

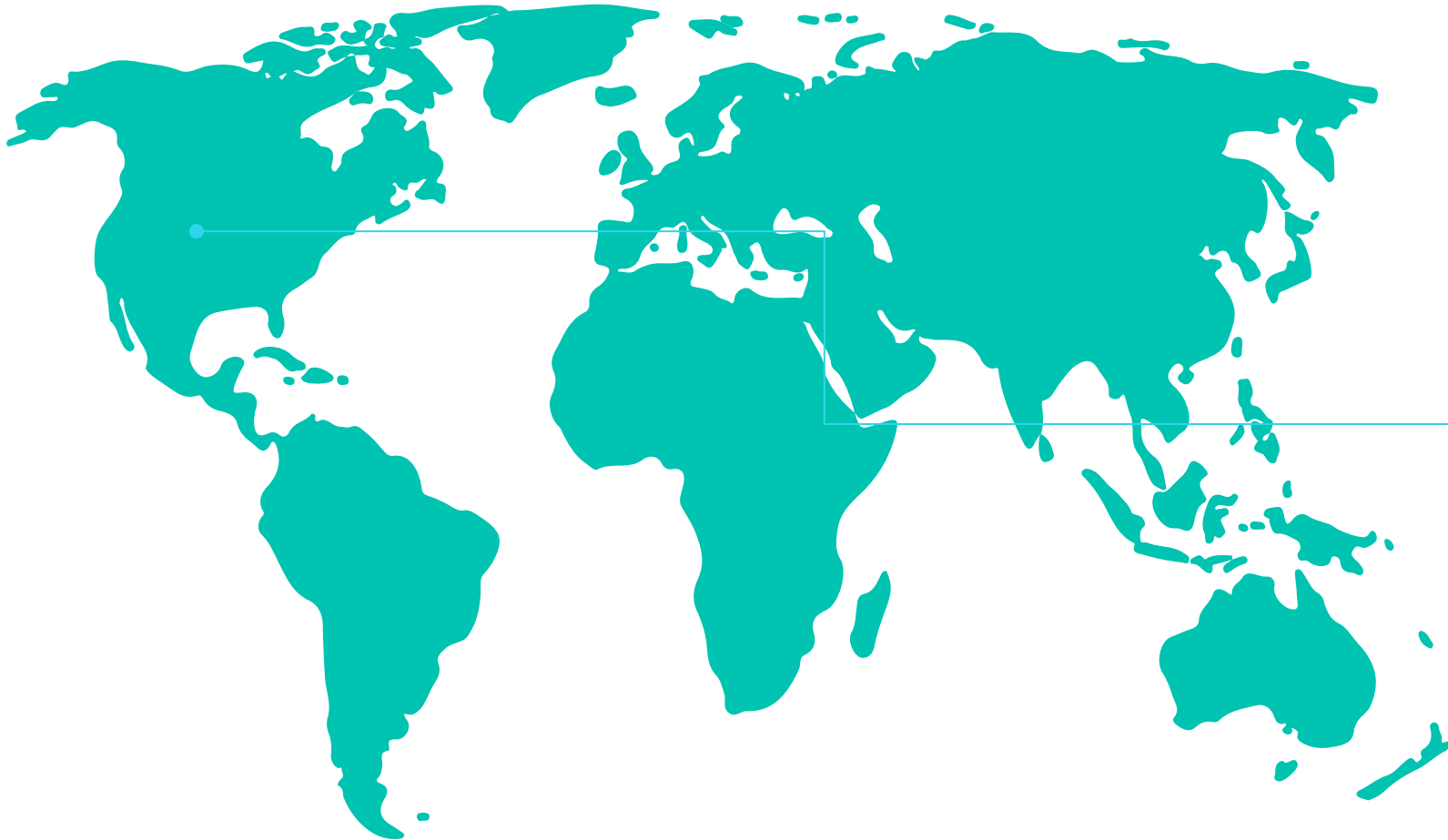


# 2023 Diversity in Tech Dashboard Results

November, 28, 2023



# LAND ACKNOWLEDGEMENT



THIS IS STOLEN LAND

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(Squamish),

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(Tsleil-Waututh)

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(Musqueam)



