

 UP THE
NUMBERS

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MAKE GENDER
DIVERSITY A
BUSINESS PRIORITY TO
SPARK CHANGE

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2019

MAKE GENDER DIVERSITY A BUSINESS PRIORITY TO SPARK CHANGE

For nearly 30 years, now Women in Communications and Technology has been a leader in advocating the benefits of gender equality in the workplace. Because workplaces are all generally places of business, our work has involved articulating a strong business case for diversity. The business case for the greater inclusion of women in Canada's digital sector is straightforward and compelling:

Facing full employment and as many as 180,000 vacancies by 2020, Canadian technology firms must access all sources of knowledge and talent available. The persistently low percentage of women engaged in technology indicates a large, untapped pool of talent.

Diversity of thought and experience in organizational work groups are recognized as a source of innovation.

Diverse companies demonstrably outperform homogenous ones.

Diversity in organizational leadership (executives and directors) produces better corporate governance.

Year over year, this business case grows stronger. Fresh research from major business schools, leading management consulting firms and, most recently, the Government of Canada continuously underscores that diversity is good for business.

One of the most coherent contributions to this pool of knowledge has come from the IBM Institute for Business Value. The report "Women, Leadership and the Priority Paradox," explores why – despite the strong business case – few businesses are making progress on gender diversity in corporate leadership. It states, "...While there has never been greater awareness in the corporate world of the need for – and benefits of – promoting women, the percentage of women in senior leadership remains exceedingly small."¹

¹ "Women, Leadership and the Priority Paradox". IBM Institute for Business Value, 2019. Michelle Peluso, Carolyn Heller Baird and Lynn Kesterton-Townes authors.

The report, based on a global survey of 2,300 organizations, attempts to understand this paradox. It states “We found that the vast majority of companies are not prioritizing the advancement of women – at least not formally. For as many as 67% of respondents, promoting more women into leadership may be encouraged but it doesn’t constitute a formal business priority for their organizations.”

Making gender diversity a business priority is a critical first step in achieving the business results that diversity creates. It establishes a clear statement of organizational will and strategic direction. Like other business priorities such as innovation, cost containment and expansion into new markets, the establishment of a gender diversity priority implies understanding the current state of operation, setting goals for change, identifying accountabilities for achieving those goals and properly incenting and compensating the achievement of them. It entails much more than delivering the right talking points on diversity every March.

The First Mover Advantage

The good news is that the study authors did find that 12% of their respondents have taken this step past rhetoric and into action and have designated the advancement of women as a formal business priority. They call this cohort of companies First Movers. And First Movers are already enjoying the advantages accruing from their decision to make gender diversity a priority. “A majority of First Movers report that they outperform their competition in each of these four categories: profitability, revenue growth and employee satisfaction,” the report states.

Metrics are fundamental to the execution of any business priority. This is why WCT produces Up the Numbers, an annual report on where women are in the Canadian technology industry. It presents a picture of the current contribution women are making to the digital economy. It also seeks to underscore the importance of measuring and reporting gender-based workforce data and conducting gender-based analysis at the organizational level. Measurement is key to ensuring that Canada gains a disproportionate share of First Movers.

THE 2019 NUMBERS

The technology industry is deliberately dynamic. It lionizes disruptors. It is constantly in pursuit of the next big thing. It prides itself on its influence on and adaptability to change. Salesforce CEO Marc Benioff might speak for all techies when he says “The only constant in the technology industry is change.”

Yet even in the technology industry, pockets of stasis can be found. The rate of the participation of women in the industry is the most glaring example. In the Canadian ICT industry this rate has been low and resolutely unchanging for nearly decade. (See Sidebar: Why the Numbers Look “Up” on page 8).

