Guide to Gender Diversity in Employment

Employer's Guide

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Introduction

This Guide is designed for employers, managers and human resource personnel but it is also an informative tool for all employees. It provides a straightforward framework for identifying and taking action on a gender diversity strategy for the workplace.

A successful strategy to realize gender diversity must be driven by top leadership with strongly engaged lines of accountability. Building a diverse workforce is everyone's responsibility and should never be seen solely as a Human Resource issue. A successful strategy depends on the awareness, mindsets, and actions of all employees from frontline workers to CEOs. It is one of the central business issues of our time that needs to be aligned with an organization's vision and business strategy. The recommendations outlined in this Guide are consistent with standard change management processes that already exist in many organizations.

What is Gender Diversity in Employment?

The focus of this Guide is on gender diversity in the workplace - the equal treatment, acceptance and promotion of both females and males in an organization. But diversity is about more than gender. It is about the ability – of all of us – to create organizations that work for everyone. At all levels, employees and employers must interact with one another with respect, confidence and effectiveness. True diversity, therefore, lies in the collective and rich mixture of individuals who bring a complex blend of attributes, perspectives, behaviours, common interests, and talents.

Gender diversity in the workplace involves the consideration, recognition and promotion of different skills, resources and potential of women and men in all their diversity. It is achieved when all employees, regardless of sex, gender, race, ethnicity, ability, sexual orientation, and age, receive equal respect and recognition and are able to access and benefit from the same rewards, resources and opportunities. Gender diversity requires that workplace policies and practices incorporate the different needs and experiences of men and women.

Barriers to the Advancement of Women

Over the past two decades a solid body of research has shown that women's under-representation in occupational areas and in leadership roles is the result of a vast array of barriers – systemic, attitudinal, and situational – that include:

- ► Structural barriers, especially in hiring and promotion systems;
- ► Workplace culture;
- ► Ideological conventions and cultural sexism regarding women's work;
- ► Lack of role models/mentors;
- ► Insufficient support for career development;
- ► Negative attitudes and lack of awareness;
- ► Access issues;
- ► Familial obligations; and
- ► Economic disadvantage.

Leadership

One of the major barriers women face is the lack of leadership and commitment from top executives to advance women within organizations.

Mentoring

Sometimes men find it difficult to mentor women; this may be because they feel they share fewer common interests or they fear forming a close relationship which could be perceived as inappropriate. For these reasons and others, men tend to mentor other men.

Generalizing Attitudes

Mindsets often impede women's advancement because, inadvertently, men are viewed as individuals but women are seen as representatives of their gender. This can lead to a mindset that if a women fails, it sets all women back.

Character Assumptions

Women face different character assumptions than men. For example, a woman may be perceived as bossy, while a man is perceived as having good leadership skills. A woman may be seen as pushy, while a man is seen as persuasive.

The Wage Gap

In 2015, the average annual income for women in Canada was 76% of men's income. In Atlantic Canada as a whole, women's average annual income was also 76% of men's. However, there was quite a variation between provinces. Women's income in PEI was 82% of men's income. In Nova Scotia women earned, on average, 78% of what men earned. In New Brunswick women earned 77% of men's earnings. In Newfoundland and Labrador, a province with a large resource-based workforce, women earned an average of 66% of what men earned.

Balancing Work and Family Demands

All employees have responsibilities for care – for themselves, other adults, and children. Workplaces have an important role to play in helping to foster healthy, flexible work environments where care responsibilities are taken seriously and supported.

In the Atlantic region, 80% of lone parent families are headed by women. With an aging population, more and more families also have responsibilities for care that extend to adults. Although women do most of this work as they continue to be the primary caregivers, the caring for children and other family members is the responsibility of both women and men. Flexible work policies assist women and men in their ability to carry out their responsibilities for family members needing care. There are a variety of ways that employers can help employees achieve a healthy work, family, and private life balance. Some recommendations include:

Flex hours: A negotiated flexible arrangement for work hours that meets the demands of the workplace and the family.

Compressed Work Week: Working longer hours each day in exchange for having an extra day off per pay cycle.

Work-at-Home: A policy that allows employees to work part or all of their work day from home.

Childcare: Having childcare facilities on site or a list of reputable childcare services in the area is essential.

80% Lone-parent families headed by women in Atlantic Canada (2014)

NL: 81% | PEI: 79% | NS: 80% | NB: 79%

Benefits of a Gender Diverse Workforce

Increasingly, evidence is showing that organizations that respect and value the diversity brought by both women and men are more successful at attracting and retaining high performers and improving operational performance. A well-managed diverse workforce that promotes a flexible and empowering work environment can help organizations:

- ► Address skills shortages;
- ► Attract and retain the best employees;
- ► Reduce the cost of employee turnover;
- ► Enhance organizational performance;
- ► Improve access to target markets;
- ► Minimize legal risks;
- ► Improve customer insight and satisfaction;
- ► Enhance an organization's reputation;
- ► Improve the economic advancement of women;
- ► Engage stakeholders and promote partnerships; and
- ► Improve creativity, agility and loyalty.

Customer Satisfaction & Insight

Creativity & Innovation

Engaged Stakeholders

Benefits of Gender Diversity in the Workplace

Agility & Flexibility

More Sustainable Communities

Reduced Risk

Supporting a Gender Diverse Workforce

The essential components of building commitment to a gender diverse workforce are:

- ► Identifying and analyzing systemic barriers;
- ► Establishing goals and timelines;
- ► Planning, implementing and communicating; and
- ► Monitoring, evaluating and reviewing.

