



Employer Guide to Engaging Newcomers in Tech

Hiring newcomers isn't about lowering standards
—it's about removing barriers and accessing talent already here.

Based on ICTC research | Pathways to Employment (2024)



Why This Matters Now

Newcomers Are Already Powering Canada's Tech Sector.

Nearly **40%** of Canada's ICT workforce are immigrants

Immigrants have driven **over half** of recent ICT sector growth



By **2032**, immigration will account for all population growth in Canada

Newcomer talent is not future talent – it's today's workforce.

Business Case (Beyond DEI)

Hiring Newcomers Is a Competitive Advantage.

Research shows organizations with **higher ethnic diversity and inclusion** experience:



Up to **80%** stronger business performance



2.4% higher revenue with just a 1% increase in diversity

NEWCOMERS BRING:

International experience & global market insight

Understanding of diverse markets, regulations, language & customer needs

Highly transferable technical skills, especially in ICT

The Missed Opportunity

Talent Exists — But Is Often Underutilized.

Degree-holding newcomers are **2–3×** more likely to be unemployed or underemployed

Underutilization costs Canada an estimated **\$50B** annually in GDP

The challenge is not talent — it's how talent is recognized and assessed.

COMMON BARRIERS

Overemphasis on "Canadian experience"

Bias in hiring norms and practices

Undervalued international experience

Limited foreign credential recognition

Attracting Newcomer ICT Talent

Visibility and Partnerships Matter.

EMPLOYER STRATEGIES:

- Partner with newcomer employment services
- Seek out immigrant communities

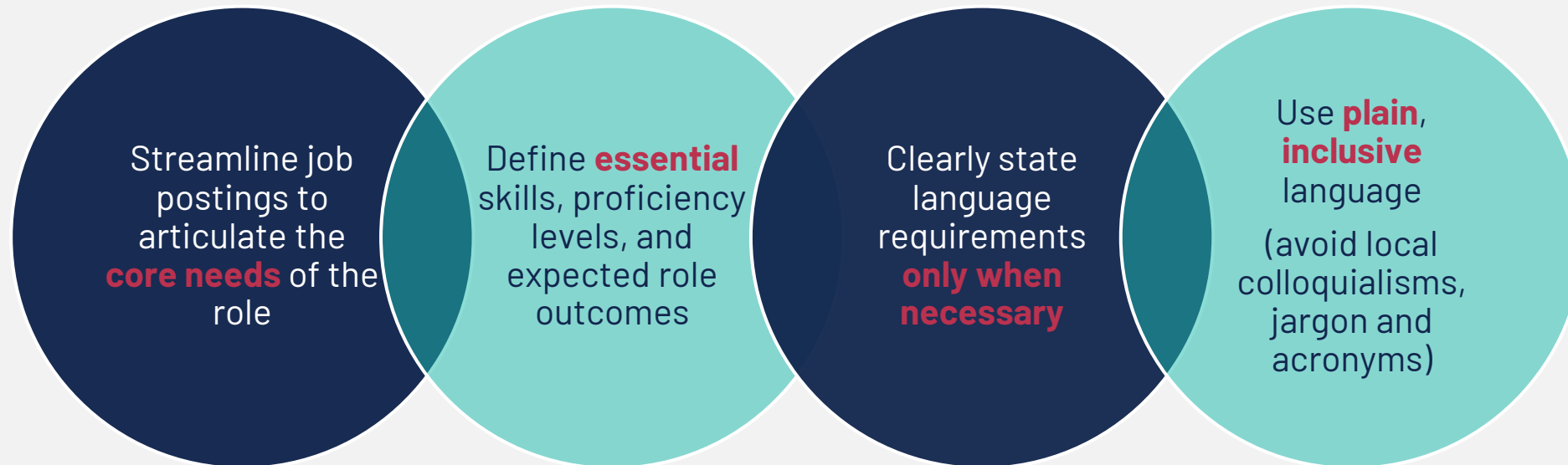


- Make use of existing community networks and international connections
- Show diversity and inclusion in job postings and employer branding

Writing Better Job Descriptions

Small Changes, Big Results.

EMPLOYER STRATEGIES:



*Focus on what is **essential** for the role – not everything that is “**nice to have**.”*

Screening & Assessing Candidates

Focus on Skills – Not Assumptions or Canadian Experience



EMPLOYER STRATEGIES:

Use diverse hiring panels and blind recruitment techniques to reduce **unconscious bias**

Apply **skills-based** assessments where possible

Ask **behaviour-based** interview questions

Recognize international experience, education & transferable skills

De-centre Canadian experience & language skills

Share interview format & expectations in advance

Retention Starts on Day One

Retention is More Cost-effective than Rehiring.

Why Strong Onboarding Matters:

70%

increase in productivity

82%

improvement in retention

58%

higher likelihood of long-term retention

EMPLOYER STRATEGIES:

- Buddy system & first-day job shadowing
- Gradual onboarding and role clarity
- Regular check-ins ("stay interviews")
- Language and communication supports (e.g., workshops, conversation circles, learning resources)

Culture, Connection & Belonging

Inclusion Drives Retention.