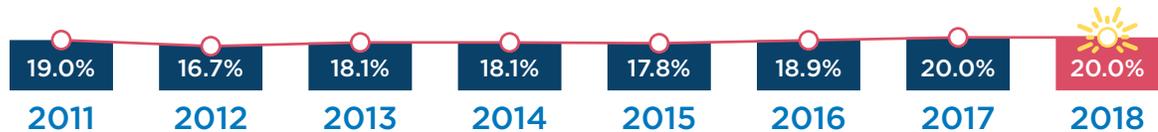
Women in the Canadian ICT Industry

Figure 1: Percentage of Women in the ICT Sector – All jobs



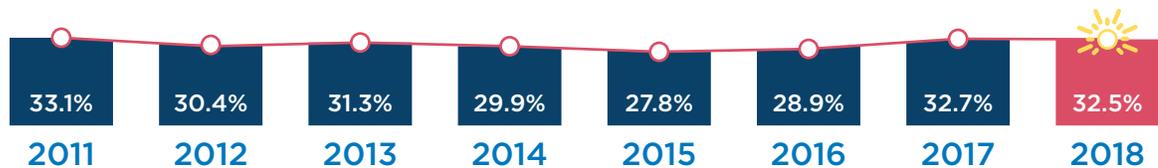
Women contribute to the ICT industry from a number of roles – in communications, human resources, administrative and other functions. But when it comes to the rate at which women occupy the ICT technical roles within the industry, the percentage is even smaller while the rate of change remains just as static. Fundamentally, when it comes to tech jobs like computer programmers, software engineers and web developers, men outnumber women four to one.

Figure 2: Percentage of women in ICT roles in the ICT sector



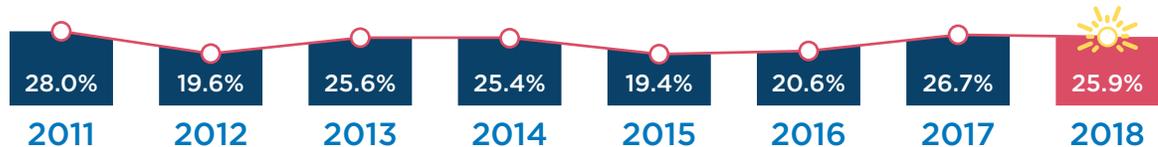
Across the Canadian economy women occupy about a third of management roles. In the ICT industry women have also comprised about a third of managers across all jobs since 2011.

Figure 3: Percentage of Women in the ICT Sector in Management (all jobs)



But when it comes to women in management roles in ICT jobs in the ICT sector, the percentage narrows from a third to roughly a quarter.

Figure 4: Percentage of Women in ICT management roles in the ICT Sector



Women in Senior Leadership in Canadian ICT

Finding women in the most senior ranks of the ICT industry is much more challenging. The Labour Force Survey does not report this data, so once again we have resorted to a manual count. We reviewed the websites of the top 100 companies on the Branham 250 list (which does not include foreign-based multinational firms operating in Canada). Most of these companies identify their CEO's and their self-defined senior leadership team on their websites. Last year we estimated that women comprised 15% of the senior leadership of the largest ICT companies in Canada. This year, using the same methodology, we can record a slight improvement. Of the cohort of 741 senior managers, 131 – or 17.6% – are women. But while we may take some comfort from a 2.6% increase, it is sobering to note that 23 of the largest 100 tech companies on the Branham list have no women in their senior management teams at all.

Figure 5: Percentage of Women in Senior Management in Canadian ICT firms

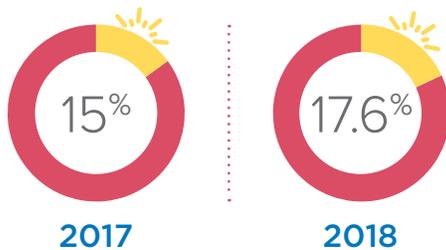
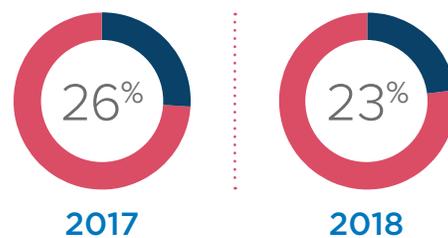