Identifying and Analyzing Systemic Barriers ➤ **Establishing Goals and Timelines** ➤ **Planning, Implementing and Communicating** ➤ **Monitoring, Evaluating and Reviewing**

How to Create and Maintain a Gender-Diverse Workforce

One of the most effective ways to create and maintain a gender-diverse workforce is to complete a Workplace Diversity Assessment (WDA). This is a process of reviewing the effectiveness of diversity policies and practices, whether formal or informal. It will include any commitments specific to newcomers and people with disabilities. The assessment process helps identify areas of strength and areas where more attention is required. An Action Plan, evaluated on a regular basis, will guide the organization's work going forward.

A Workplace Diversity Committee, accountable to senior management, can successfully drive your initiative and provide the necessary leadership and oversight of the WDA. The makeup of this Committee should include a good cross section of people who will be tasked with overseeing and conducting the WDA. It is also important that both women and men participate in this Committee because they will have first-hand and different experiences of the effects of organizational policies and practices. The WDA Committee will require representation from human resources, line managers, and unions.

The responsibilities of the Workplace Diversity Committee include:

- ► Documenting existing diversity commitments and leadership policies;
- ► Conducting an organizational analysis of leadership roles;
- ► Conducting a gender analysis of employment data;
- ► Conducting a gender/pay analysis for all employees;
- ► Reviewing employment policies and practices;
- ► Analyzing marketing materials;
- ► Writing a summary report of all findings, including recommendations;
- ► Developing a Gender Diversity Action Plan;
- ► Implementing the Action Plan; and
- ► Monitoring and evaluating the Action Plan.

The following steps act as a guide to help your organization complete a WDA. It begins with executive level policies and commitments. It continues with an analysis of Human Resource systems and concludes with the development and implementation of an Action Plan designed solely for the benefit of your organization.

STEP 1:

Document Existing Commitments and Leadership Policies

Given the importance of executive commitments to gender diversity, your organization should outline existing commitments/policies pertaining to gender diversity or employment equity, including lines of accountability.

STEP 2:

Complete an Organizational Analysis of Leadership Roles

This step analyzes leadership roles in your organization in order to provide an accurate picture of gender diversity at all management levels including the executive level. Don't forget to include an analysis of leadership roles within unions and workplace committees.

STEP 3:

Conduct a Gender Analysis of Employment Data

The next step in developing a WDA is to review and analyze current employment data, both qualitative and quantitative. Some areas you may consider for analysis include:

- ► Workforce statistics to determine where under-representation exists based on gender;
- ► Workforce statistics to identify retention based on gender;
- ► Analysis of job applicant interview data to determine who applies and the success rate by gender;
- ► Review of exit interviews and/or climate surveys;
- ► Relevant business policies and practices;
- ► Relevant workforce surveys;
- ► Leadership communication related to gender diversity; and
- ► Participation in, and evaluation of, in-house training by gender.

STEP 4:

Complete a Pay Analysis

Analysis of pay systems is essential to determining whether women and men are treated equitably and whether jobs belonging to the same job grade are treated similarly. A pay analysis will review the pay of groups of women and men in different jobs and job categories. It will cover all employees including part-time and temporary as separate groups if salaried. Be sure to include bonuses and other benefits in your analysis.

STEP 5:

Outline Employment Policies and Practices

This step involves developing an inventory of all documentation that can affect the recruitment, orientation, hiring, retention, promotion, complaint resolution and termination of employees. This will include harassment and discrimination policies and any documentation of their effectiveness in ensuring gender diversity. Be sure to also examine the effects of informal workplace practices. For additional assistance, a separate section entitled "Human Resources Systems Review" can be found on page 12 following the WDA analysis.

STEP 6:

Analyze Marketing Materials

Organizations use marketing for a variety of purposes including sales and recruitment. Methods of marketing can range from internet and television advertising to bulletin boards and radio. In order to determine the effectiveness of your marketing, analyze its language and imagery. Does it reduce negative stereotypes and reinforce the message that your organization is welcoming to women?

STEP 7:

Write a Summary Report

In this step, summarize your collected data, both qualitative and quantitative, in a report which outlines barriers and opportunities to create a gender diverse workforce at all levels of the organization. These recommendations will include lines of accountability, policy and pay alignment, and future data collection protocol. This report will form the basis of the Gender Diversity Action Plan.

STEP 8:

Develop a Gender Diversity Action Plan

At this stage, organizations have a good idea of what is required in an Action Plan to advance gender diversity and smooth the transition of women into leadership roles and occupations where they are under-represented.

The overall Plan will outline the key actions and timeframes necessary to:

► Establish visible leadership commitments and lines of accountability;

► Determine appropriate timeframes for the specific goals outlined in the Plan;

► Develop capabilities at various levels within the organization for managing gender diversity and improving workplace culture; and

► Develop/modify organizational policies and procedures.

The following section outlines some suggested timeframes to help your organization implement the Plan.

Short-term Goals

Short-term goals are actions that can be implemented fairly quickly. These may include:

► Developing and communicating an executive-level vision statement, including commitments, goals and an internal sponsorship program for women in leadership;

► Establishing engaged and diverse work teams;

► Developing and communicating a gender diversity training campaign;

► Communicating changes to policies and practices related to recruitment, orientation, hiring, remuneration, retention, promotion, complaint resolution and termination; and

► Implementing a tracking system of data collection for the Action Plan.

Intermediate Goals

Intermediate goals are actions required to strategically assist in achieving the desired outcomes. These may include:

► Developing supports for a workplace culture which is self-aware and measurably more gender inclusive over time;

► Auditing the effectiveness of new Human Resource practices related to recruitment, orientation, hiring, remuneration, retention, promotion, complaint resolution and termination processes; and

► Improving the opportunities for women's career development in leadership roles by developing an external mentoring program and an internal sponsorship program.

