

Assessing Impact

ICTC's Ambassador Program



Research by



Information and
Communications
Technology Council

Conseil des technologies
de l'information
et des communications

This project is funded in part by Women and Gender Equality Canada



Women and Gender
Equality Canada

Femmes et Égalité
des genres Canada

Preface

The Information and Communications Technology Council (ICTC) is a not-for-profit, national centre of expertise for strengthening Canada's digital advantage in a global economy. Through trusted research, practical policy advice, and creative capacity-building programs, ICTC fosters globally competitive Canadian industries enabled by innovative and diverse digital talent. In partnership with an expansive network of industry leaders, academic partners, and policymakers from across Canada, ICTC has empowered a robust and inclusive digital economy for over 30 years.

To Cite This Report

Maryna Ivus. *Assessing Impact: ICTC's Ambassador Program*. Information and Communications Technology Council (ICTC). April 2024. Ottawa, Canada.

Researched and written by Maryna Ivus, Manager of Economics, with generous support from Alexandra Cutean, Chief Research Officer, and the ICTC Research & Policy team.

The opinions and interpretations in this publication are those of the authors and do not necessarily reflect those of the Government of Canada.

Designed by Mairead Matthews.

Table of Contents

5	Executive Summary
7	Introduction
8	Phase I: Evidence-Based Research
9	Phase II: Ambassador Program and Activities
9	The Ambassadors
10	Program Hub
10	Gender Equity Assessment Tool
11	Regional In-Person Workshops
11	Webinars
12	Program Promotion
13	Program Results and Impact
13	Gender Equity Assessment Results
17	Participant Feedback on Program Workshops
21	Key Identified Opportunities for Organizations
23	Program's Outcomes
23	Increased EDI Awareness
24	Increased EDI Competence
25	Conclusion

Glossary of Key Terms

Digital economy: The union of digital occupations and digital industries. It comprises tech workers (in all sectors) and (all) workers in the tech sector.

Cisgender: Identifies a person whose personal identity and gender correspond with their recorded sex at birth.

People of marginalized genders: People who experience marginalization due to their gender; a shared experience between trans women, as well as all trans, Two-Spirit, gender nonconforming, and nonbinary people.

Trans or transgender: A person whose gender identity differs from their designated sex at birth.

Woman: A person who identifies as a woman, including cis and trans women.

Women in tech: A colloquial term used to describe women working in the digital economy. Women in tech are, therefore, inclusive of women working in digital occupations and digital industries and comprise women tech workers (in all sectors) and (all) women workers in the tech sector.

List of Abbreviations

2SLGBTQ+ Two-Spirit, lesbian, gay, bisexual, transgender, queer, intersex, and additional people who identify as part of sexual and gender-diverse communities

EDI Equity, diversity, and inclusion

ERGs Employee resource groups

GDP Gross domestic product

HR Human resources

ICT Information and communications technology

ICTC Information and Communications Technology Council

KPIs Key performance indicators

Executive Summary

Although various research studies describe the positive impact of gender diversity on business, including the “bottom line,” women continue to be underrepresented in Canada’s digital economy. The share of women in the digital economy stands at around 34.8% in 2023. While this figure experienced growth during the pandemic—in 2021, women represented approximately 30% of digital economy roles—women’s representation in the digital space lingered around 30% for over ten years. The immediate aftermath of the COVID-19 pandemic also ushered in a period of strong labour market demand—a “boom” in employment across many sectors, with technology among the most impacted. From February 2020 to December 2022, for example, employment growth in the digital economy totalled nearly 20% and surpassed employment growth in all other sectors.[1] This partially explains the increased presence of women in the field; however, the pandemic also further exposed existing inequities, such as the gender pay gap, and, in some cases, exacerbated others, such as caregiver burnout and biased promotional practices.

ICTC’s 2022 report, *Gender Equity in Canada’s Tech Ecosystem: Attracting, Retaining, and Supporting Entry- and Mid-Level Talent*,^[2] uncovered key barriers impacting the representation of women in tech and proposed solutions and best practices to help Canadian digital economy employers better engage and retain women. This research informed the development of ICTC’s Ambassador Program, a two-year initiative that engaged EDI champions across the digital economy to act as “Ambassadors,” who shared their stories and experiences and worked with organizations in their communities to “move the dial” on the representation of women in tech.

Key program outcomes include:

- **Increased EDI Awareness:** The program increased employer awareness about equity, diversity, and inclusion (EDI), including the benefits and potential impacts of engaging and retaining gender-diverse teams.
- **Increased EDI Competence:** The program provided education and training to employers on a wide array of EDI topics such as unconscious bias, gender microaggressions, equitable branding, equitable recruitment processes, and techniques for supporting a diverse workforce. Through these trainings, participants had an opportunity to deepen their understanding of these and other topics and implement changes within their organizations. The program also equipped organizations with EDI resources and tools that were

developed and curated during the program. Moreover, engagement with Ambassadors enabled participants to learn from experts on real-world examples and discover best practices.

- **Identified Key Opportunities and Actions:** The program helped the participants identify specific opportunities and practical actions they could take to increase gender equity at their organizations. These include strengthening organizational visibility and brand by showcasing commitment to gender equity, refining language in job postings, improving recruitment strategies, improving workplace policies and programs on EDI, and improving organizational culture.

The Ambassador program contributed essential knowledge, awareness, and resources to help employers better attract, engage, and retain women in tech. In addition to its immediate outcomes, it built a momentum of leaders and employer champions who can continue to advocate for gender equity in Canada's digital ecosystem and truly "move the needle" forward.



Introduction

Increased gender diversity in the technology sector yields substantial benefits for businesses. Research shows that narrowing the gender gap across the Canadian economy would add between \$150 billion and \$420 billion to GDP by 2026.[3] Promoting and advancing the participation of women in tech is pivotal for achieving greater economic well-being, sustaining a high quality of life for Canadians, and boosting our innovation capacity and output as a country. Companies that prioritize gender diversity often experience an increase in profits and are more likely to surpass the growth of organizations with a less diverse workforce.[4]

Despite these economic and strategic advantages, women continue to be underrepresented in Canada's digital economy. While women make up nearly half (48%) of the Canadian workforce, in 2023, they accounted for 34.8%^[5] of individuals employed in Canada's digital economy. In response to this challenge, ICTC launched its Ambassador program in 2021. Funded by Women and Gender Equality Canada (WAGE), the program guides private and public organizations in the design and implementation of business plans and best practices to better engage women and promote greater gender equity across the digital economy. The program engaged 613 participants and 74 Ambassadors across Canada.

This report leverages primary research through participant surveys and key informant interviews to showcase the program's core outputs, including its impacts, both short and long-term. It also evaluates the implementation of the program and assesses its value for participants.

Phase I: Evidence-Based Research

During the first year of the program, ICTC delivered evidence-based research to better understand why the representation of women in Canada's digital economy has nearly stagnated over the last decade. [6]

The research was comprised of secondary and primary components. Primary research activities engaged 320 participants, including individuals who participated in focus groups, key informant interviews, and a project advisory committee. Their insights helped ICTC define key barriers to representation and craft recommendations for change. The report gained attention from numerous publications and was widely shared by prominent organizations such as the Government of British Columbia, The Government of Alberta, Digital Technology Supercluster, DigiBC, Women in Animation, and Science and Economic Development Canada (ISED).

Building on the recommendations identified by the research, ICTC developed a customizable toolkit of guides for employers to use in their journeys to improve gender equity in their organizations. These guides provide tech employers with best practices and actionable solutions based on their goals and capacity.