# Agenda

- Welcome
  - Thanks to our sponsors:
    - Innovate BC & Sun Life
- 2023 Diversity Dashboard Results
- Benchmarking ToolKit
- Supportive EDIB Resources
- Best Practices on Diversity Data Collection

# THE DIVERSITY DASHBOARD WAS MADE POSSIBLE WITH SUPPORT FROM



**Sun Life**



**innovate BC**

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*\*For sponsorship details, please contact Kathy at [kathy@tapnetwork.ca](mailto:kathy@tapnetwork.ca)*

# MERCER PARTNER



**Ailsa Forsgren**  
Partner, Career



# 2023 Diversity Dashboard



28 November 2023

A business of Marsh McLennan



**Benchmarking to capture data on the representation of certain equity deserving groups within the sector.**

**Data collection through the annual salary survey on how employees self-identify:**

**As a certain gender**

**As a person of colour and/or Black person**

**As a person with a disability**

**As an Indigenous person**

**As 2SLGBTQQIA+**

## Participation



189

employers reported information on a range of Equity, Diversity, Inclusion and Belonging (EDIB) policies and practices

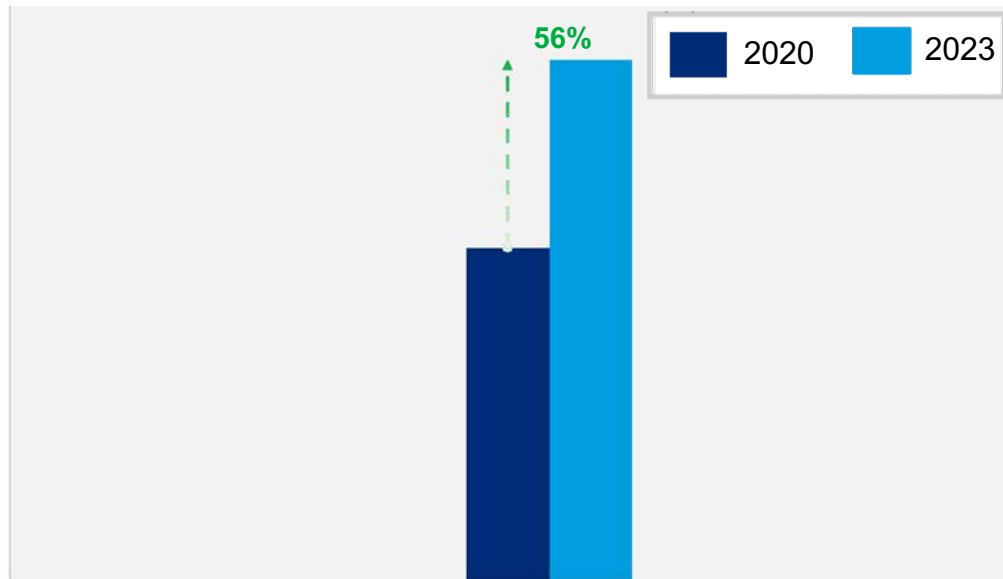


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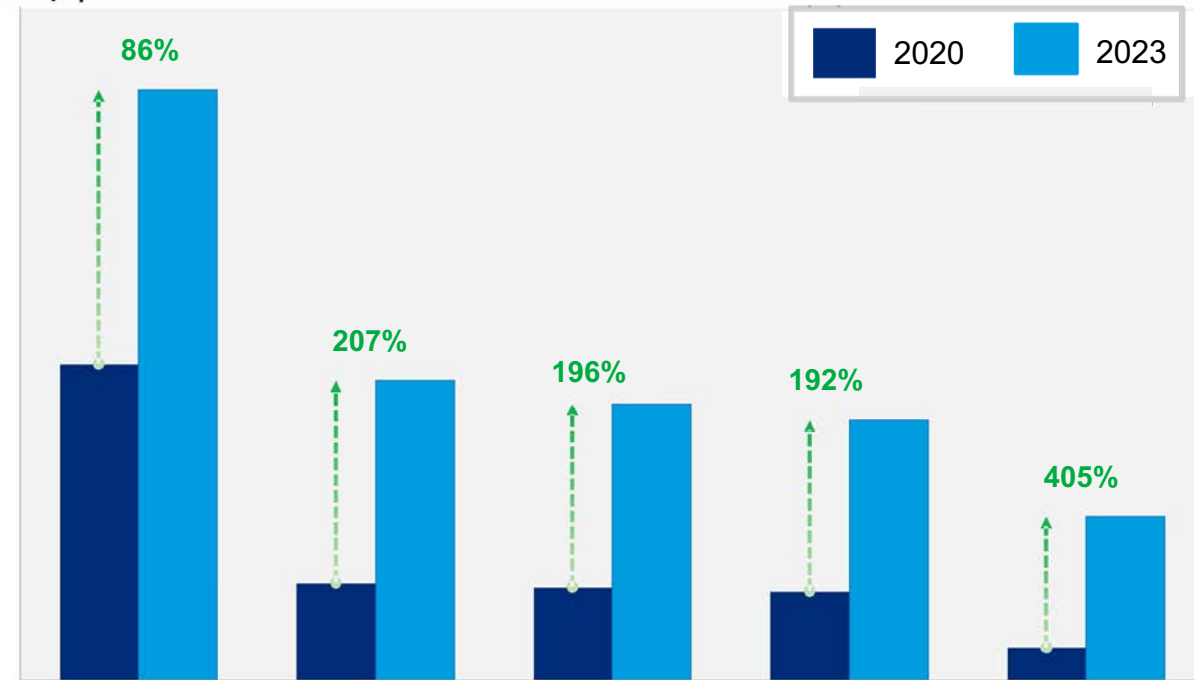
employers reported how their employees self-identified across one or more of the 5 demographic categories



# Growth in data reporting – 2020 to 2023



Number of Employers



Number of Employees

# EDIB Policies and Practices

## Highlights



21%

of organizations' senior leadership teams have **formal accountability for EDIB** related goals or mandates; another **32%** are considering this

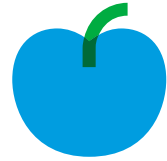


43%

of organizations conduct analyses to **identify pay gaps** for equity deserving groups; another **25%** are considering this

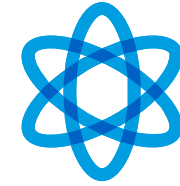
# EDIB Policies and Practices

## Highlights



38%

of organizations provide **EDIB training to leaders**; another 30% are considering this



55%

of organizations ask employees if they have **accessibility needs and/or accommodation requests**; another 12% are considering this