Long-term Goals

Long-term goals state your desired outcomes for a gender-diverse workforce. These may include:

- ► Improving workplace culture;
- ► Achieving an equitable distribution of pay;
- ► Achieving an equitable distribution of women and men across all occupations; and
- ► Realizing the economic and social benefits of a gender-diverse workforce through improved morale, reduced turnover and absenteeism, improved engagement with clients, and improved sales.

Establish Accountability

In order to achieve gender diversity in the workplace, organizations need to utilize the knowledge, skills and support of employees at all levels. It is essential to outline expectations and responsibilities such that everyone understands their role in implementing the Gender Diversity Action Plan.

The following diagram provides examples of ways your organization can successfully implement your Action Plan.

BOARD

- ► Set expectations and hold executives accountable for progress and outcomes.

CEO & EXECUTIVES

- ► Sponsor women into executive leadership roles.
- ► Demonstrate and promote accountability.

HR AND DIVERSITY TEAMS

- ► Hold management accountable while coaching and challenging them.
- ► Facilitate mandatory gender-inclusive training and solutions.
- ► Establish and communicate respectful workplace policies.

ALL EMPLOYEES

- ► Own your role in creating a gender- inclusive environment.
- ► Provide constructive feedback on how your organization can become more diverse.

Successful Achievement of Long-Term Goals

STEP 9:

Implement and Communicate the Action Plan

Now that you have developed an Action Plan, you will need an implementation strategy developed in consultation with employee representatives at various levels. This could be done by establishing a joint labour management committee. Tasks could include:

► An appropriate and fair determination of roles and responsibilities;

► Specific timeframes associated with reporting outcomes and deliverables; and

► Reports provided to the executive level outlining progress and resource expenditures.

A key step to implementing your Action Plan is a communications strategy that allows you to explain, educate and engage others in the importance of gender diversity. Your strategy may include:

► Clearly defined communication roles, responsibilities and timeframes;

► Identified internal/external target audiences;

► Tailored communication messages for intended audiences; and

► Identified outlets for advertising.

STEP 10:

Monitor, Evaluate and Adjust the Action Plan

Now that you are implementing your Action Plan, it is important to regularly review and evaluate your progress. Ongoing evaluations will illustrate the progress that has been achieved, inform necessary modifications, and reinforce accountability for the outcomes and deliverables. Climate surveys, exit interviews and other mechanisms for feedback can inform your organization's level of progress along the journey toward gender diversity.

Evaluation

Regular evaluations will help determine the degree to which you have reached your organizational goals. An evaluation could address the following questions:

► What has been learned at each stage of the implementation process?

► How can the knowledge gained to date through the implementation inform the next steps in the Action Plan?

► Have the previously established lines of accountability been effective?

Human Resources Systems Review

Your organization's success in creating gender diversity in the workplace depends on fair and unbiased Human Resource systems. This section will assist with your review of HR policies and practices in the following areas:

- ► Recruitment, hiring, and selection;
- ► Training and development;
- ► Promotion; and
- ► Retention and termination.

Employer/employee relationships begin with recruitment, selection and hiring processes. Recruitment is designed to attract a diverse group of job applicants. Policies and practices should encourage application from both women and men and avoid inadvertently excluding any gender.

Review the following checklist to determine if your organization's policies and practices exclude or limit any gender in your recruitment and hiring processes.

RECRUITMENT, SELECTION AND HIRING CHECKLIST

There is a fair distribution of women and men hired for internal and external job vacancies.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Advertising methods promote your organization's vision of a gender diverse workforce and are explicitly gender inclusive.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Advertising methods promote your organization's vision of a respectful and inclusive workforce.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Succession plans promote your organization's vision of a gender diverse workforce and value the different experiences of women and men.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

There is equal access to opportunities such as special assignments and acting positions for both men and women.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Recruitment methods draw on a variety of approaches to ensure a diverse applicant pool including outreach to local advocacy organizations.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization's recruitment campaigns are inclusive of women and sensitive to cultural differences and languages.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization's job advertisements clearly outline essential job requirements.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization has taken necessary measures in its Gender Diversity Action Plan to achieve equality in pay.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

When screening applications, your organization takes into consideration potential career gaps due to family responsibilities.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Skills gained from volunteer work are valued in your organization's hiring processes.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Skills gained from work in other countries are valued in your organization's hiring processes.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

To ensure fair and unbiased hiring, your organization avoids the use of gender stereotypes.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

All the tests used in your organization's hiring process have been proven to be reliable predictors of job performance and are unbiased.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization has a diverse panel of interviewers so all candidates feel welcome.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization's interview questions have been carefully reviewed for inherent biases and stereotypes.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization has a standard process for assessing all interview questions to support the choice of a particular candidate.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization uses a standardized process for checking references which avoids questions that might discriminate on a ground prohibited by Human Rights Legislation.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization's HR processes include tracking offers of temporary and permanent positions by gender.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Training and Development

Training and career development are extremely important parts of an employee's career because they influence competencies and upward mobility within an organization. Your organization's training and development program may include on-the-job training and educational leave for apprenticeship and other types of training.

Review the following checklist to determine if your organization's policies and practices exclude or limit any gender in training and development.