Phase II: Ambassador Program and Activities

During the second phase of the program (years two and three), the program delivered additional benefits. These included recruiting "ambassadors," organizing a series of virtual and in-person knowledge mobilization events that delivered training, building a community, and sharing resources. The program also developed and delivered a Gender Equity Assessment tool, which was used by employers to map their paths toward creating more equitable and inclusive workplaces by better understanding where they are in their journeys and what gaps they need to fill.

The Ambassadors

The project created a network of 74 diverse women from across Canada, each recognized for actively championing gender diversity in their field. Among other things, the "Ambassadors" helped guide private and public organizations across the digital economy in the development and implementation of EDI business plans and helped them shape and operationalize actions to improve the representation of women in their organizations. The Ambassador Program focused on companies located in four key provinces: Ontario, Quebec, Alberta, and Nova Scotia.

Regional Representation: ICTC Ambassadors

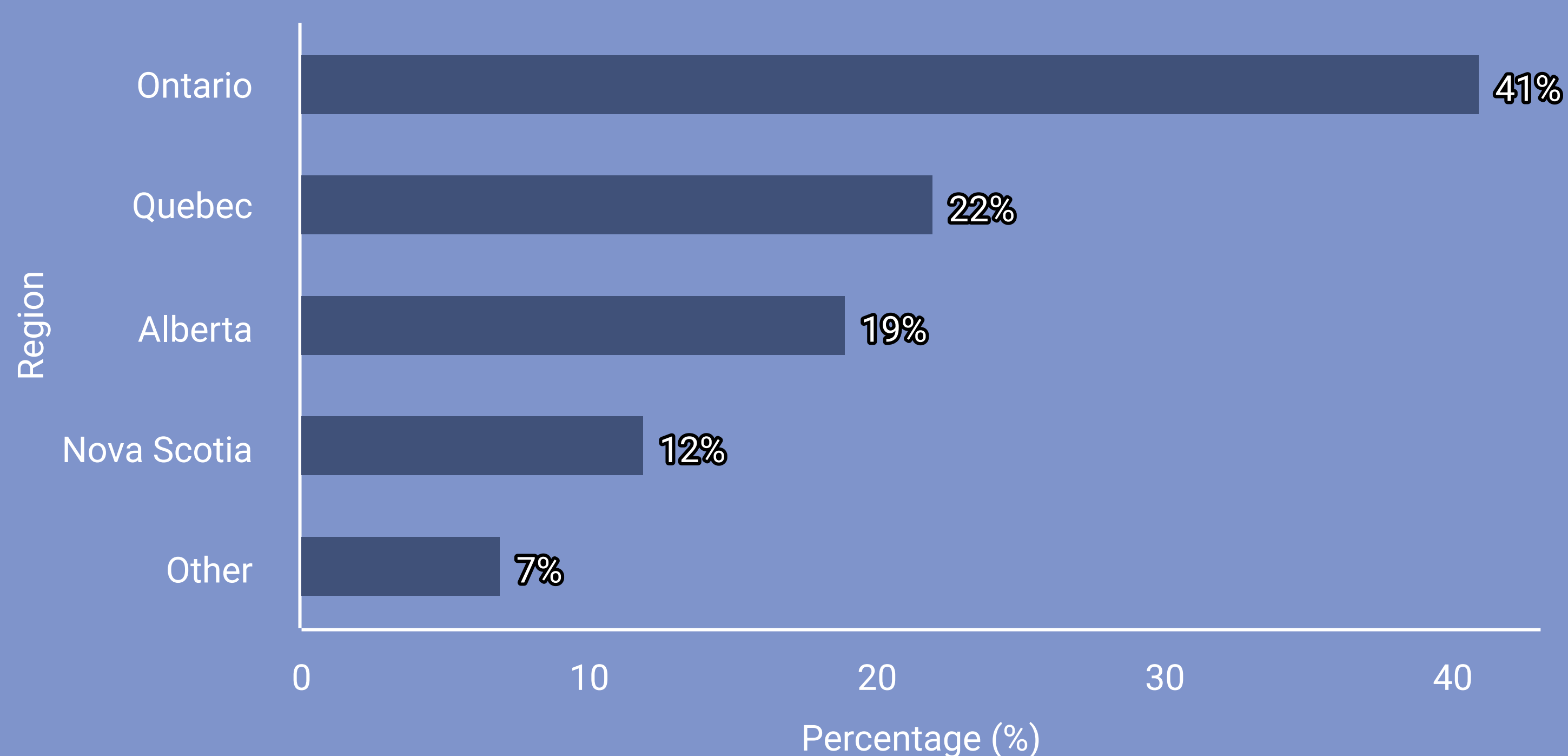


Figure 1: Regional Representation: ICTC Ambassadors. Data: Ambassador program, ICTC.

The ambassadors' connection with participating organizations was initially established through four regional in-person events that took place in November 2022. Following those, the ambassadors remained engaged with organizations through virtual events, providing continued guidance and support. Here, they shared their real-life experiences, knowledge, and best practices with representatives from different organizations and communicated the tangible advantages of hiring, retaining, and supporting women in tech. By leveraging their industry knowledge, ambassadors empowered organizations to cultivate diverse and inclusive leadership teams, fostering more equitable workplace environments.

Program Hub

ICTC designed and launched an Ambassador Program Hub—or an online community of practice—that improved community collaboration. A centralized knowledge-sharing platform, the Program Hub facilitated connections between Ambassadors and participating organizations while acting as a central source for information sharing, training resources, and other materials. In practice, participants shared information on various relevant events in their local regions, posed questions related to their own experiences or problems they were facing, contributed to articles and blogs, and initiated group discussions and meetings.

Gender Equity Assessment Tool

The online Gender Equity Assessment tool^[7] was developed based on the evidence gathered in the “Gender Equity in Canada’s Tech Ecosystem” report during the first year of this program. Its goal is to assess and evaluate an organization’s internal EDI policies and procedures. Based on responses to the tool’s questions, it “benchmarks” the organization’s current EDI status, ranging from novice to advanced. Where gaps were identified, actionable and tailored solutions were provided. Further, participating organizations were encouraged to re-take the tool assessment at a later date to measure progress. Generally, organizations were instructed to re-take the assessment every six months, allowing enough time to properly track outcomes and identify new areas of opportunity.

Lastly, upon completion of the assessment tool, participating organizations were connected with an ambassador in their region who was tasked with helping them implement the recommendations received.

Regional In-Person Workshops

Four regional in-person workshops were held as part of the program, offering information and knowledge-sharing opportunities for organizations located in each of the four target provinces. In 2023, workshops were held in Calgary (for Alberta), Toronto (for Ontario), Montreal (for Quebec), and Halifax (for Nova Scotia).

With the central theme of “EDI business plans” (that is, teaching participants to develop and implement them), the workshops included interactive activities such as breakout groups, roundtables, presentations, and panel discussions. Across all sessions, 80 business leaders and HR managers actively participated.

Webinars

In addition to the workshops, ICTC hosted a series of seven webinars. Designed to engage more employers in and outside of the program’s target provinces, the webinars discussed topics including the following:

- Unconscious bias: what it is, and how to overcome it
- Gender microaggressions in tech workplaces: what these are, why they matter, and how to create a psychologically safe employee experience
- Equitable branding: how to enhance company communication and marketing, and attract diverse candidates
- Supporting a diverse workforce: understanding diverse employee needs and actioning solutions for greater inclusion
- Equitable recruitment: tactics for engaging a diverse workforce, including branding, effective job postings, community partnerships
- Empowering 2SLGBTQ+ people in tech: understanding the needs of this community and strategies for career advancement pathways
- Championing Black employees: special event in honour of Black History Month

In total, 335 people attended the webinars. The webinars were presented in English and French. All webinars were recorded and uploaded to the community Hub for convenient access at any time.

