GENDER PARITY SCORECARD
User Guide

THE GENDER PARITY SCORECARD
Laying a solid foundation

Through research and collaboration with Manitoba's tech community, Tech Manitoba has developed the **Gender Parity Scorecard**. The scorecard was created to support companies looking to examine their current practices while providing the resources they need to form a strategy for inclusive hiring, closing the gender pay gap, advancing women in leadership roles and celebrating success.

THE PURPOSE OF THIS SCORECARD IS TO:

- **Provide a framework for organizations to reflect on their workplaces and the tech industry to determine the degree to which both are pursuing initiatives that promote fairness and correct disadvantages, that strive to achieve parity and equitable treatment for all individuals.** By using the scorecard as a self-assessment tool, organizations can benchmark their current initiatives and work toward building a culture that values the strengths individuals bring to the table.

- **Help organizations recognize and celebrate what they're already doing to promote equity and parity while also providing direction for improvement in the future.** Moving toward equality is a journey in which initiatives are created, enhanced and measured as to their effectiveness, then changed, grown and measured again. The scorecard can support the ongoing assessment of equity programs to discover gaps and recognize improvements.

- **Build a foundation for organizations to consider engaging external support resources to help with specific initiatives and/or with an overall assessment of efforts.** With the scorecard, you will be able to isolate areas that are particularly challenging and that seem to resist your best efforts and look to other resources to help you reach your goals.

This scorecard is intended to be a guiding document for medium and large businesses. Smaller organizations and start-ups can use this document as a tool to consider gender parity initiatives as the organization grows and establishes more formal processes and structure.

This document is specific to gender parity as it relates to women in tech. While the examples provided speak specifically to women-based initiatives, your organization may have policies that are broader in nature than just being women specific but still meet the described indicators. You may have a Respectful Workplace Policy that applies to all employees; however, just because it isn't a women-specific policy does not mean that it should not be considered when assessing your organization.

This scorecard includes all of those who identify as women.

CREATING EQUITABLE AND INCLUSIVE WORKPLACES
## The business case for gender parity

Gender parity in the workforce brings significant economic benefits to organizations. The compelling business case, articulated by industry and institutional leaders across all sectors is that the participation and leadership of women in your business will generate positive impacts not just internally but also with clients and markets in the highly competitive global economy.

BENEFITS OF PURSUING GENDER DIVERSITY AND EQUALITY PROGRAMS:

- Employees who feel their company is dedicated to equity and inclusion, not only feel more included, but business performance increased by as much as 83% (Source: Deloitte)
- Positive and inclusive working cultures attract & retain talent, while improving productivity
- Diverse companies are 19% more profitable (Source: Forbes)
- Diverse leadership increases innovation (Source: Forbes)
- Gender-diverse workplaces outperform by 15% (Source: McKinsey)
- Greater employee satisfaction (Source: McKinsey)

The Business Case for Gender Parity - World Economic Forum
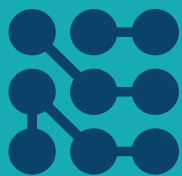
USING THE SCORECARD

The scorecard is organized into the following three sections referred to as **dimensions**. Organizational Culture, Recruitment Hiring & Retention, and Capacity Building. Each dimension has five unique performance indicators – 15 in total. These performance indicators are used to assess your company's gender parity journey by considering the degree to which your current practices meet the described indicators. Each dimension is supported by several resources you can use to help plan new strategies to address gaps and to adjust existing initiatives to improve your overall gender parity.

The results of your self-assessment should be integrated into your yearly corporate planning and budgeting process and the results of your scorecard should change year-by-year as you move toward exceeding expectations on all performance indicators. Each company's journey will be unique, the ways in which you implement your initiatives and the schedule you apply is up to you. Determine what works for your company and be open to adapting as you progress.

1. ORGANIZATIONAL CULTURE	2. RECRUITMENT, HIRING & RETENTION	3. CAPACITY BUILDING

DIMENSIONS & PERFORMANCE INDICATORS

The next two pages contain a list of the 15 performance indicators and descriptions of the activities required for each indicator within the Gender Parity Scorecard.

DIMENSION	INDICATOR	DEFINITION
1. **ORGANIZATIONAL CULTURE**	**Career & Succession Planning**	Reinforces your organization's commitment to create pathways of gender equity and career growth at all levels of your organization
	Marketing Materials	Demonstrates commitment to the promotion of gender equality through images and language
	Safety & Security	Ensures that a company has policies and procedures that protect staff against discrimination and sexism in the workplace
	Staff Training	Builds awareness concerning discrimination, sexual harassment and gender equity in your organization
	Management Training	Builds awareness and advocacy concerning discrimination, sexual harassment and gender equity in your organization
2. **RECRUITMENT, HIRING & RETENTION**	**Targeted Recruitment**	Demonstrates a concrete plan to increase the percentage of women staff in your organization
	Inclusive Hiring Practices	Contributes to the reduction of gender inequalities within your organization
	Family-Friendly Practices	Ensures that the workplace has policies in place that support staff with dependents (i.e., children, aging parents and individuals in care)
	Equal Exposure to Industry	Develops strategies for increasing visibility of women and under-represented staff in meetings and networking
	Retention Strategies	Demonstrates commitment to the promotion of gender equality through positive and inclusive workplace behaviour