TRAINING AND DEVELOPMENT CHECKLIST

Your organization keeps records of participation by gender at training events.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

All recruits receive the same training that is relevant to their jobs.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

HR personnel are trained to support female and male employees during training.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization has addressed accessibility and timeframes for training sites and has made appropriate accommodations.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization ensures off-site training or conferences are held within commuting distance so that employees with family responsibilities can return home at night.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Both male and female senior employees mentor junior employees in your organization.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization has gender diversity training available for managers.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Training provides outcomes that advance gender diversity. For example, your organization sees improvements in the number of women promoted into leadership roles.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Promotion

It is important to ensure that organizational policies and practices allow for the equal advancement of women and men. Sponsorship and mentorship programs are great ways to advance women within your organization both in leadership and in occupations where they are under-represented. They also ensure that succession plans provide opportunities for both women and men.

Employers should speak with employee representatives and unions on issues concerning promotion and seniority to ensure that women are not unfairly excluded.

Special assignments and acting positions are stepping stones to permanent promotions. Employers should examine their policies regarding how employees gain access to such opportunities. Oftentimes, these positions are informal appointments made by individual managers.

Review the following checklist to determine if your organization's policies and practices exclude or limit any gender in advancement or promotion opportunities.

PROMOTION CHECKLIST

Job opportunities are well-advertised throughout your organization.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization has consulted with unions on training and other measures that may be taken to improve support for gender diversity.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your performance evaluations are based on the same basic criteria for each job category.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Your organization has analyzed your evaluations for gender bias.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Information about job rotations, special assignments and opportunities for temporary senior positions is available to everyone.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Managerial performance evaluations enable fair distribution of promotions and lateral moves to both men and women.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Your organization has "bridging" positions and lateral moves to appropriate jobs to avoid the bottleneck effect in promotion.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Your organization has accommodation and accessibility measures in place to avoid "dead-end" jobs.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Employee selection processes are transparent. The criteria for employee selection is available and accessible to everyone.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Your organization actively encourages women to apply for internal opportunities.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Retention and Termination

Organizations provide a significant investment in new employees – women and men – and their retention is a critically important issue. Research indicates that it costs roughly four times as much to recruit and train replacement staff as it does to provide optimal conditions for job satisfaction of existing personnel. A supportive and flexible workplace culture can significantly reduce the turnover rate and enhance the morale, loyalty, and engagement of existing employees which in turn, has a positive impact on productivity.

Review the following checklist to determine if your organization's policies and practices promote or limit the retention of employees.

RETENTION AND TERMINATION CHECKLIST

Your organization conducts exit interviews to clarify exactly why an employee is leaving your organization.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization conducts surveys to identify issues relevant to workplace attitudes and behaviours as they relate to progress with gender diversity.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization has effective discrimination and harassment policies.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ I Don't Know

Your organization's disciplinary procedures are applied equally to all employees.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Your organization has a child care referral service, an on-site child care center, financial supports for child care or other supports for employees with child care needs.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Your organization has a dependent-care referral service or other supports for employees who have dependent-care needs.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Your organization provides skills development opportunities for women to move into occupations and leadership roles where they are under-represented.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Your organization has clearly defined job-related and objective criteria for layoff and termination.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

All employees are provided with information on policies regarding layoffs, recall, disciplinary action and termination, in all accessible formats.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Your organization has a policy on part-time and flex-time employment.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Accommodations for training and work benefit everyone in your organization.

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree   ☐ I Don't Know

Appendix A

Human Rights Legislation

This section provides an overview of relevant Canadian constitutional protections for gender equality in the workplace.

Canadian Charter of Rights and Freedoms

The Canadian Charter of Rights and Freedoms provides constitutional protection for gender equality. Section 15 prohibits discrimination based on race, national or ethnic origin, colour, religion, sex, age, or mental or physical disability. Section 28 provides that the rights and freedoms described in the Charter are guaranteed equally to women and men. Generally speaking, the Charter applies to relationships between an individual and government, rather than between individuals.[5]

Canadian Human Rights Act

The Canadian Human Rights Act provides protection for women's equality by prohibiting discriminatory practices based on race, national or ethnic origin, colour, religion, age, sex, marital status, family status, disability or conviction for an offence for which a pardon has been granted. The Act provides a mechanism for addressing complaints made by individuals or groups that involve government programs, policies or legislation and discriminatory acts in employment or services involving federal government departments and agencies, Crown corporations, banks, airlines and other federally regulated companies — the Canadian Charter of Rights and Freedoms is restricted to government actions only. The Act explicitly prohibits sexual harassment and requires all employers to provide equal pay for work of equal value to all employees.[6]

Provincial Human Rights Acts

All provinces and territories have specific Human Rights legislation.

Human Rights legislation for the Atlantic Provinces can be found at the following links:

Newfoundland and Labrador   www.assembly.nl.ca/Legislation/sr/statutes/h13-1.htm
www.justice.gov.nl.ca/hrc/index.html

Nova Scotia   www.nslegislature.ca/legc/statutes/human%20rights.pdf
www.novascotia.ca/humanrights

Prince Edward Island   www.gov.pe.ca/law/statutes/pdf/h-12.pdf
www.gov.pe.ca/humanrights

New Brunswick   www.laws.gnb.ca/en/ShowPdf/cs/2011-c.171.pdf
www.gnb.ca/hrc-cdp/index-e.asp

Appendix B

Statistical Resources

Table 1:
Percentage of Female Lone-Parent Families for the Atlantic Provinces, 2014

	Newfoundland and Labrador	Nova Scotia	Prince Edward Island	New Brunswick
Female Lone-Parent Families	81%	80%	79%	79%

Source: Statistics Canada. *Table 111-0011 – Family Characteristics, by family type, family composition and charac-teristics of parents, annual (number unless otherwise noted),* CANSIM (database). (Accessed: 2016-07-07)