EMPLOYER STRATEGIES:

Provide orientation on
Canadian workplace norms
for newcomers

Provide **cultural
sensitivity training**
for all employees

Set clear **DEI expectations**
and respectful workplace
practices

Ensure safe,
confidential ways to
report concerns

Train leaders to
manage inclusively

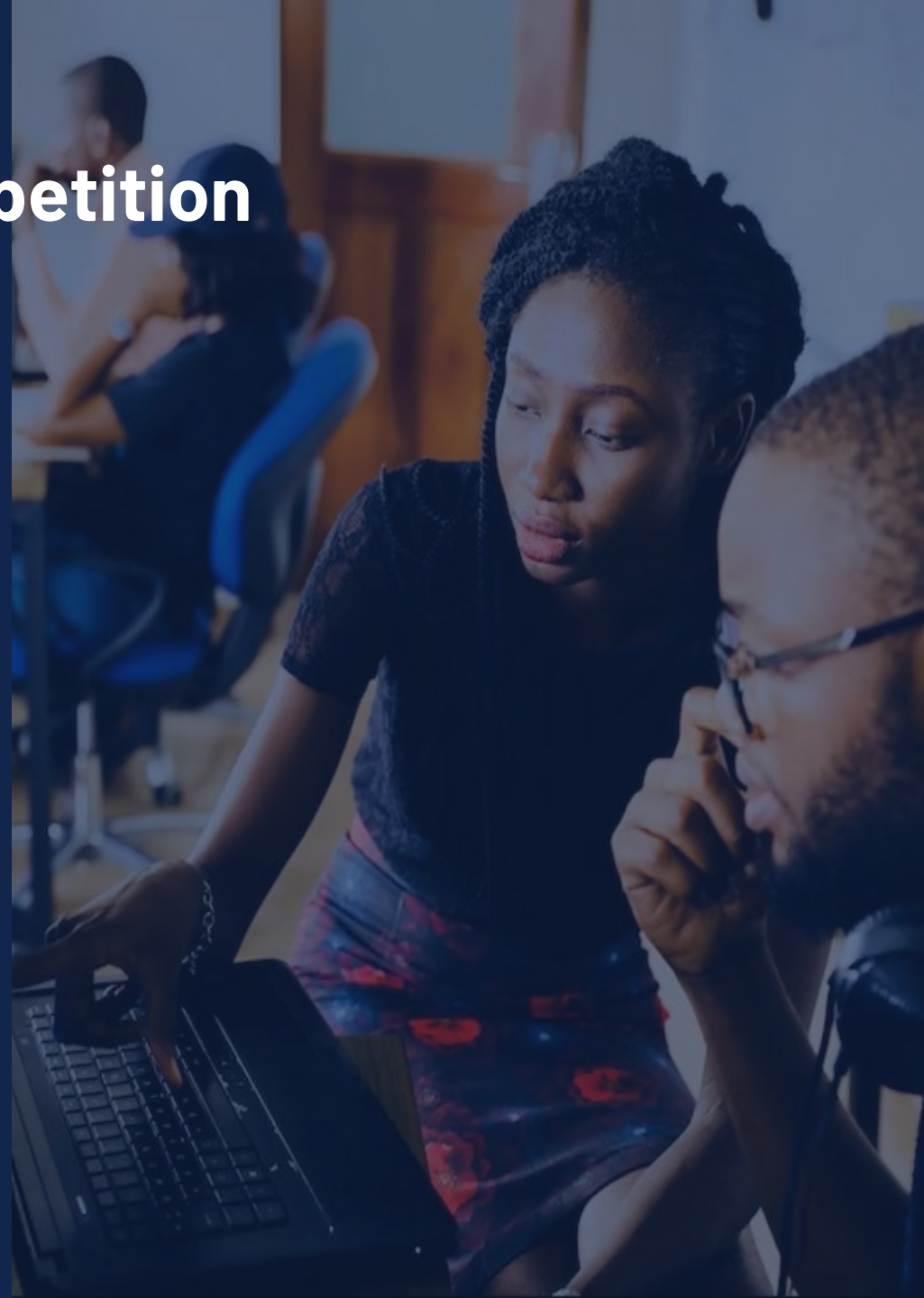
Create opportunities for
social connection and
team-building

Career Development & Market Competition

Retention Is Also About Growth.

EMPLOYER STRATEGIES:

- Offer **competitive pay & benefits**
- Provide clear **career advancement** pathways
- Align roles with newcomers' experience and skill levels
- Provide **customized training** to address skills gaps
- Encourage peer-to-peer learning through coaching and mentorship
- Highlight existing internal training opportunities
- Support self-directed learning with access to learning resources



Connect With Us

Explore how ICTC's GO Talent and Work Ready programs support employers in connecting with newcomer ICT talent.