DIMENSION	INDICATOR	DEFINITION
3. CAPACITY BUILDING	**Budgeting for Success**	Creates financial capacity for company-wide gender mainstreaming
	Women in Leadership	Ensures the retention and advancement of women in your organization
	Collaboration with Education Stakeholders	Builds awareness of gender parity and promotes the inclusion of women in non-traditional post-secondary or vocational programs
	Collaboration with Community Stakeholders	Builds awareness of gender parity and promotes the inclusion of women from underserved communities in your organization
	Collaboration with Government Stakeholders	Builds awareness of gender parity and promotes the inclusion of women in your organization

ASSESSING YOUR RESULTS

The goal of this assessment is to help companies identify areas in which they have tangible activities and those areas where their initiatives are either non-existent or in need of improvement. As you read through each performance indicator, you will notice that most indicators contain multiple criteria. The goal for your company is to have and recognize initiatives that satisfy the criteria outlined.

To complete your initial benchmark assessment, you will select the descriptor in each indicator that best describes your company's performance in addressing gender parity. Each performance indicator has four descriptors that you will use to assess where your company situates itself on the scale.

- **Missing Minimum Requirements**
- **Approaching Minimum Requirements**
- **Meeting Minimum Requirements**
- **Exceeding Minimum Requirements**

The term minimum is used to acknowledge that your company may have many initiatives in one area and fewer or no initiatives in another. Use of the term minimum requirements acknowledges that every initiative will have a starting point and that some initiatives may not have an end point.

DESCRIPTOR	DEFINITION
Missing	The company has **not met the minimum requirement** for this dimension
Approaching	The company has met **some of the minimum requirements** for this dimension
Meeting	The company has met **all the minimum requirements** for this dimension
Exceeding	The company has met **all the minimum requirements** and **plus additional requirements** for this dimension

*When reviewing your organization's activities for each performance indicator ask yourself if you could provide evidence to support the descriptor you chose for each indicator. If you would like to explore how to incorporate new strategies into your existing company policies and procedures, the scorecard provides a robust list of **resources** at the end of each dimension to help you build and implement new initiatives.*

SCORING YOUR RESULTS

A scoring system has been incorporated into this Scorecard to enable your organization to benchmark and track your progression towards gender parity in the workplace.

Follow the instructions below to utilize the attached Excel Scoring System:

- Enter Rating. Enter your organization's assessment for each Indicator within the Scoring Table
- View Dimension Scores. After entering your rating you will recieve a score for each Dimension
- Utilize your scores as benchmarks and to identify areas for improvement

While the specific implementation process is up to you, here are a few things to consider so your organization can make the most of the Gender Parity Scorecard:

1. **Involve the right people.** An initiative such as this requires support from C-level executives, union representatives, and HR, as is applicable to your company size. Support for this initiative from the executive level should be communicated throughout the organization.

2. **Assign responsibility.** Depending on your company size, you could establish a champion or implementation team(s) within the company to:

- Act as the focal point for the implementation
- Prepare participants for what to expect
- Complete the scorecard with participants

- Compile the feedback
- Offer results to those in charge
- Participate in longer term planning & development

3. **Prepare a change management plan.** Be sure to consider that you may be engaging the organization in a cultural shift. You will want to communicate early and often, and describe your goals, outcomes, and measures toward success, while also indicating the ways in which you'll celebrate your successes.

4. **Complete your initial assessment using the scorecard.** Your first time using the scorecard will act as your benchmark. It will show your strengths and areas in which you can improve. As you move along, you can update the benchmark to show movement toward your goals. When reviewing your current initiatives, you should consider them not just in name but also in how you would demonstrate their existence and effectiveness to others inside and outside of your company. What evidence would you use to show others your activities?

5. **Create an implementation timeline.** Once your benchmarking is complete, your organization will want to create a realistic timeline for improvement on a month-to-month or year-over-year basis. Your plans should include new initiatives, and also consider planning ways in which your current initiatives can be made more recognizable and impactful throughout your organization. Develop a timeline that is realistic based on your organization's resources and ability to respond.

Tech Manitoba represents the province's growing tech sector. We are an industry-led association that helps companies thrive and grow through collaboration, education and promotion. We bring people together to share skills, explore ideas and build a strong community.

Tech Manitoba has worked for over a decade to encourage young girls and women to take part in tech and to support women in the tech field. This effort has included a robust engagement strategy with young women in post-secondary technology studies, women working in tech jobs, and women who have left tech employers. These consultations have added to our understanding of the barriers women face and the ways in which employers can act to reduce those barriers.

Through research and collaboration with the Tech Manitoba community, and through discussions with countless women in tech companies and those looking to pursue a technology career, we learned that while many organizations want to become more active in improving their inclusion and diversity, they lack concrete and structured ways in which to do that. Many organizations have informal, ad hoc and initiative-specific activities that they would like to take to the next level – either through a formal process or through structuring their initiatives toward a more tangible outcome. The Gender Parity Scorecard was created to support companies to assess their current practices and form a strategy supported by online resources for inclusive hiring, closing the gender pay gap, setting goals and targets, broadcasting results, and advancing women in leadership roles.

Women and Gender
Equality Canada