Data on employees self-identifying in the “as a certain gender” category was reported for 26,354 employees

Excludes 370 employees who responded as ‘prefer not to answer’

## Representation

As a certain gender

62.5% Man

36.9% Woman

0.6% Non-Binary or None of These Represent Me

Canadian 2021 Census of Population reported 50.83% of the population as **Women** and 0.33% as **transgender or non-binary**

# Representation

As a certain gender

**Largest population reported** for this demographic group relative to the other groups



26,354 employees reported is an **86% increase** from 2020



**36.9%** representation of women is an **5% increase** from 2020

# Representation

## Women by job family and level



### Highest

### Lowest

#### Job Families

- Administration (83%)
- Human Resources / People & Culture (82%)

#### Job Levels

- Intermediate (41%)
- Entry (40%)

#### Job Families

- Technology, Design & Support (26%)
- Executive / Corporate (27%)

#### Job Levels

- Specialist (6%)
- Senior / Lead (21%)

At the **Executive** job level, 28% of employees are women; unchanged from 2022.

Data on employees self-identifying in the “as a person of colour and/or Black person” category was reported for **13,366** employees

*Excludes 844 employees who responded as ‘prefer not to answer’*

## Representation

As a person of colour and/or Black person

**37.5%** Yes

**62.5%** No

2021 Canadian census reported **26.5%** of the population as a person of colour and/or Black person

## Representation – as a person of colour and/or Black person



Representation dropped year-over-year but is **significantly higher than the Canadian population**



13,366 employees reported is a **207% increase** from 2020



# Representation – as a person of colour and/or Black by job family and level



## Highest

### Job Families

- Finance (43%)
- New Media (40%)

### Job Levels

- Fully Competent / Career (47%)
- Entry (43%)



## Lowest

### Job Families

- Executive / Corporate (19%)
- Manufacturing (23%)

### Job Levels

- Executive (19%)