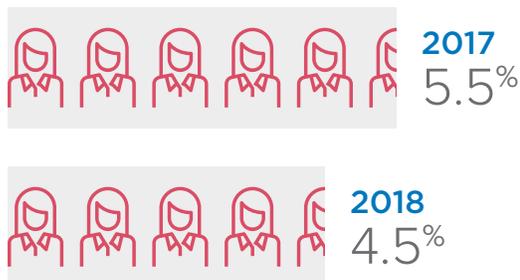
Figure 6: Percentage of Canadian ICT firms reporting no women in Senior Management



Another positive indicator worth noting is the growing diversity of roles the women in senior leadership in Canadian ICT are taking. Human Resources and Legal have long been areas of expertise where women have made contributions to senior management teams. The 2018 group of women senior leaders includes 10 chief human resource officers and seven chief legal officers. But it also includes four presidents, eight chief financial officers and three CIOs.

However, when it comes to CEO's, women's ranks have been reduced. Last year we reported five CEOs and one co-CEO among the top hundred largest firms. This year that number is down to four (plus the co-CEO).

Figure 7: Percentage of Women CEO's in Canada's Largest Technology Companies

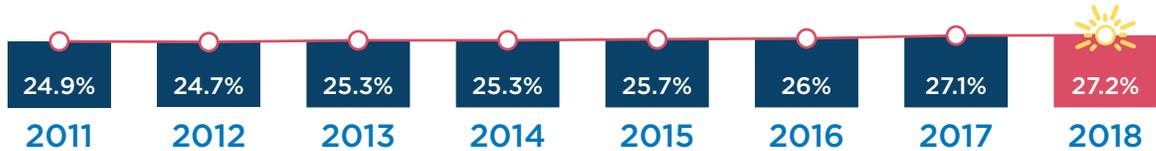


Women in Tech in the Wider Canadian Economy

ICTC's analysis of the Labour Force Survey also provides a view of the gender ratios in the increasingly technology enabled industries in the wider economy such as finance, energy and retail (and virtually everything else.)

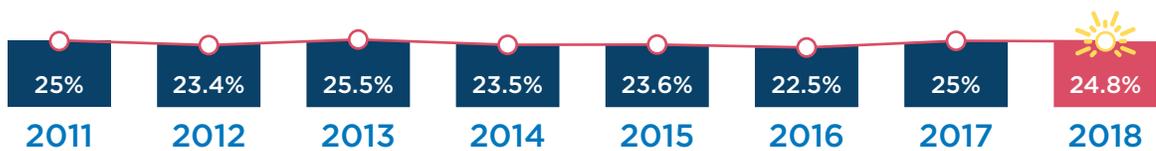
The two figures that follow suggest employers outside the ICT industry do a better job of engaging women in ICT jobs in their companies than the ICT industry does (comparing figure 2 with figure 8).

Figure 8: Percentage of Women in ICT Roles in the Digital Economy



In spite of the stronger start, the rate of advancement into management in ICT jobs is roughly the same regardless of whether the female ICT professional works inside or outside the ICT industry (comparing figure 4 with figure 9).

Figure 9: Percentage of Women in Management ICT Roles in the Digital Economy



APT^N: A LEADER IN DIVERSITY



The creation of Canada's newest national cable television network was, itself, a historic advance for diversity, inclusion and equality. In just over 20 years, APTN has become a creative force that creates, shares and celebrates the stories, perspectives and wisdom of aboriginal people.