Table 2:
Percentage of Female Post-secondary Graduates by Level of Study in the Atlantic Provinces, 2010

	Newfoundland and Labrador	Nova Scotia	Prince Edward Island	New Brunswick
College Graduates	44%	60%	45%	46%
Bachelor's Degree	69%	58%	70%	70%
Masters	72%	69%	74%	60%
Doctorate	49%	55%	49%	42%

Source: Statistics Canada. *Table 477-0063 – National graduates survey, postsecondary graduates by location of residence at interview and level of study, every 5 years (number unless otherwise noted),* CANSIM (database). (Accessed: 2016-07-07)

Figure 1:
Percentage of Female Post-secondary Graduates by Program Type for Colleges and Universities in Newfoundland and Labrador, 2013
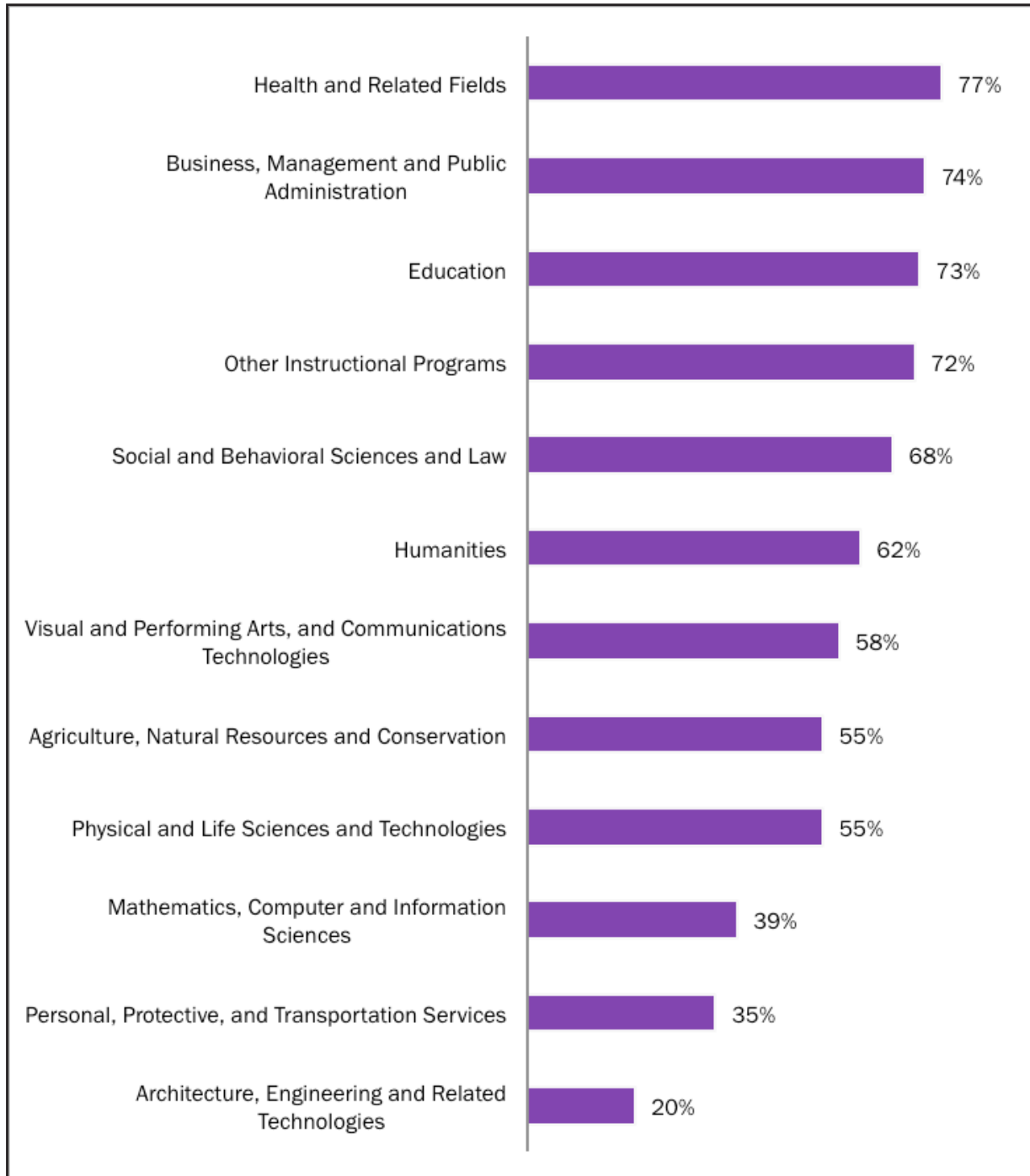
Source: Statistics Canada. *Table 477-0030 – Post-secondary graduates by program type, credential type, Classification of Instructional Programs, Primary Grouping (CIP_PG) and sex, annual (number),* CANSIM (database). (Accessed: 2016-07-07)

