

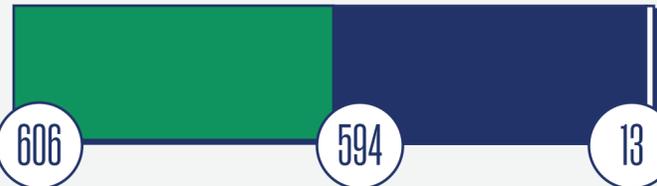
# A SNAPSHOT OF THE WORKPLACE

## SIZE OF CURRENT WORKPLACE BY GENDER

THE NUMERALS REPRESENT THE NUMBER OF RESPONDENTS.

WOMEN MEN SELF-DESCRIBE

### LARGE (501+ EMPLOYEES)



### MEDIUM (51-500 EMPLOYEES)



### SMALL (1-50 EMPLOYEES)



Men and women are equally represented in large- and medium-sized workplaces, but women are drastically under-represented in smaller ones.



Women are noticeably under-represented in mechanical and electrical engineering.

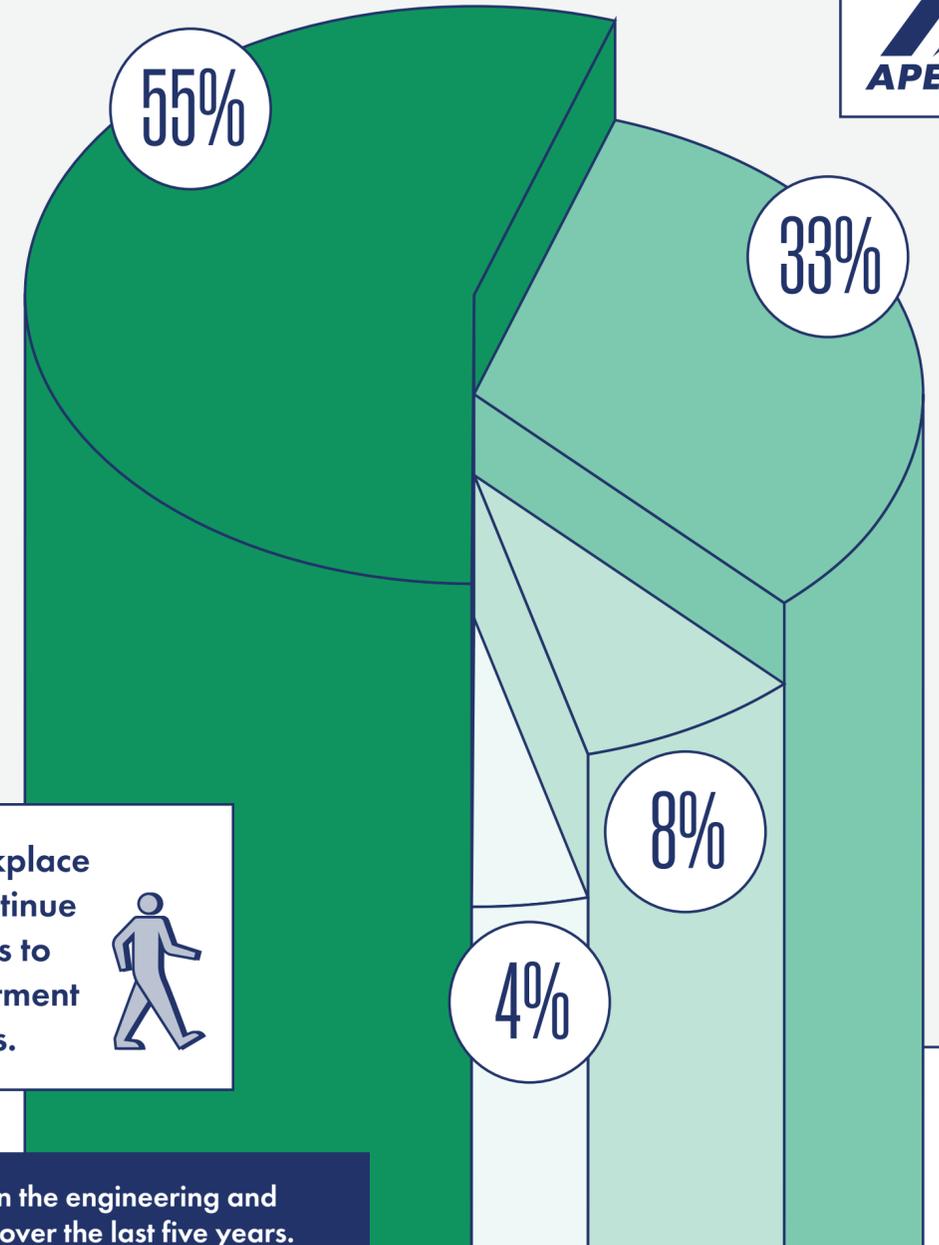