Program Promotion

The Ambassador program was extensively promoted on ICTC's websites, via its newsletters, and through direct outreach to its network of employers across Canada. It was also heavily promoted on social media platforms, including LinkedIn, Twitter, Facebook, and Instagram. Other promotional activities included the following:

- The Ambassador Program was spotlighted in an article published in "Women and Innovation: Encouraging female entrepreneurship and increasing the role of women in tech - Crossed perspectives France – Canada"[8] report by La French Tech in March 2023.
- ICTC was interviewed by The Logic, Canada's business and tech newsroom, about the Ambassador Program.
- The Ambassador program was publicly announced in The Community Connector, the CDAA's bi-weekly newsletter, published by the Career Development Association of Alberta, in November 2022.
- ICTC participated in 15 in-person and virtual events, leveraging these platforms to promote and raise awareness of the Ambassador program. Events included The Elevate Conference, Build a Dream's lunch, ICTC's Black Women Leadership in the Post-Pandemic Recovery event, International Women's Day France Canada, Women and Innovation events in Vancouver and Toronto, and ICTC's Black History Month event in Toronto.

These and other promotional efforts contributed to the visibility of the Ambassador program and helped ICTC reach a wide range of stakeholders.



Program Results and Impact

Gender Equity Assessment Results

Representation of Women Across Professional Levels

Results from participants representing the management team of the company that completed ICTC’s Equity Assessment tool largely echo the reality across the entire economy—that is, women tend to be largely represented in entry- to mid-level roles but less so at management and senior levels. In the participating organizations across various industries, women accounted for 40% of individual contributor roles (non-management positions). The representation of women decreased to 38% and 30% in middle management and leadership roles, respectively. In comparison, women make up 37% of management roles in the general economy, dropping to 30% for executive and senior management roles. [9] Within the ICT sector, the share of women in executive and senior management roles further decreases to 9%.[10]

Representation of Women Across Professional Roles

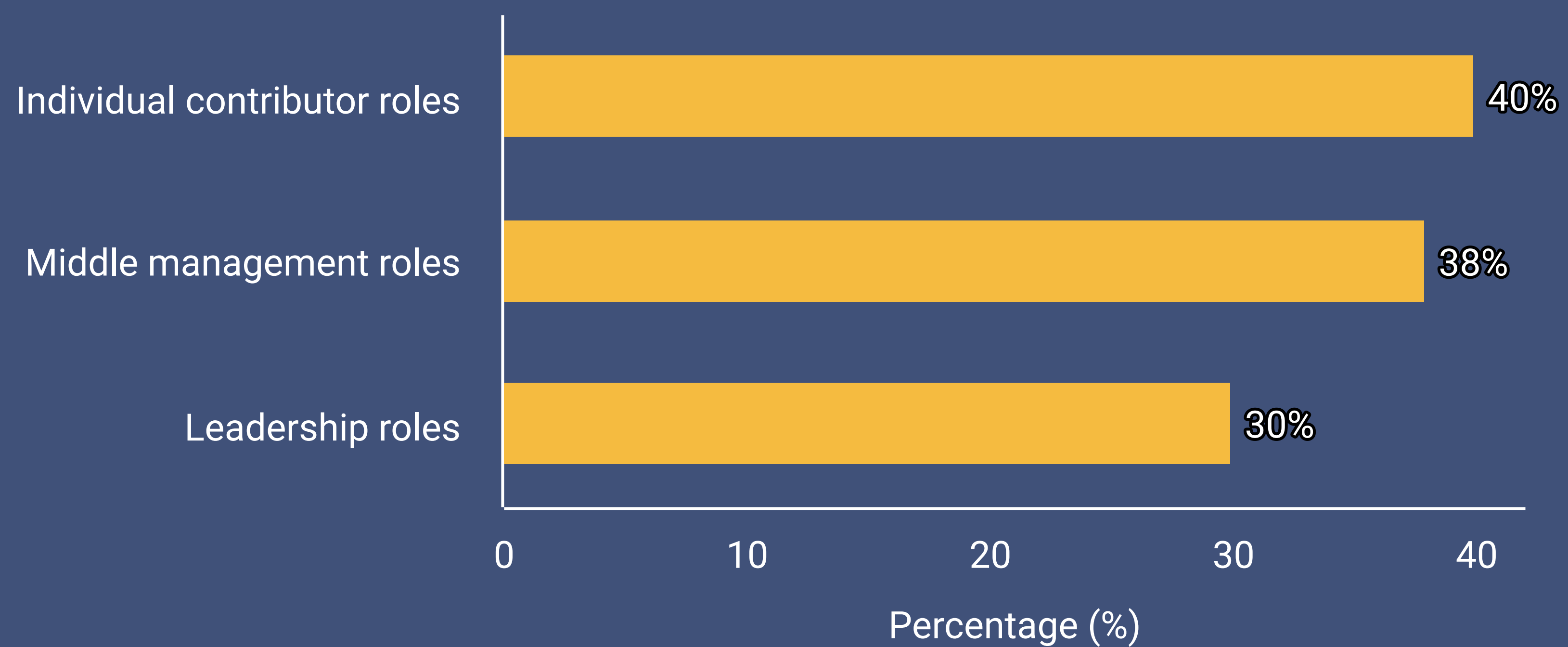


Figure 2: Average representation of women across professional levels. Data: Gender Equity Assessment tool data, n=13.

Gender Disparity in Technology Roles

At participating organizations, the representation of women in tech roles mirrors the broader trends seen in the digital economy. While approximately 60% of all positions in these organizations are technology-based, women account for only around 29% of those roles. Similarly, women make up 32% of tech roles in the digital economy and only 24% of tech roles within the ICT sector specifically.[11]

Low Retention Rates for Women in Tech

Despite the lower proportion of women in tech roles at organizations, an interesting finding emerges with regard to retention: 82% of companies noted a turnover rate of under 10% for women in tech roles. Compare this to the average turnover rate in Canada's tech sector of 13.2%.[12]

EDI Perceptions

Overall, more than half of the participating organizations expressed a favourable perception of their organization's efforts in addressing systemic barriers, implementing EDI policies and procedures, and offering programs focused on employee retention and recognition. However, there were areas identified for potential improvement in EDI initiatives. These areas include enhancing the organization's brand to attract and retain diverse talent, fostering accountability among employees and leadership, providing opportunities for professional development, and improving the recruitment process.

Speaking to culture, nearly 90% of participants believed that their company makes a concerted effort to create a culture of inclusivity and belonging. This is noteworthy because recent research shows that many people today look to the workplace for a greater sense of value and purpose. Gartner describes this momentum as one where, in addition to fair compensation and professional development opportunities, employees look for specific attributes that align with their own personal needs and values. The Human Deal Framework positions the modern workplace as one where employees look for deeper connections, flexibility, personal growth, well-being, and purpose.[13]

Further, participants also largely believed that organizational culture was safe and welcoming, that employees were encouraged to share their experiences—including negative ones—and that leaders acted with a general sense of accountability and openness.