Women have played a huge role in the creation of the network since its inception. As APTN Chair Jocelyn Formsma noted, "The natural role of women as leaders is part and parcel of who we are at APTN." The network's extraordinary gender metrics paint a clear picture of the difference that perspective can make to organizational demographics. APTN's workforce is a hair's breadth from gender parity at 49% women. Fifty-nine per cent of its management cadre is female. It's executive management team of six includes three women and its board of directors is 64% female. And in November, the company announced the appointment of Monika Ilke as its new CEO

Women also play a large role in producing the content that has made the network so popular with all Canadians. While the national average percentage of women in screen-based production is 16%, 39% of APTN's production professionals are female. And when it comes to the most senior ranks of production – executive producers, producers and associate producers – APTN is also approaching equity.

This significant female share of voice also helps to ensure a gender positive representation of women in shows such as the widely popular "Mohawk Girls". And documentary series such as "Taken" (reporting the stories of missing and murdered aboriginal women) shine a light on issues other networks overlook.

For the most part, APTN appears to have built an inclusive workforce because it made sense culturally and thus became a corporate priority from the outset.

For its leadership in gender equality APTN was named the recipient of WCT's Company of the Year Award in 2019. Accepting the award before 400 leaders in the broadcasting, telecommunications and technology industries, Ms Formsma noted, "...if APTN is the little engine that could, so can you!"

WHY THE NUMBERS LOOK “UP”

This is the third edition of WCT’s annual Up the Numbers report. WCT releases this report as a means of charting the progress, or lack of progress, of women participating in the information and communications technology industry in Canada. We produce this report with data analyzed for us by the Information and Communications Technology Council of Canada (ICTC). ICTC draws its information from the annual Labour Force Survey produced by Statistics Canada. It provides us with a year over year view of changes in gender ratios in the industry starting with 2011.

This year, as in previous reports, the-year-over-year comparisons present the same flat line as we have seen in previous reports. However, the levels of engagement reported this year are slightly higher than those reported last year. Last year, for example we reported that the level of women’s engagement in all jobs in the Canadian ICT industry was 26.7%. At first glance, this year’s figure of 31.8% looks like a remarkable advance. But, alas, it isn’t.

As mentioned earlier, the technology industry is dynamic. New types of jobs are continuously being created as technology evolves, while older job classifications may lose their relevance and are deleted. This year the list of National Occupation Codes (NOCs) used to prepare this report has expanded to 30. They are listed on page XX. And some NOC codes included in previous reports have been removed. The result of this change sets the current level of women’s engagement in ICT higher, but still substantially remote from gender parity. And the retroactive analysis of data since 2011 still presents the same flat line as we have seen in previous reports. In other words, very little has changed except in our statistical methodology.

APPENDIX A

NATIONAL OCCUPATIONAL CODES (NOC) USED IN THIS STUDY

1	0015 Senior managers – trade, broadcasting and other services, n.e.c.
2	0131 Engineering Managers
3	0213 Computer and information systems managers
4	0601 Corporate sales managers
5	1123 Professional occupations in advertising, marketing and public relations
6	1253 Records management technicians
7	2133 Electrical and electronics engineers
8	2147 Computer engineers (except software engineers and designers)
9	2148 Other professional engineers, n.e.c.
10	2161 Mathematicians, statisticians and actuaries
11	2171 Information systems analysts and consultants
12	2172 Database analysts and data administrators
13	2173 Software engineers and designers
14	2174 computer programmers and interactive media developers
15	2175 web designer and developers
16	2241 Electrical and electronics engineering technologists and technicians
17	2281 Computer network technicians
18	2282 User support technicians
19	2283 Information systems testing technicians
20	4163 Business development officers and marketing researchers and consultants
21	5223 Graphic arts technicians
22	5241 Graphic designers and illustrators
23	5224 Broadcast technicians
24	7241 Electricians (except industrial and power system)
25	7242 Industrial electricians
26	7243 Power system electricians
27	7244 Electrical power line and cable workers
28	7245 Telecommunications line and cable workers
29	7246 Telecommunications installation and repair workers
30	7247 Cable television service and maintenance technicians

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