## ENGINEERING DISCIPLINE BY GENDER



Millennials make up the highest proportion of women in the workplace.

## YEAR OF BIRTH OF FEMALE SURVEY RESPONDENTS

- GENERATION Z (1995-2015)
- MILLENNIALS (1980-1994)
- GENERATION X (1965-1979)
- BABY BOOMERS (1945-1964)



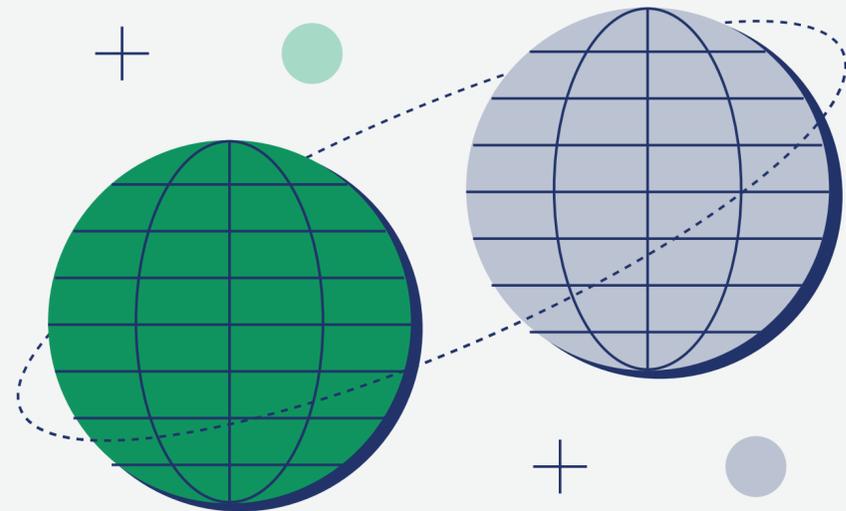
Dramatic shifts in workplace demographics will continue to challenge employers to modernize their recruitment and promotion policies.



The percentage of female professionals in the engineering and geoscience professions has not changed over the last five years.