Done Well: Management Perceptions of Companies' Actions Towards Gender Equity Commitment

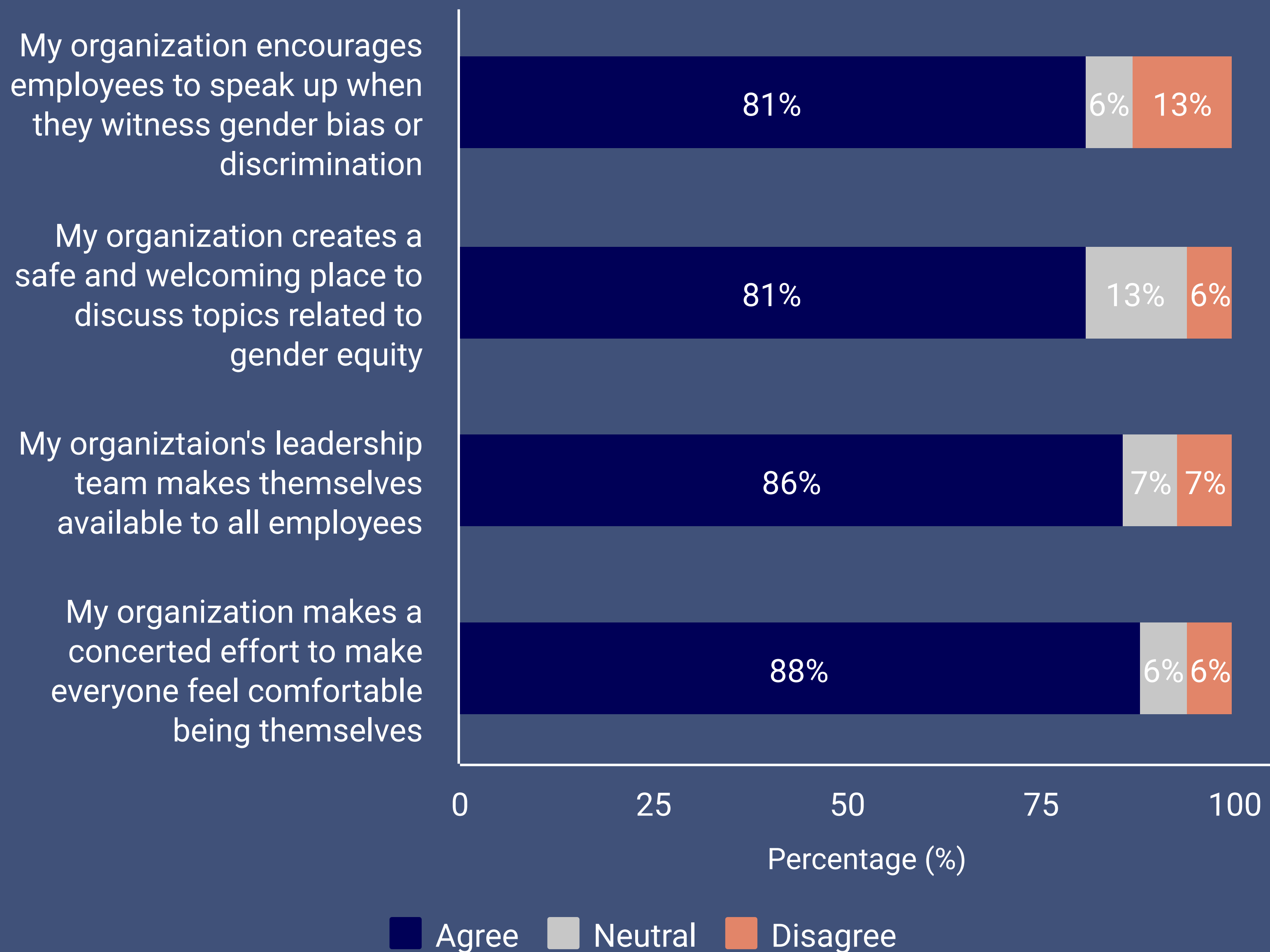


Figure 3: Done well: management perceptions of companies' actions toward gender equity commitment. Data: Gender Equity Assessment tool data, ICTC n=16.



"We participated in the equity assessment tool, and I found it valuable. It helped us consider various policies and procedures we currently have in place or need to implement in our company."

- Gender Equity Assessment Tool Participant



However, less favourable sentiments were expressed toward certain EDI statements, with only around 20% of respondents in agreement. These statements were related to the implementation of employee resource groups (ERG) within organizations, integrating equity training into leadership development programs, ensuring consistent training of all employees on gender equity, and adopting blind hiring processes in recruitment. These responses underscore potential areas for improvement within organizations.

Areas for Improvement: Management Perceptions of Companies' Actions Towards Gender Equity Commitment

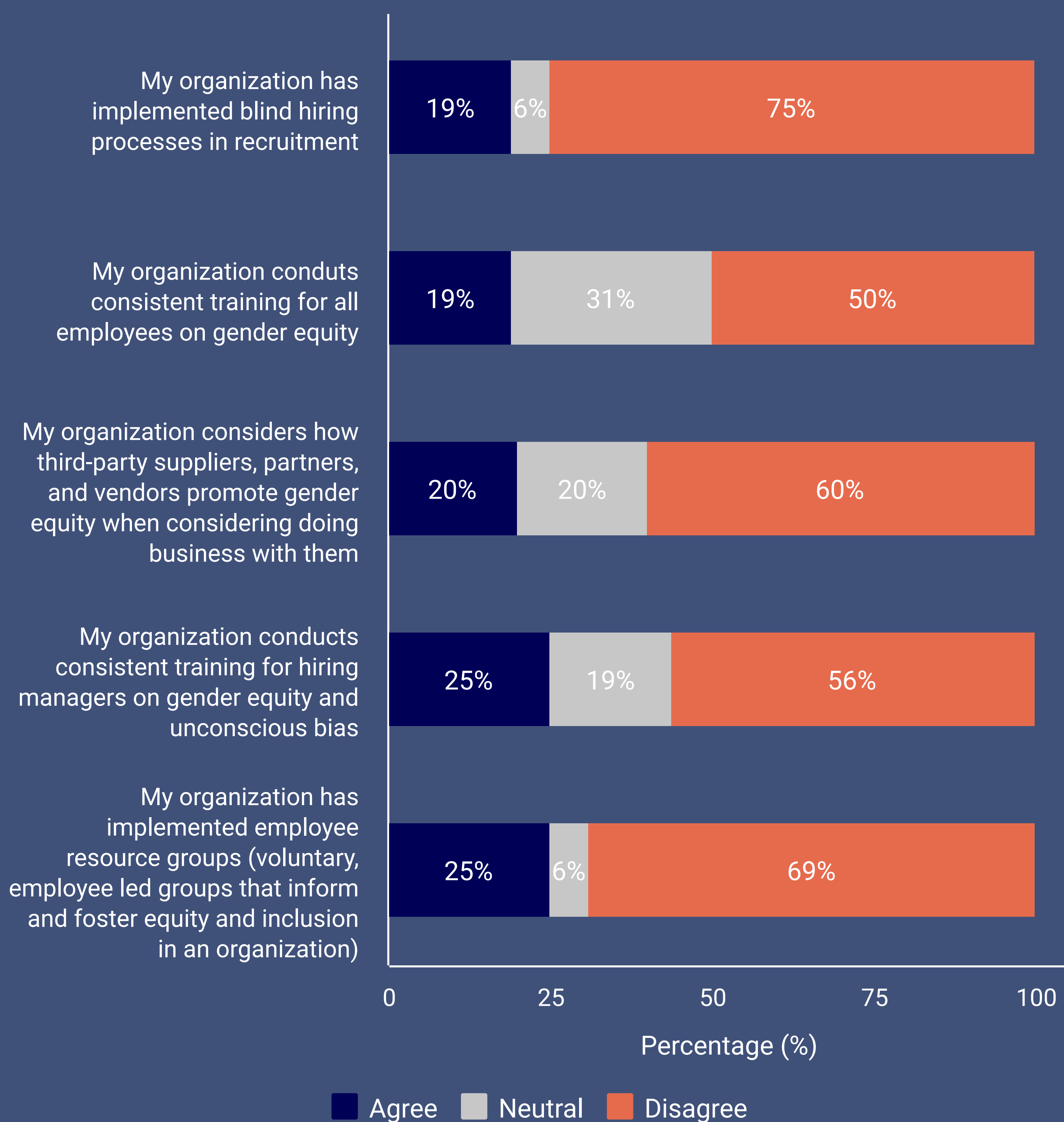


Figure 4: Areas for improvement: management perceptions of companies' actions toward gender equity commitment. Data: Gender Equity Assessment tool data, ICTC, n=13.