Data on employees self-identifying in the “as a person with a disability (apparent or non-apparent)” category was reported for **12,331** employees

*Excludes 685 employees who responded as ‘prefer not to answer’*

## Representation

As a person with a disability

4.2%

Yes

95.8%

No

Statistics Canada’s 2017 Canadian Survey on Disabilities reported **15.3%** of the **population aged 25 to 44 years** as persons with disabilities and **24.3%** of the **population aged 45 to 64 years**

## Representation – as a person with a disability

**Representation**  
of people  
with disabilities  
**grew slightly**  
year-over-year



12,331 employees reported  
is a **196% increase**  
from 2020



**4.2%** representation of  
people with disabilities  
has grown 2.1% from 2020

## Representation – as a person with a disability

Due to sample size limitations, detailed breakdown by job family or level is not possible

**Job Family:**  
Highest representation in the Human Resources / People & Culture and Administration

**Job Level:**  
Highest representation at the Intermediate level

Data on employees self-identifying in the “as an Indigenous person” category was reported for 11,607 employees

*Excludes 405 employees who responded as ‘prefer not to answer’*

## Representation

As an Indigenous person

0.9%

Yes

99.1%

No

Canadian 2021 Census of Population reported 5% of the population as **Indigenous peoples**

## Representation – as an Indigenous person



11,607 employees reported  
is a **192% increase** from  
2020



**0.9%** representation of  
Indigenous peoples grew  
by **0.4%** in 2020

Due to sample size limitations, a further breakdown of the representation data by job family / level is not possible

Data on employees self-identifying in the “as 2SLGBTQQIA+” category was reported for 7,317 employees

*Excludes 772 employees who responded as ‘prefer not to answer’*

## Representation

As 2SLGBTQQIA+

8.8%

Yes

91.2%

No

Statistics Canada reported 4% of the population aged 15 or older as **LGBQ2+** in 2021

## Representation – as 2SLGBTQQIA+



7,317 employees reported  
is a **405% increase** from  
2020



**8.8%** representation as  
2SLGBTQQIA+ grew **0.6%**  
from 2020



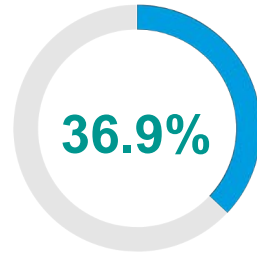
## Representation – as 2SLGBTQQIA+

Due to sample size limitations, a detailed breakdown by job family or level is not possible

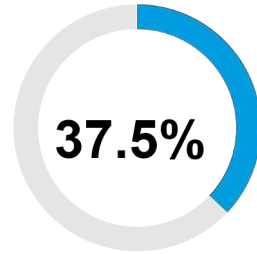
**Job Family:**  
Highest representation in the New Media job family

**Job Level:**  
Highest representation at the Specialist level

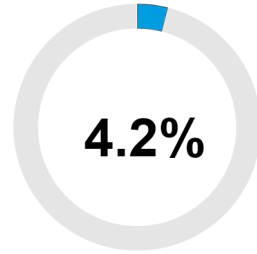
# Summary of Representation in 2023



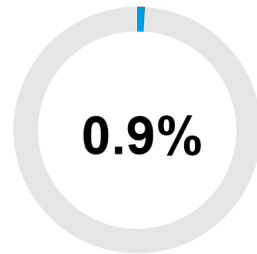
self-identified as a **woman**



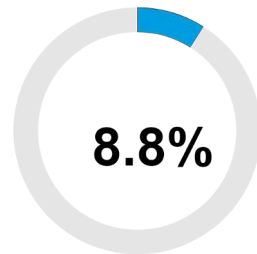
self-identified as a **person of colour and/or a black person**



self-identified as a **person with a disability**



self-identified as an **Indigenous person**



self-identified as **2SLGBTQQIA+**

# Shifting representation

## 2020 to 2023

Female	Person of colour / black	Person with disability	Indigenous person	2SLGBTQQIA+
 5.0%	 -5.8%	 2.1%	 0.4%	 0.6%

## Representation – Software Engineer / Developer jobs family

**Software Engineer / Developers** are the **most populated benchmark jobs** in the survey. Compared to the entire sample of employees, representation in this job family shows:



**Higher representation**

**Person of Colour and/or Black  
2SLGBTQQA+**



**Lower representation**

**Indigenous person  
Person with a disability**



**Significantly lower representation**

**Only 17.8%** of Software Engineers / Developers are **Women**, versus **36.9%** across all employees

# TAP Network Compensation Survey – Raw Pay Gap

While this shows a trend that the average salary for females lags males in all levels, factors that could explain the difference (time in role, performance rating, etc.) have not been accounted for and would require a more in-depth analysis to quantify any unexplained pay gap.