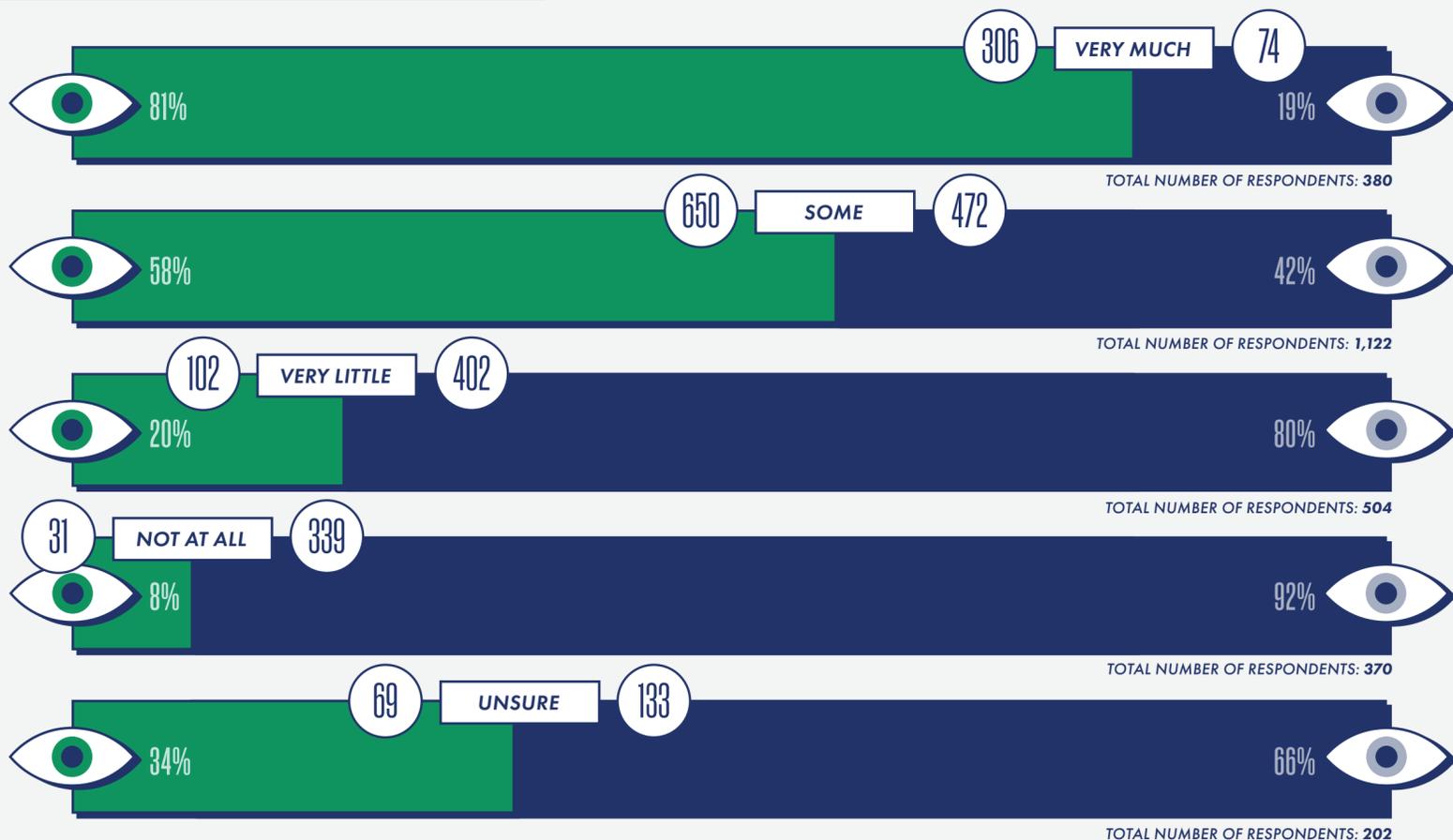
# THERE ARE TWO DIFFERENT WORLDS IN EVERY WORKPLACE



Men and women have very different views on whether gender plays a role in how they are treated in the workplace.

