

## Recommendations

### **Continue implementing initiatives to achieve gender parity goals.**

Your organization is working hard to achieve gender equity! While progress is being made, there is still some work to be done. Your organization's continued dedication will enable you to achieve your goals of creating a truly diverse and inclusive workplace. There are a few things your organization can do to further move the needle:

- **Standardize your recruitment evaluation process:**

Implementing standardization in the evaluation process can help to promote equity in the recruitment process as it allows for unbiased and objective evaluation of candidates. To achieve this, consider implementing a standardized scoring system that evaluates candidates on their qualifications, skills, and experiences. Work with your recruitment/HR team to identify behaviours, skills, and competencies that are necessary for each role. Identify scoring against behaviours, skills, and competencies to understand which attributes a top candidate should demonstrate. Using these evaluation techniques may help your organization remove unintentional assumptions or stereotyping of candidates.

*Recommendation Alignment: Recruitment*

- **Implement blind hiring:**

Consider implementing blind hiring, a methodology that removes personal information such as names, addresses, and educational institutions from an applicant's resume. This process helps to remove the unconscious bias of hiring managers. To achieve this, work with your recruitment/HR team to identify information that may be unconsciously impacting the way a hiring manager perceives an applicant. Leverage third-party tools such as Applicant Tracking Systems (ATS) to anonymize resumes and applicants. Then, conduct A/B testing to measure the new process and understand if the implementation of blind hiring is yielding results. This includes evaluating the number of men and women that are applying for roles, being selected for interviews, and being offered positions. Ensure you communicate your blind hiring practices with candidates to create transparency and highlight your commitment to gender equity.

*Recommendation Alignment: Recruitment*

- **Continue training hiring managers:**

Invest in the training of your hiring managers to help them understand and recognize their potential for bias during the recruitment process and continue to provide them with practical strategies to reduce bias. Leverage real-world examples of barriers in the recruitment process by using case studies to make the training more relatable and effective. Additionally, implement metrics to monitor the success of the program.

*Recommendation Alignment: Recruitment, Professional Development*

- **Implement a diverse hiring panel:**

Diverse hiring panels can help to promote gender equity in the hiring process as it highlights visual representation to candidates. To achieve this, work with your organization to identify individuals that should participate in hiring panels. Ensure that the individuals selected to participate are representative of the community in which the organization serves. Conduct training for participants and work with them to review current interview processes and policies to ensure bias is not at play.

*Recommendation Alignment: Recruitment, Professional Development*

- **Evaluate job posting language:**

Gender-neutral language in job postings may help in attracting more women to apply for jobs. Inclusive language can help to create a more welcoming environment for all candidates. To achieve this, implement gender-neutral pronouns (example: instead of "He" or "She," use pronouns like "they" or "them"). Additionally, evaluate the language and tone used in your job postings and remove or modify language that may be perceived as exclusive, such as "competitive," "aggressive," or "cut-throat." If applicable, leverage inclusive images and illustrations. Lastly, make sure to highlight your organization's commitment to diversity, equity, and inclusion by explaining the equitable initiatives that your organization participates in or invests in.

*Recommendation Alignment: Recruitment*

- **Diversify your talent pipeline:**

Audit your organization's current recruitment sources to identify opportunities to diversify your talent pipeline. Identify opportunities to expand outreach through partnerships with universities, colleges, professional associations, and non-profits. Introduce metrics to track the success of your recruitment sources.

*Recommendation Alignment: Recruitment*

- **Establish an employer brand that highlights commitment to gender equity:**

Highlight your organization's commitment to diversity, equity, inclusion (DEI) and gender equity to existing employees and future candidates. Update messaging on outreach sites such as websites and social media. Further, implement enterprise-wide training for hiring managers on DEI and gender equity positioning to ensure consistent and accurate messaging to candidates. Build partnerships with community organizations to highlight your commitment to DEI and gender equity in the community that your organization serves.

*Recommendation Alignment: Recruitment, Retention*

- **Invest in awareness and outreach campaigns:**

Consider investing in awareness and outreach campaigns targeted toward girls and women. These campaigns can highlight women in tech roles at your organization and demonstrate their successes. This will help increase gender visibility and support breaking down barriers. Consider showcasing stories via marketing channels such as social media and build outreach initiatives by developing meaningful partnerships with academic institutions, non-profits, and community organizations. Your organization could also consider creating mentorship programs or running workshops to provide guidance and support to women considering a career in tech. These initiatives can help to cultivate potential future employees, attract more candidates to open tech roles, and support retention within your organization.

*Recommendation Alignment: Recruitment, Retention*

- **Consider embedding gender equity training in onboarding processes:**

To ensure all new hires have a strong understanding of gender equity and the things they can do to promote it, consider embedding gender equity training within your onboarding processes. This training can cover topics such as unconscious bias, microaggressions, gender stereotypes, and workplace harassment and discrimination. By providing employees with knowledge and skills, they can help create a culture that is more welcoming and inclusive to all employees. Additionally, it can empower them with the knowledge of which processes to follow if they experience or witness issues of harassment or discrimination.

*Recommendation Alignment: Onboarding, Retention*

- **Invest in professional development opportunities for women:**

To support the retention and progression of women into mid-management and senior leadership positions, consider developing and implementing professional development programs that can help support progression. These programs include providing women with the necessary knowledge, network, and support to achieve their next career milestone. Establish internal processes to proactively identify professional development needs across your employee base and consistently measure employees' skills and competencies to identify development needs. Providing robust professional development programs helps to empower employees with knowledge and skills that support getting them to the next level of their careers.

*Recommendation Alignment: Professional Development, Retention*

- **Establish metrics and Key Performance Indicators (KPIs):**

Establish SMART (specific, measurable, attainable, relevant, and time-bound) metrics to hold your organization accountable to its gender equity targets and objectives. Make sure to assign owners to each metric/KPI to ensure accountability and value realization. Establish regular reviews of these goals and their achievement with your leadership team to help guide your organization's efforts toward organization-wide gender equity.

*Recommendation Alignment: Recruitment, Onboarding, Professional Development, Retention*

- **Conduct consistent pay equity audits and benefits reviews:**

Implementing pay equity audits and benefits reviews may help to reduce employee turnover as it provides employees with more transparency and confidence that their total compensation is calculated equitably. Review your employees' current pay and benefits packages and assess whether there are disparities based on demographic factors such as gender identity and race/ethnicity. Develop a plan of action to make salary and benefits adjustments if a gap exists. Communicate the methodology for evaluating compensation to employees and ensure they understand the reason for any changes. Communicate regularly with employees that your organization prioritizes pay equity.

*Recommendation Alignment: Retention*