Participant Feedback on Program Workshops

When ICTC originally designed the program, it set the goal of engaging 100 organizations across the four provinces. In the end, the program garnered participation from 613 participants, significantly exceeding targets and contributing to the program's overall visibility.

ICTC gathered feedback from all in-person and virtual events held throughout the program. Additionally, at the final stage of the program, ICTC conducted eight individual interviews with participants to gain a comprehensive understanding of their experience with the Ambassador program, including its processes and outcomes. These participants were selected based on their significant involvement in the program's activities, which encompassed workshops and webinars.

In-Person Workshops

Participants rated their overall satisfaction with the in-person workshops at 4.7 out of 5. Close to 80% of participants noted that the workshop addressed core challenges related to EDI in the workplace and provided practical strategies and tools that they could apply in their organization.

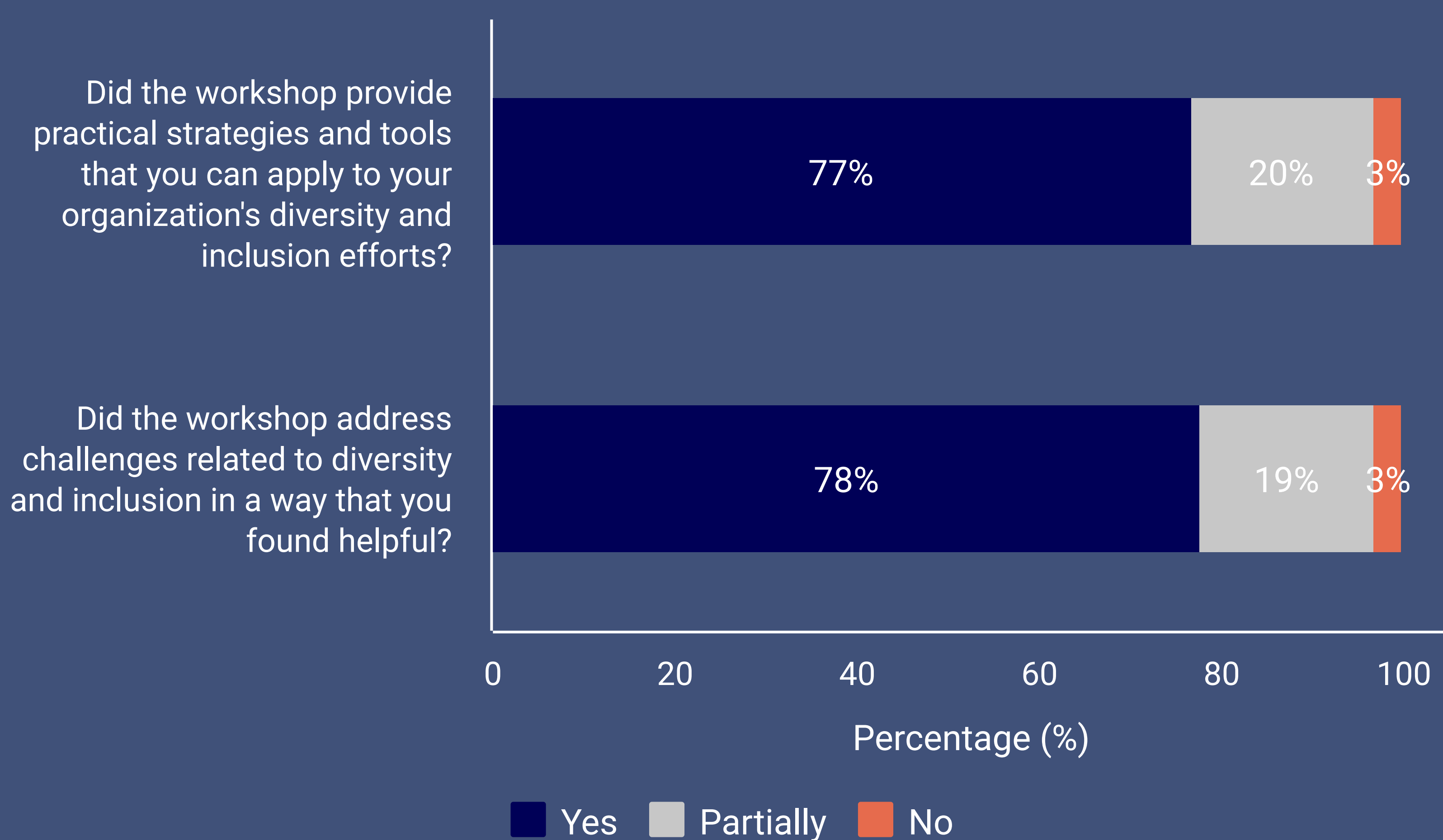


Figure 5: In-person workshop effectiveness. Data: Workshops participants survey, n=74.

Participant feedback results suggest that participants most valued actionable strategies for developing diversity and inclusion plans (69%), followed by practical advice on implementing these plans (62%), and appreciated gaining a deeper understanding of the significance of diversity and inclusion in the workplace—including from an economic perspective, or impact on the “bottom line” (57%). This feedback underscores the importance of organizations obtaining practical applications, tips, and examples for developing EDI strategies.

Which specific aspects of the workshop did you find most valuable?