## PERCEPTION OF WHETHER GENDER AFFECTS TREATMENT IN THE WORKPLACE

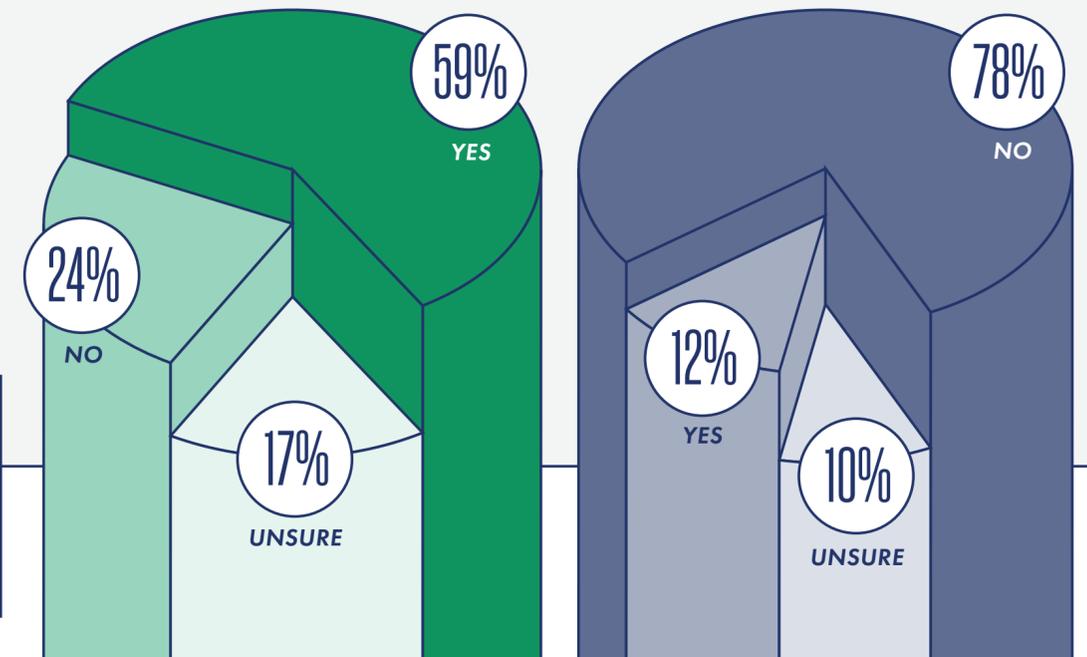
WOMEN MEN



Nearly 60% of women say they've faced gender-based discrimination in their careers. Only 12% of men say the same.

WOMEN MEN

## RESPONSES TO WHETHER EMPLOYEES HAVE FACED GENDER-BASED DISCRIMINATION

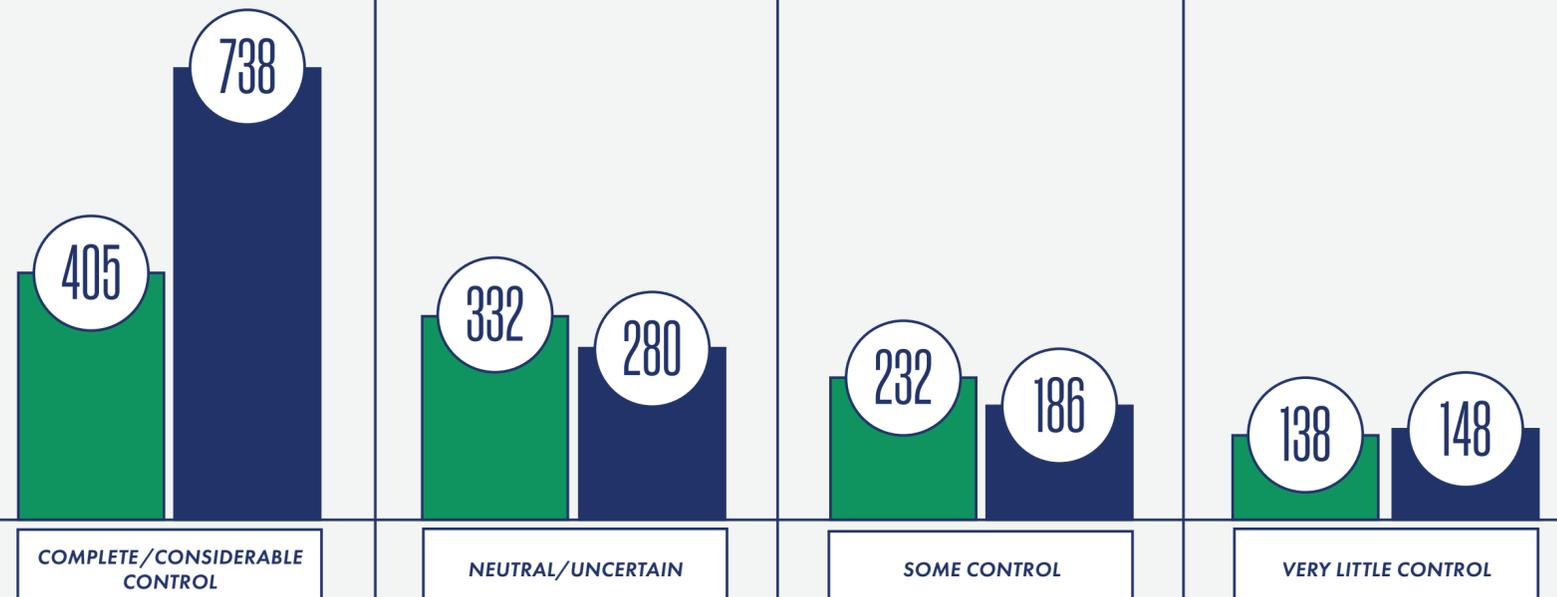


These gaps in workplace realities need to be met head-on.

Men feel considerably more in control of their careers than women do.