	Percent Male	Percent Female	Average Male Base Salary	Average Female Base Salary	Base Salary Ratio
Entry	59%	41%	\$67.4 K	\$62. K	92%
Intermediate	59%	41%	\$86.5 K	\$76.9 K	89%
Fully Competent	78%	22%	\$116.9 K	\$109.1 K	93%
Senior/Lead	69%	31%	\$113.4 K	\$99.5 K	88%
Management	65%	35%	\$148.7 K	\$122.2 K	82%
Executive	72%	28%	\$248.3 K	\$231.9 K	93%

*Sample sizes for the # of other demographic categories besides gender are not statistically significant enough to provide pay trend data.*

Source: TAP Network Survey 2023

# What do we mean by pay equity?

**“RAW”  
PAY GAP**

How average or median pay differs between demographic groups

=

**“EXPLAINED”  
PAY GAP**

How pay differs because people are in different occupations and roles and have different education and labor market experience

+

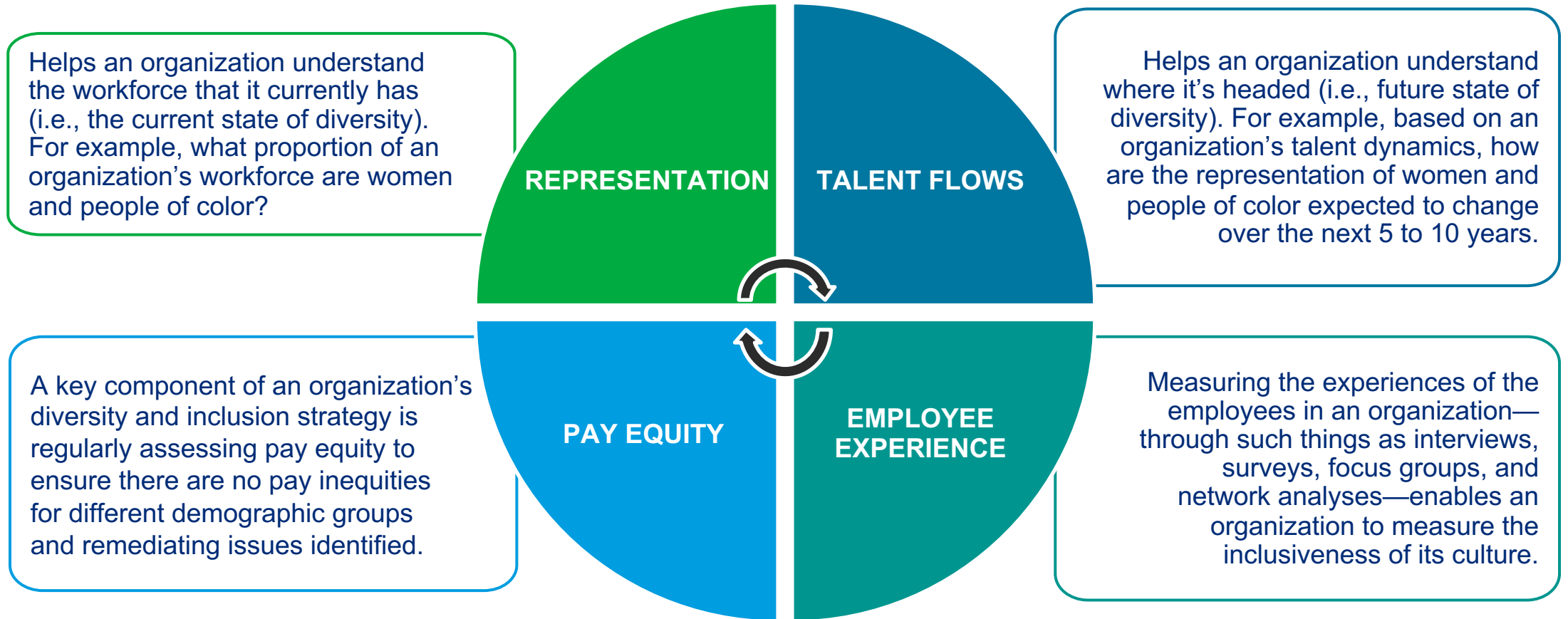
**“UNEXPLAINED”  
PAY GAP**

Residual pay gap between groups that cannot be explained by legitimate factors and may be due to pay inequities