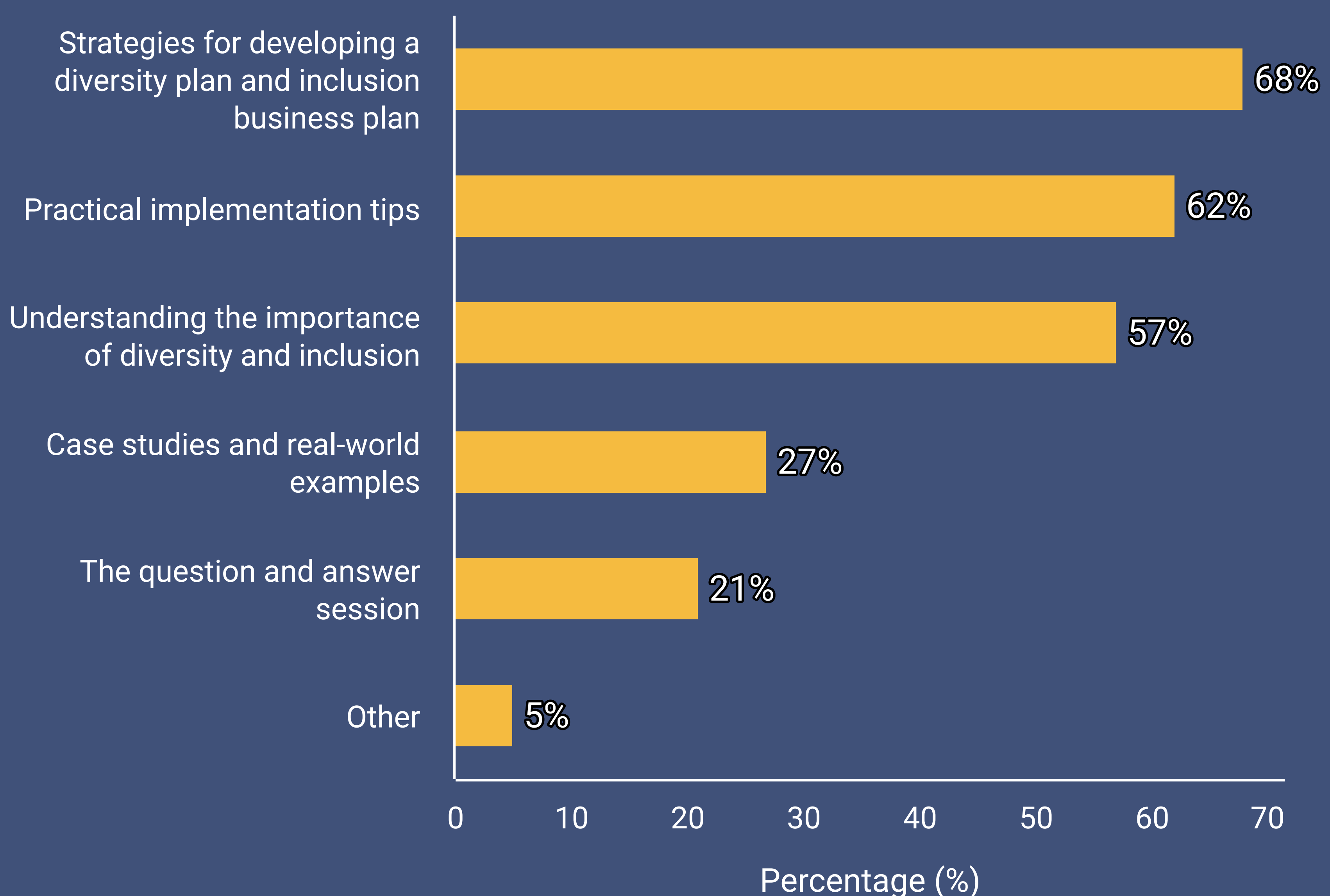


Figure 6: The most valuable aspects of the in-person workshop. Data: Workshops participants survey, n=74.

To better understand the impact of knowledge mobilization activities, ICTC asked participants to rate their familiarity and comfort with certain aspects related to workplace gender equity both before and after attending the workshop.

When it came to knowledge of EDI best practices and approaches, more than half of the participants had a mediocre rating prior to the workshop— 3 out of 5 or lower. When the question was posed to them again following the workshop, the majority of participants (85%) rated their knowledge as 4 out of 5 or higher.

How would you rate your understanding of approaches and strategies to advance EDI in your workplace?

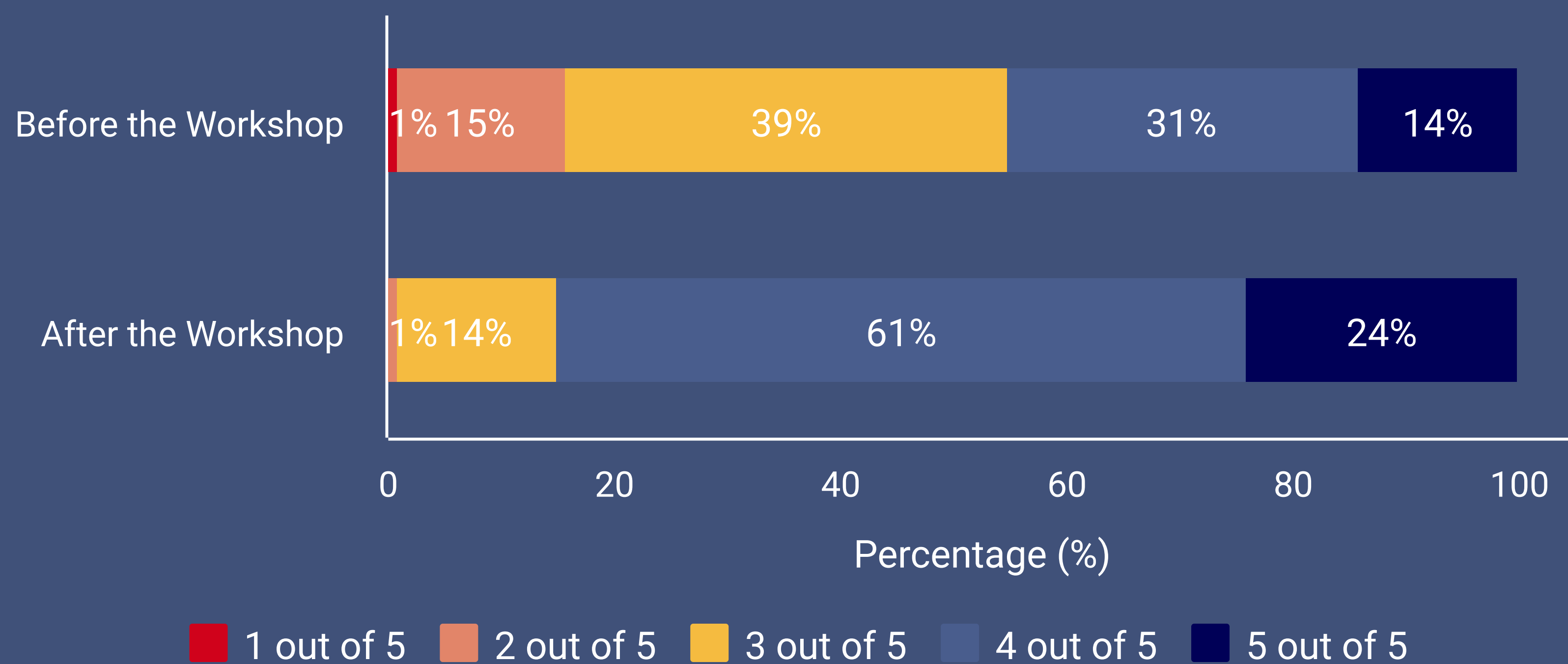


Figure 7: EDI knowledge assessment. Data: Workshops participants survey, n=74.

In terms of confidence in developing and implementing an EDI business plan, prior to the workshop, just over one-fourth of participants rated themselves at 4 out of 5 or higher. After the workshop, however, 67% rated their confidence level as such.

How confident were you in your ability to develop and implement an EDI business plan?

