zero tolerance** policy for derogatory comments or actions[3]

Monitor the working climate and **foster a positive, inclusive work culture**
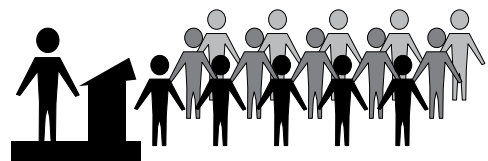
Safe Space

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

LGBT employees are happier at organisations with **leadership programs**[3]

Employees' workplace satisfaction

13 - 24%

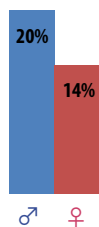With leadership development programs | Without leadership development programs
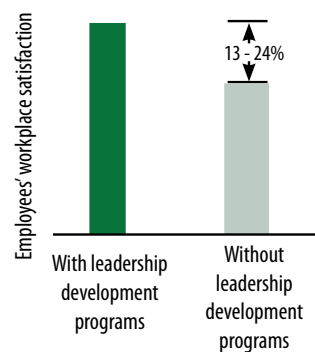
These programs also have positive effects for all employees, including more ownership, engagement, and co-operation[2]

Organisations tend to be self-replicating when hiring

Identify and invite or sponsor women for **leadership positions**[6,16]

Leader

20% | 14%
♂ | ♀

Male mid-level employees are more likely than women peers to apply for a managerial role despite **only partially** meeting the job description[13]

Become aware of your **organisation's hiring tendencies** and your **subconscious biases**

Subconscious biases[†] affect **everyday decision-making processes** (hiring processes, assumptions made about others)

Set an example for embracing inclusivity in the workplace[3]

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

Non-traditional mentoring includes:[11]

Speed Mentoring

Virtual Mentoring

Promote and establish **Mentoring Programs**[‡]

Provides Access to:[5, 8, 12]

Knowledge | Support | Diverse Mentors | Networking

Establish structured diversity measures[7]

☑ Include diversity as part of all employee's reporting;
☑ Track diversity (ethically);[10]
☑ Reflect your commitment in marketing and communications;
☑ Report on progress

Set targets[5]

Diversity

Assign **accountability for diversity** and track your progress[10]

Ensure every employee has an opportunity for advancement[3]

Do a **Diversity Audit** at your organisation[10]

Build **Diversity Culture** with diversity shares at meetings

Create a **culture of diversity**[10]

Safety? | Diversity?

Safety comes from a **safety culture**; Diversity comes from a **diversity culture**

Think **safe**. | Think **diverse**.

Why do women leave work?

60% of highly qualified women have **nonlinear** careers[14]
Historically, **24%** of highly qualified men also have nonlinear careers[14]
75% of the Millenial generation expect to have 2-5 employers in their life[18]

Off-Ramps and **On-Ramps**[14]

Career

Opportunities
Educational leaves
Family demands

93% want to return[14]...

...only **73%** do[14]

Flexible hours
Part-time work
Self-employment

Toddlers Teenagers Elder Care

Avg. time off work: **2.2** years[14]

Some never return

Work-life policies tend to target young children[14]

Challenges:
• Salary gaps
• Negotiating a schedule
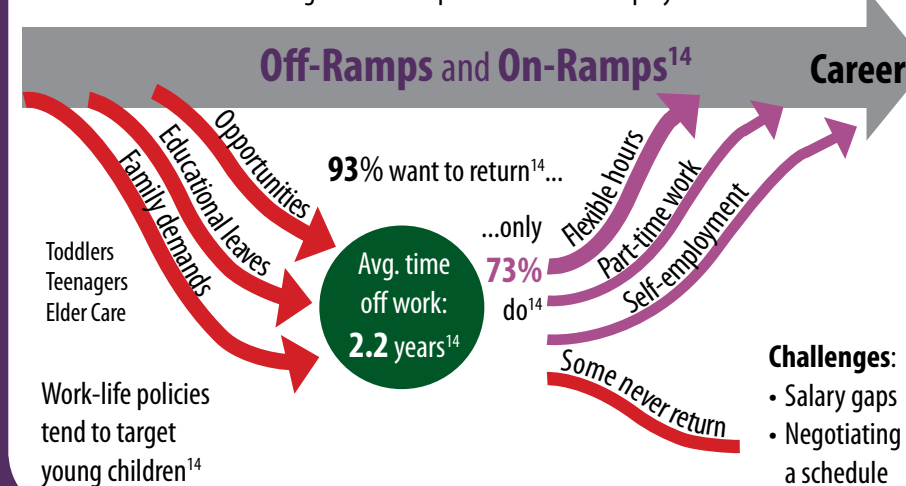
The Benefits of Change

Employees are more satisfied and committed when they have **positive work relationships** with managers and colleagues.[3] 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.[12]

Managers should **celebrate their successes** and be open to a wide range of communication styles.[1] While the inequality gap tends to increase over time,[8] 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.[7] Opportunities for technical and leadership development need to be available to **employees of all ranks**.[1]

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.[10,14] WWEST is currently researching which specific policies best support gender diversity in the workplace.[Δ]

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ᴬ For more information, please see Engendering Engineering Success: http://wwest.mech.ubc.ca/ees/

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/

The Make Possible Mentoring Network is part of the Government of Canada's Status of Women Initiative to help attract and retain women in technology and advance the digital economy. Make Possible provides mentoring support, networking connections, professional development and leadership opportunities to help women reach their full potential in the technology sector and all STEM (science, technology, engineering and math) fields. The Make Possible vision is a world where aspiration, opportunity and diversity intersect. The Make Possible mission is to help women connect, collaborate and lead through a dedicated mentoring network in STEM. For more information: contact@makepossible.ca or visit http://www.makepossible.ca/

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