## **“UNEXPLAINED PAY GAP”**

The estimated difference in pay after accounting for differences in actual pay that are due to legitimate reasons ... what we mean by “pay equity”

# Opportunities for further analytics



**Thank you!**

Thank you  
to all TAP Network  
members that collected  
self-reported data from  
employees and reported  
the data in the survey.

We look forward  
to building on this  
demographic dataset  
in years to come and  
tracking progress on  
the representation  
of equity deserving  
groups within  
Canada's tech sector.





Ailsa Forsgren is a Partner with Mercer (Canada) Limited specializing in executive and employee rewards consulting.

Ailsa consults to clients in all areas of compensation strategy development and program design. She has expertise in the design and implementation of high-impact total reward strategies, market-competitive base salary programs and structures, job evaluation and work measurement programs, annual and long-term incentive programs, performance and other incentive programs, as well as various talent management strategies including performance management programs, multi-source feedback processes, competency-based human resource initiatives, and balanced scorecards. In addition to working with Human Resource executives and their professional staff, Ailsa also provides consulting support to Boards of Directors and Compensation Committees on executive and board compensation matters. Ailsa also serves as the primary account manager for a number of Mercer's critical clients and provides advice on various strategic HR challenges including the talent implications from mergers and acquisitions.

Ailsa serves as the Executive Sponsor for the services that Mercer provides to the TAP Network.

Before joining Mercer in 1998 as a Consultant, Ailsa worked for 10 years in compensation and human resource generalist roles in the public and private sectors.

Ailsa has a Bachelor of Commerce degree, specializing in industrial relations management and organizational behavior, from the University of British Columbia. She also holds the Certified Compensation Professional (CCP) designation.

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# TAP NETWORK TEAM



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Chief Executive Officer  
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**Kathy Gibson**  
Project Manager/Consultant I  
[LinkedIn](#)

# Best Practices for Diversity Data Collection

- Foster a culture of trust where individuals feel that their sensitive data will be handled with confidentiality.
- Explaining the “why” behind data collection.
- Establish clear processes as to who has access to the data and why.
- Communicate these processes along with how the data will be used and by whom.
- Clarify the importance of the data to be accurate.
- Communicate the benefits of this data to the staff.

## 2.0 Considerations

- Mechanisms to update reporting of how staff identify over time
  - Once a year communications campaign, information sessions and open-door Q&As
  - New-hire Orientation
  - Opportunities to update at any time

# Cultural Inclusion Assessment of Data

- Use of policies?
  - Paternity/Maternity leave
  - Days of observance (floating/interchangeable days)
  - Vacation time
  - Who is taking training?
- Number of people requesting and utilizing accommodations
- Involvement on cross functional projects as professional development and measuring diversity of thought
- Tracking harassment and discrimination cases - is there trust & mechanisms for people to report?



# Benchmarking Toolkit

1. [Employee Diversity Questionnaire](#)
2. [Leader and Manager Communications Package](#)
3. [Key Considerations for Measuring Workforce Diversity](#)
4. [Employee FAQ](#)
5. [New Employee Diversity Questionnaire](#)
6. [Updating Self-Identification](#)



# Real-Time Hub Tour & Example Resources

- [Gender Strategy ToolKit](#)
- [Unobstructed Journeys: Dismantling Barriers for Gender Equality in the Workplace](#)
- [Language Bias in Performance Feedback](#)
- [Disability Inclusive Employer Self-Assessment](#)
- [Building Inclusion for Indigenous Peoples in Canadian Workplaces](#)
- [McKinsey Study on Active Allyship](#)



# QUESTIONS & ANSWERS



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# Thank you!

Kathy Gibson

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