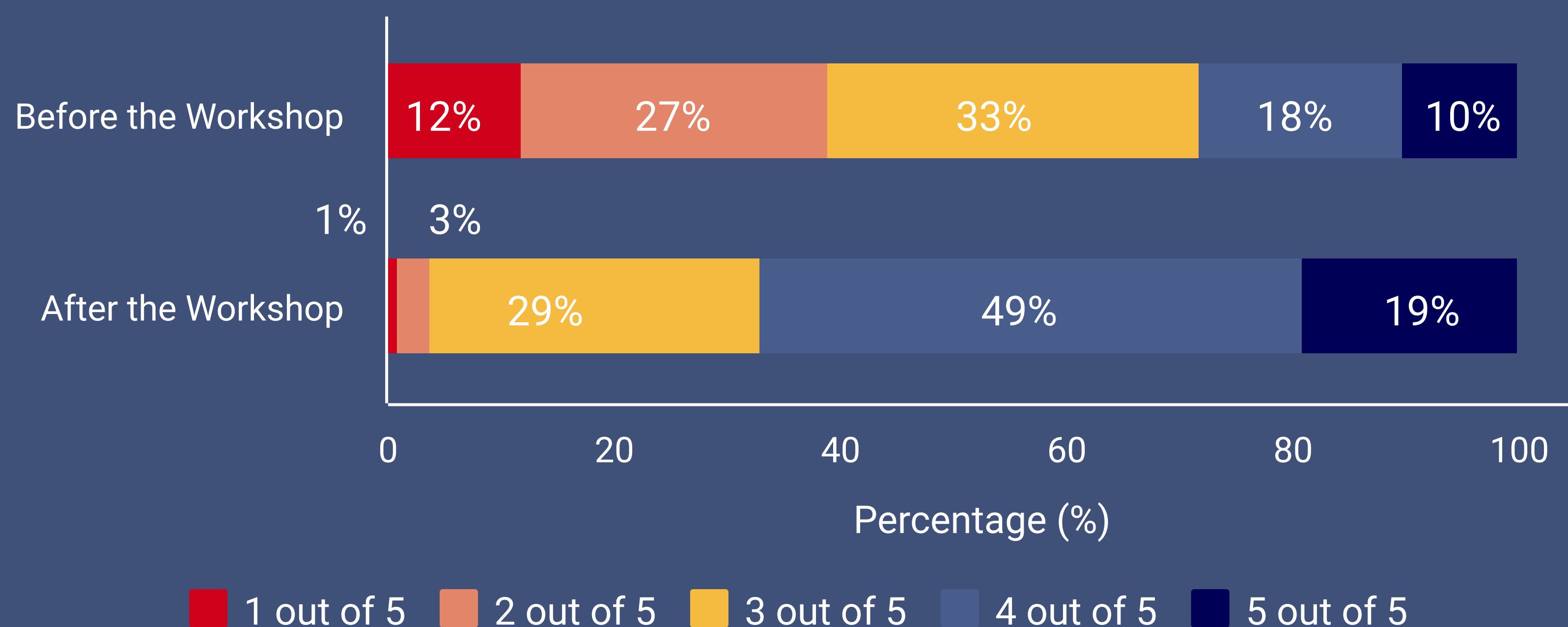


Figure 8: EDI confidence assessment. Data: Workshops participants survey, n=74.

Lastly, prior to the workshop, less than one-quarter of participants believed that they possessed the necessary skills to properly develop and implement an EDI business plan (scoring their skills at 4 out of 5 or higher). Following the workshop, this portion of participants jumped to 65%.

How would you rate your skills in developing and implementing an EDI business plans?

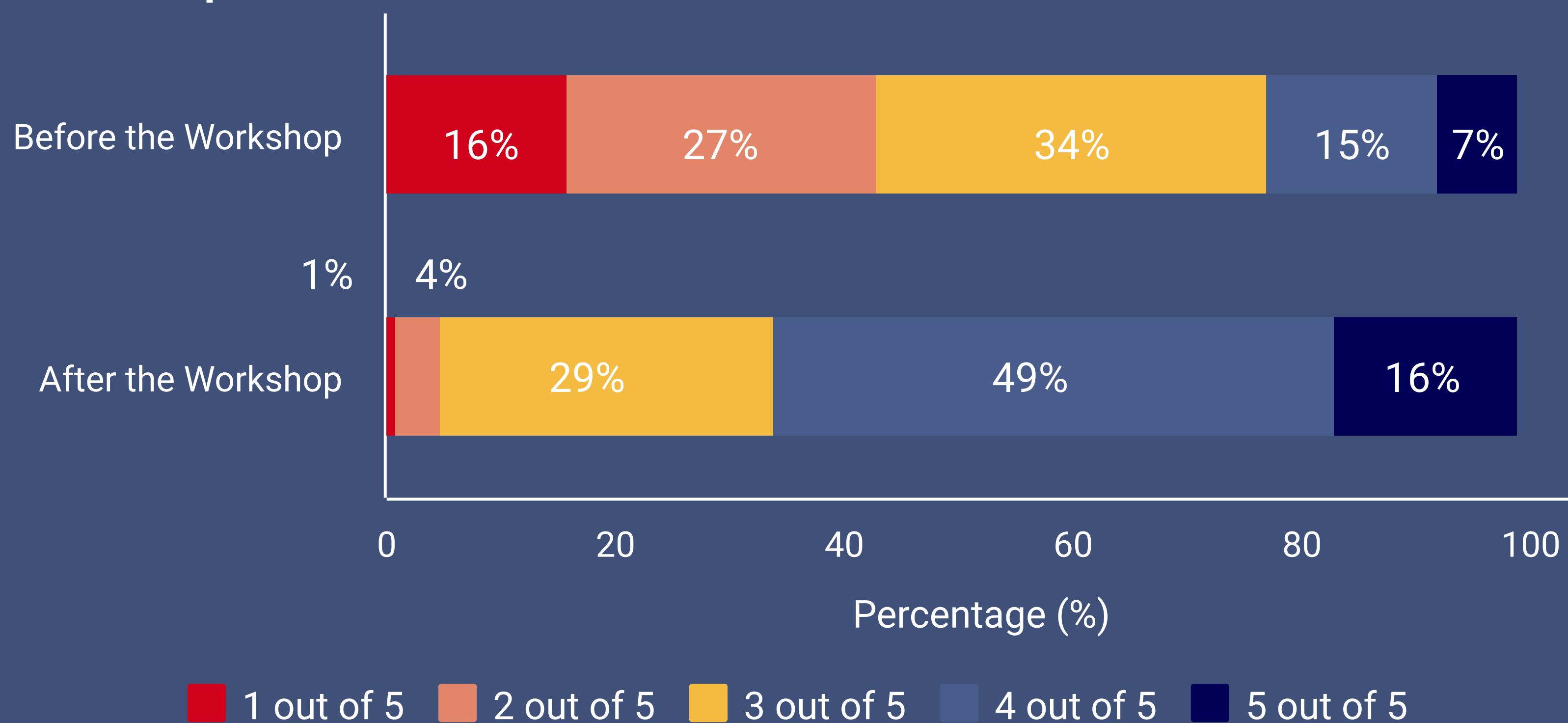


Figure 9: EDI skills assessment. Data: Workshops participants survey, n=74.

The successful planning and implementation of impactful gender equity initiatives hinge on several factors, but their design and delivery are particularly important. Well-designed and delivered programs can have a material impact on workplace culture and employee well-being. For example, according to recent research by Better Buys, employees who obtain professional development opportunities in their workplace are 15% more engaged and 34% less likely to leave their company.[14] That said, while many organizations mean well and have the right equity programs in place, they are not necessarily delivered in a way that will resonate with their employee base. In these cases, they can exacerbate the very challenges they are trying to fix.[15] Providing employers with the knowledge and confidence they need to bridge this gap is key to actionable results.

Key Identified Opportunities for Organizations

Following workshops, most participants indicated that they were actively reflecting on how to apply what they had learned in real life. Some participants expressed a commitment to start tracking EDI metrics with the intent of measuring progress over time, while others created checklists of recommended items to further review with their broader teams. The purpose of these actions was to obtain greater organizational buy-in, something necessary to develop and deploy an EDI strategy. Many participants also expressed a commitment to initiate discussions on EDI business strategies within their organizations and share the workshop's recommendations with their leadership teams.

In terms of participant satisfaction, one person who attended an online workshop noted that "ICTC has brought attention to policies and procedures that may lack inclusivity. For example, the review of job descriptions and postings for inclusivity, as well as monitoring the diversity makeup of employees, are all significant topics discussed throughout each webinar."

Overall, participants identified several specific opportunities and practical actions to increase gender equity. These include:

1

Strengthening their organization's visibility and brand by showcasing commitment to gender equity

- Improving website branding by adding an EDI statement and updating the organization's mission to align it with the values of employees.
- Refining language in job postings to encourage diverse candidates to apply.

2

Improving recruitment strategies

- Revisiting and adjusting the broader recruitment process with the goal of enhancing inclusivity.
- Implementing recruitment outreach and engagement strategies that specifically seek to engage with diverse candidates, with a focus on women.

3

Improving workplace policies and programs

- Revisiting and working on improving existing policies, such as those related to benefits and accommodations, to create a more inclusive and supportive work environment.
- Identifying areas for improvement in organizational culture, procedures, policies, and programs with the aim of improving retention.