Figure 2:
Percentage of Female Post-secondary Graduates by Program Type for Colleges and Universities in Nova Scotia, 2013
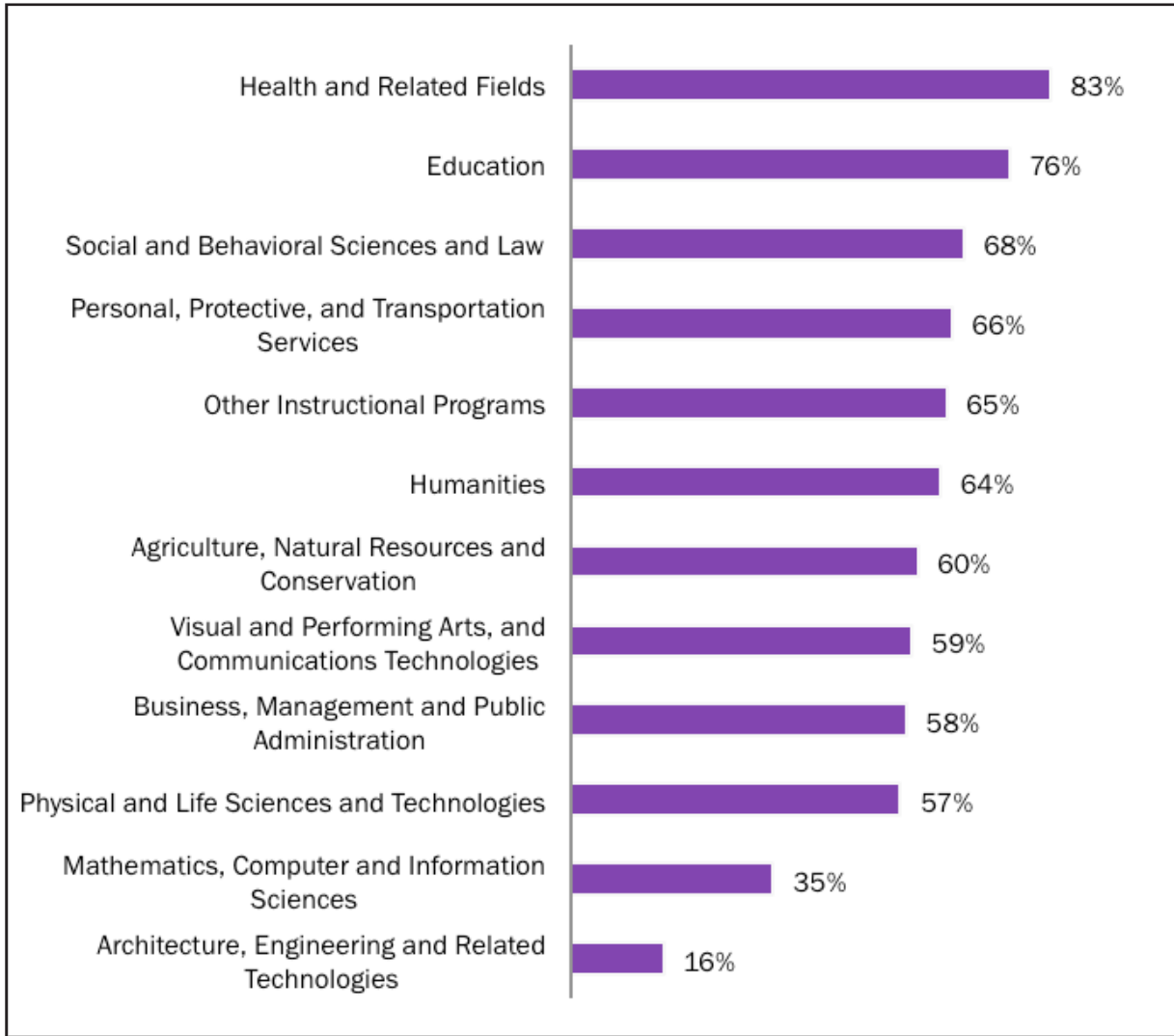
Source: Statistics Canada. *Table 477-0030 – Post-secondary graduates by program type, credential type, Classification of Instructional Programs, Primary Grouping (CIP_PG) and sex, annual (number),* CANSIM (database). (Accessed: 2016-07-07)

Figure 3:
Percentage of Female Post-secondary Graduates by Program Type for Colleges and Universities in Prince Edward Island, 2013

Program Type	Percentage
Social and Behavioral Sciences and Law	76%
Education	73%
Health and Related Fields	69%
Other Instructional Programs	66%
Humanities	62%
Visual and Performing Arts, and Communications Technologies	62%
Business, Management and Public Administration	40%
Agriculture, Natural Resources and Conservation	37%
Personal, Protective, and Transportation Services	29%
Mathematics, Computer and Information Sciences	18%
Architecture, Engineering and Related Technologies	10%