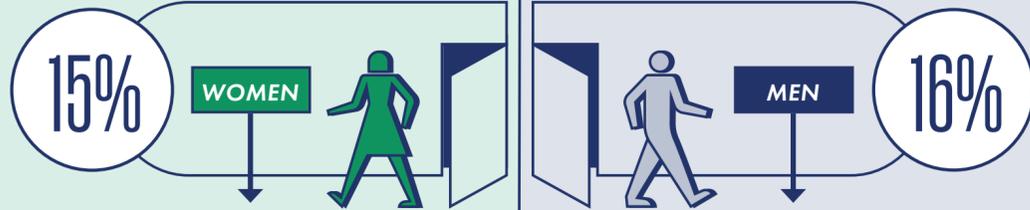
## PERCEPTION OF CONTROL OVER CAREERS

WOMEN MEN



# THE OPPORTUNITY IS NEVER QUITE EQUAL

Women are being hired at almost the same rate as men for entry-level careers.



Early in their careers, women are not promoted at the same rate as men—dramatically reducing their later participation in professional and managerial roles.

## ENTRY-LEVEL CAREER PARTICIPATION



## PROMOTION RATE



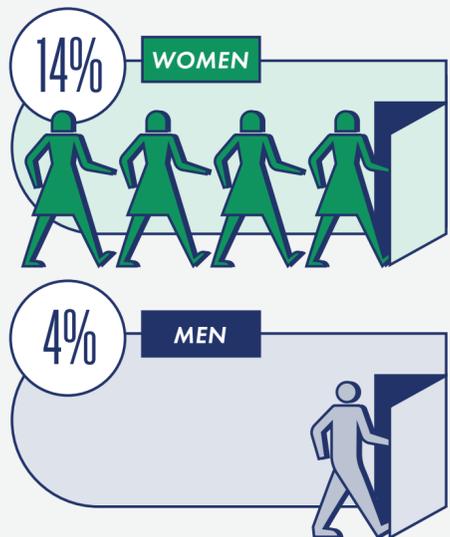
## PROFESSIONAL-LEVEL CAREER PARTICIPATION



Men are typically evaluated on their potential whereas women are evaluated on their experience—which can often be interrupted by a maternity leave.



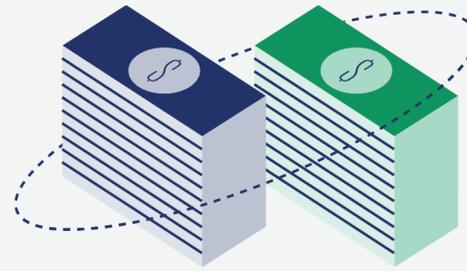
Women are leaving executive roles at a much faster rate than men are.



# PAY IS PART OF THE STORY

\* Pay differences by gender are found across industries, disciplines, and organization sizes.

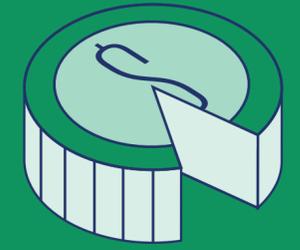
Early on in their careers, men and women are essentially paid the same.



After five years' experience, the pay gap begins to widen significantly.



In 2018, female executives earned 88.4% of what men earned.



# ACTIONS TO CLOSE THE GAP

## As an individual, you can:

Be an ally, not a bystander. Speak up when you see discrimination in your workplace.

Engage your leaders regarding the business imperative for reaching gender equity, collecting and evaluating data more effectively, and taking action.

## As a leader in your organization, you can:

Understand where and why women face barriers in your organization and advocate for a strategy to remove the obstacles.

Effectively support employees prior to, during, and after a leave.

## As an organization, you can:

Conduct a pay-equity analysis using a robust statistical approach and make adjustments as needed. Be transparent in explicitly stating pay-equity policies and publicly document a commitment to pay equity.

Understand the barriers to advancement and retention of women in senior management and in critical positions like profit and loss roles.

Consider how to holistically support women's careers, including their unique health and financial wellness needs.

Launch formal mentorship programs and high-potential acceleration programs.

## SOURCES

- APEGA (2019). *Survey results on barriers women face in the engineering and geoscience workplace*
- Mercer (2019). *When Women Thrive, Businesses Thrive: APEGA Benchmark Report*
- Mercer (2020). *APEGA's Salary Survey Gender Pay Analysis 2014 – 2018*