4

Improving organizational culture

- Implementing organization-wide diversity and inclusion training, such as unconscious bias training and diversity training for hiring managers and senior leaders.
- Organizing a workshop on the value of gender diversity to boost EDI awareness among all staff.



“The discussion surrounding the interview process I found to be the most useful. By engaging a more diverse applicant pool, organizations can ultimately achieve a more diverse employee base.”

“Our organization continues to grow, with approximately 140 employees... It has become evident that we need to dedicate more effort toward these initiatives. This program has proven to be incredibly valuable for us, providing valuable insights and resources to enhance our diversity and inclusion efforts.”



Program Outcomes

The primary objective of the Ambassador program is to promote gender equity in Canada's digital economy and to tackle the issue of women's underrepresentation in the field. The methods of doing so were diverse but largely focused on developing and disseminating knowledge, resources, and tools and facilitating connections. The program yielded strong near-term impacts that resonate with its broader objectives, and the impact of some of the program activities may yield further impacts over time (for example, the results of employers building and actioning strategies).

Increased EDI Awareness

The Ambassador program was actively promoted through various avenues and by different stakeholder groups. Social media campaigns, networking events, conferences, individual meetings with employers, and word-of-mouth referrals were just some examples of how participants and others shared news and updates about the Ambassador program and its activities. Increased awareness contributed to a significantly higher number of organizations enrolling in the program than originally expected. Consequently, more employers gained insights into EDI, its advantages and tangible benefits, and the potential impacts of engaging, retaining, and supporting gender-diverse teams.



"I found value in the content shared and believe that raising awareness, particularly among HR professionals in smaller companies with limited resources, is highly beneficial."

"I believe our organization has its own unique aspects, but I found some of the insights gained from the resources provided to be quite valuable. Overall, I think it's important to retain this knowledge and raise awareness within our organization as we continue to grow."

"There were a lot of great conversations today. As a male C-suite/co-founder, I need directions on how to implement a program to ensure that we're acquiring top female talent. I am willing to drive this change!"

Increased EDI Competence

The Ambassador program provided education and training sessions covering a wide array of EDI topics. These sessions delved into areas such as unconscious bias, gender microaggressions, strategies for creating an equitable brand, creating an equitable recruitment process, techniques for supporting a diverse workforce, and much more. Through this training, participants had an opportunity to deepen their understanding of diversity-related issues that could be present within their organizations. By gaining insight into these topics, participants were prompted to recognize potential areas of concern inside their organizations. As one participant noted: “I gained a deeper understanding of inclusion and diversity and how it impacts every level of the organization. Most important was how I can really do small steps in my role that can have a big impact within my organization.”

The program equipped organizations with a variety of EDI resources and tools. These were developed to improve organizational policies and procedures aimed at attracting, hiring, retaining, and supporting diverse teams. As one participant noted, “Personally, one of my favourite workshops was developing an effective EDI business plan. It was very simplified. It was something you were able to take back and reflect on and action right away”. These resources and tools provided businesses with actionable strategies to address EDI challenges effectively. Moreover, engagement with EDI-focused ambassadors inside the program offered participants the opportunity to learn from real-life examples and practices. By offering concrete solutions and guidance, the program empowered businesses to take steps toward creating more equitable and inclusive workplaces. One of the participants mentioned, “I feel like the program had a huge impact. I could immediately use the information provided, and I was able to implement that into the organization’s strategy and planning for the upcoming year.”



“I found value in the content shared and believe that raising awareness, particularly among HR professionals in smaller companies with limited resources, is highly beneficial.”

“I believe our organization has its own unique aspects, but I found some of the insights gained from the resources provided to be quite valuable. Overall, I think it's important to retain this knowledge and raise awareness within our organization as we continue to grow.”

“There were a lot of great conversations today. As a male C-suite/co-founder, I need directions on how to implement a program to ensure that we're acquiring top female talent. I am willing to drive this change!”

Conclusion

Strengthening the digital economy and supporting the advancement of women are essential for Canada's competitiveness, innovation, and future opportunities. The Ambassador program stands out as a valuable initiative for enhancing women's representation in tech. The program equipped employers with the tools and resources needed to develop and implement EDI strategies in their organizations and better attract, hire, and retain women.

The program achieved multiple immediate outcomes and laid the foundation for its ultimate goal: increasing the representation of women in the digital economy. Expanding the program would allow more digital economy employers to make material changes that improve gender equity across the digital landscape.



References

- [1] ICTC calculations, Statistics Canada, monthly LFS data.
- [2] Maryna Ivus and Maya Watson, “Gender Equity in Canada’s Tech Ecosystem: Attracting, Retaining, and Supporting Entry- and Mid- Level Talent,” Information and Communications Technology Council (ICTC), May 2022, <https://ictc-ctic.ca/reports/gender-equity-in-canadas-tech-ecosystem#report>.
- [3] Sandrine Devillard et al, “The Power of Parity: Advancing Women’s Equality in Canada,” McKinsey and Company, 2017, <https://www.mckinsey.com/~media/mckinsey/featured%20insights/women%20matter/the%20power%20of%20parity%20advancing%20womens%20equality%20in%20canada/mgi-the-power-of-parity-advancing-womens-equality-in-canada-full-report.pdf>.
- [4] Elaine Montilla, “Top Three Reasons We Need More Women in Tech,” Forbes, May 2020, <https://www.forbes.com/sites/forbestechcouncil/2020/03/10/top-three-reasons-we-need-morewomen-in-tech/?sh=69b7b30715fb>.
- [5] ICTC calculations, Statistics Canada, monthly LFS data, 2023.
- [6] Maryna Ivus and Maya Watson, “Gender Equity in Canada’s Tech Ecosystem: Attracting, Retaining, and Supporting Entry- and Mid- Level Talent,” Information and Communications Technology Council (ICTC), May 2022, <https://ictc-ctic.ca/reports/gender-equity-in-canadas-tech-ecosystem#report>.
- [7] Gender Equity in the Digital Economy Assessment Tool, ICTC, <https://etalentcanada.ca/ambassador-program-gender-equity-in-the-digital-economy-survey>.
- [8] “Women and Innovation: Encouraging female entrepreneurship and increasing the role of women in tech - Crossed perspectives France – Canada,” La French Tech, March 2023, https://uploads-ssl.webflow.com/63cec96b12375146c53c3346/64078991eb0083582a153689_FRANCE%20CANADA%20ABEONA%20NETWORK%20WOMEN%20AND%20INNOVATION%202023.pdf
- [9] ICTC calculations, Statistics Canada, monthly LFS data. 2023.
- [10] ICTC calculations, Statistics Canada, monthly LFS data. 2023.
- [11] ICTC calculations, Statistics Canada, monthly LFS data. 2023.
- [12] Paul Petrone, “See the Industries With the Highest Turnover (And Why It’s So High)” LinkedIn Learning Blog March 19, 2018 <https://www.linkedin.com/business/learning/blog/learner-engagement/see-the-industries-with-the-highest-turnover-and-why-it-s-so-hi>
- [13] Jordan Turner, “Employees Seek Personal Value and Purpose at Work. Be Prepared to Deliver,” Gartner, May 29, 2023, <https://www.gartner.com/en/articles/employees-seek-personal-value-and-purpose-at-work-be-prepared-to-deliver>.
- [14] Better Buys, “The Impact of Professional Development”, <https://www.betterbuys.com/lms/professional-development-impact/>
- [15] Elizabeth Weingarten, Liz Kofman-Burns, “Is Your Leadership Program Undermining Your EDI Goals?”, October 6, 2022, <https://hbr.org/2022/10/is-your-leadership-development-program-undermining-your-dei-goals>