Source: Statistics Canada. *Table 477-0030 – Post-secondary graduates by program type, credential type, Classification of Instructional Programs, Primary Grouping (CIP_PG) and sex, annual (number),* CANSIM (database). (Accessed: 2016-07-07)
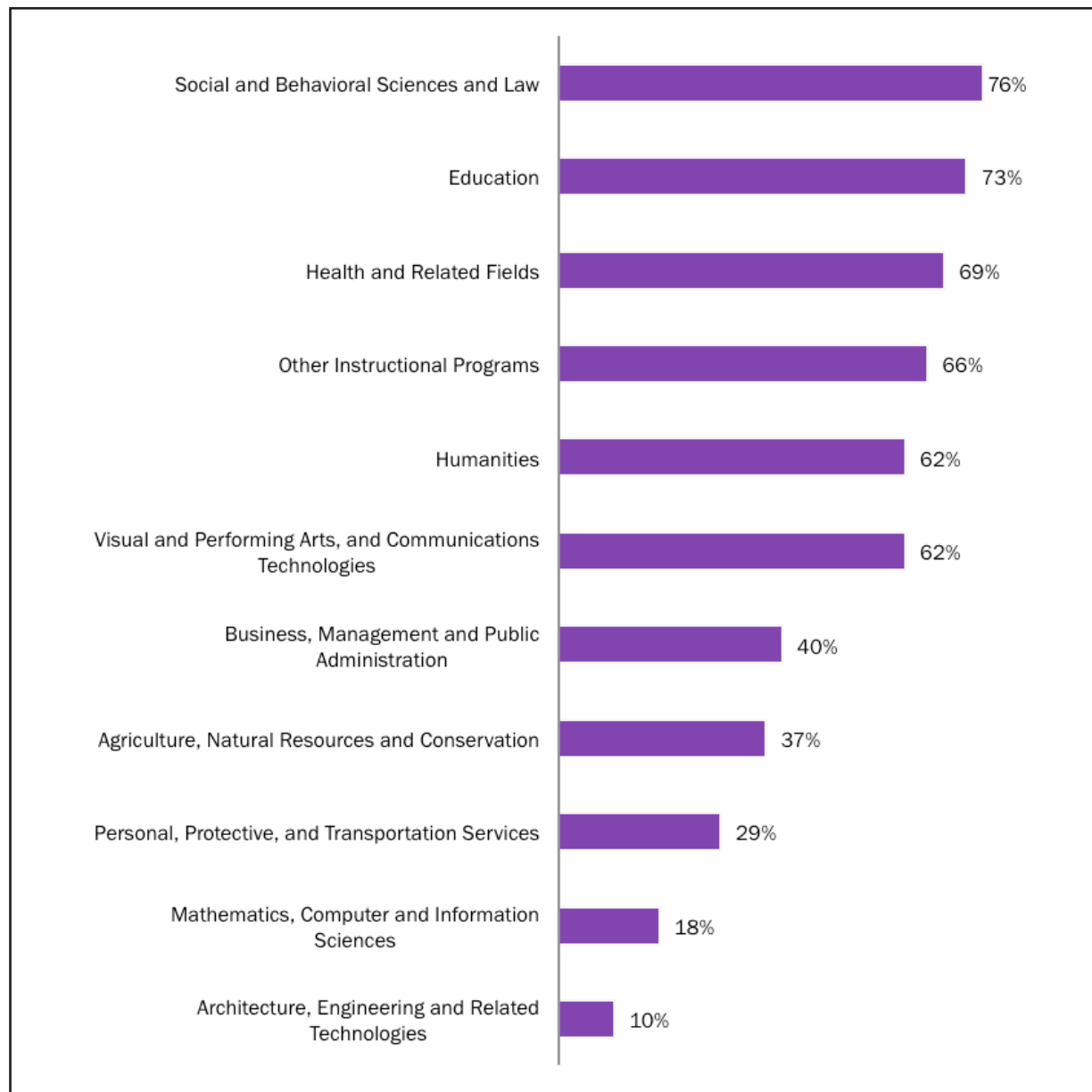
Figure 4:
Percentage of Female Post-secondary Graduates by Program Type for Colleges and Universities in New Brunswick, 2013

Program Type	Percentage
Health and Related Fields	84%
Other Instructional Programs	80%
Education	78%
Social and Behavioral Sciences and Law	74%
Visual and Performing Arts, and Communications Technologies	70%
Humanities	63%
Business, Management and Public Administration	63%
Physical and Life Sciences and Technologies	55%
Agriculture, Natural Resources and Conservation	35%
Personal, Protective, and Transportation Services	35%
Mathematics, Computer and Information Sciences	28%
Architecture, Engineering and Related Technologies	9%

Source: Statistics Canada. *Table 477-0030 – Post-secondary graduates by program type, credential type, Classification of Instructional Programs, Primary Grouping (CIP_PG) and sex, annual (number),* CANSIM (database). (Accessed: 2016-07-07)
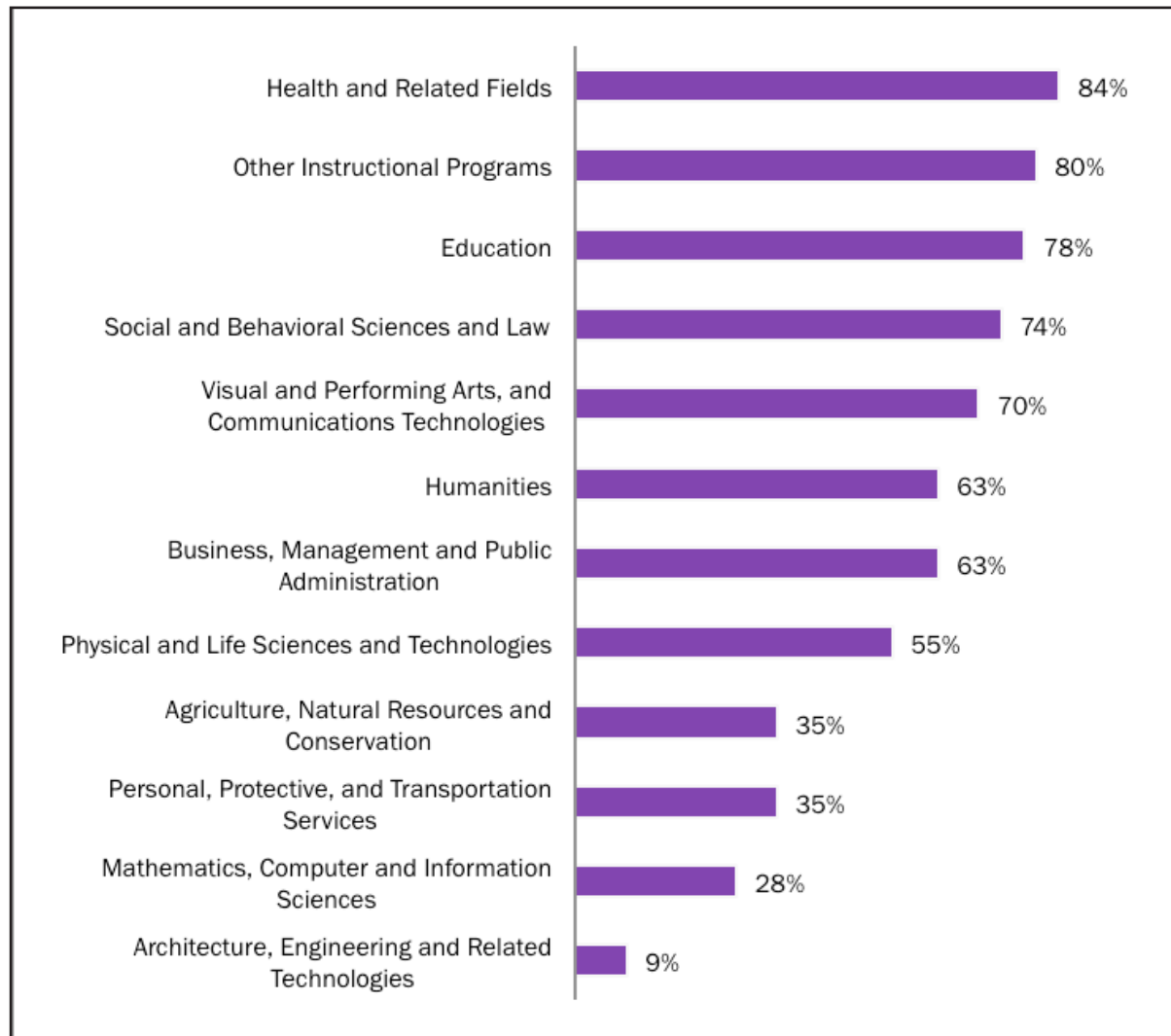
Table 3:
Percentage of Females Registered for Apprenticeship Training in Major Trade Groups in the Atlantic Provinces, 2013

	Newfoundland and Labrador	Nova Scotia	Prince Edward Island	New Brunswick
Carpenters	6%	4%	3%	4%
Electricians	5%	4%	2%	3%
Food Service	42%	43%	42%	43%
Plumbers, Pipefitters and Steamfitters	5%	3%	0%	3%
Welders	8%	10%	6%	3%

Source: Statistics Canada. *Table 477-0053 - Registered apprenticeship training, registrations, by age groups, sex and major trade groups, annual (number),* CANSIM (database). (Accessed: 2016-07-07)

Table 4:
Average Earnings and the Gender Wage Gap for the Atlantic Provinces, 2015

	Sex	Atlantic Provinces	Newfoundland and Labrador	Nova Scotia	Prince Edward Island	New Brunswick
Average Earnings (dollars)	Men	49,868	59,953	48,048	43,823	47,650
	Women	37,776	39,510	37,588	37,263	36,745
Gender Wage Gap, for Average Earnings (%)		76%	66%	78%	85%	77%

Source: Statistics Canada. *Table 282-0072 –Distribution of earnings, by sex, 2015 constant dollars, annual,* CANSIM (database). (Accessed: 2016-07-14) Gender Wage Gap Calculation: (W/M x 100)

Table 5:
Percentage of Employed Males/Females in Full-Time and Part-Time Work,
Ages 25 and Over for Atlantic Provinces, 2015

	Sex	Newfoundland and Labrador	Nova Scotia	Prince Edward Island	New Brunswick
Full-Time	Male	95%	92%	92%	93%
	Female	84%	81%	83%	83%
Part-Time	Male	5%	8%	8%	7%
	Female	16%	19%	17%	17%

Source: Statistics Canada. Table 282-0002 – Labour force survey estimates (LSF), by sex and detailed age group, annual (persons unless otherwise noted, CANSIM (database). (Accessed: 2016-07-07)

Table 6:
Size of Labour Force by Sex and Atlantic Province, Ages 25 and Over, 2015

	Sex	Newfoundland and Labrador	Nova Scotia	Prince Edward Island	New Brunswick
Attached to the Labour Force	Male	123,600	212,900	35,200	174,100
	Female	110,600	204,200	33,800	162,200
Not attached to the Labour Force	Male	64,900	109,700	13,900	86,200
	Female	87,600	147,100	19,700	114,900

Source: Statistics Canada. Table 282-0002 – Labour force survey estimates (LSF), by sex and detailed age group, annual (persons unless otherwise noted, CANSIM (database). (Accessed: 2016-07-07)

Table 7:

Size of the Labour Force by Sex and Work Type for the Atlantic Provinces, Ages 25 and Over, 2015

	Sex	Newfoundland and Labrador	Nova Scotia	Prince Edward Island	New Brunswick
Employed	Male	105,500 (51%)	194,400 (50%)	31,700 (51%)	155,600 (51%)
	Female	99,900 (49%)	191,900 (50%)	30,800 (49%)	151,900 (49%)
Full-Time	Male	100,100 (54%)	178,700 (54%)	29,200 (53%)	145,000 (53%)
	Female	83,600 (46%)	154,900 (46%)	25,500 (47%)	126,700 (47%)
Part-Time	Male	5,400 (25%)	15,700 (30%)	2,500 (32%)	10,700 (30%)
	Female	16,300 (75%)	37,000 (70%)	5,300 (68%)	25,100 (70%)
Unemployed	Male	18,000 (63%)	18,600 (60%)	3,600 (55%)	18,500 (64%)
	Female	10,700 (37%)	12,300 (40%)	3,000 (45%)	10,400 (36%)

Source: Statistics Canada. *Table 282-0002 – Labour force survey estimates (LSF), by sex and detailed age group, annual (persons unless otherwise noted,* CANSIM (database). (Accessed: 2016-07-07)

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