

# DIVERSITY AT WORK

Gender



# WHY THINK ABOUT SOCIAL CHARACTERISTICS AT WORK?

- **Civil rights case for diversity**
  - Labour market a key arena determining life chances in our society, and everyone has the right to participate without discrimination
- **Business case for diversity**
  - Hiring people from diverse backgrounds and managing that diversity a key to business success
    - Expand markets
    - Ensure loyalty
    - Lower legal costs
    - Increase creativity, profitability, etc.



# THE END OF MEN

AND THE RISE OF WOMEN

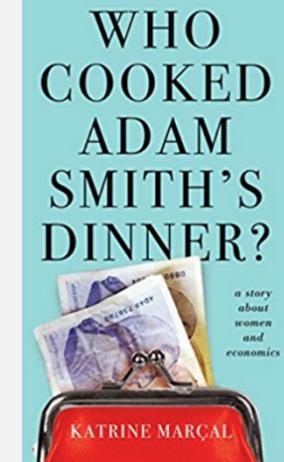
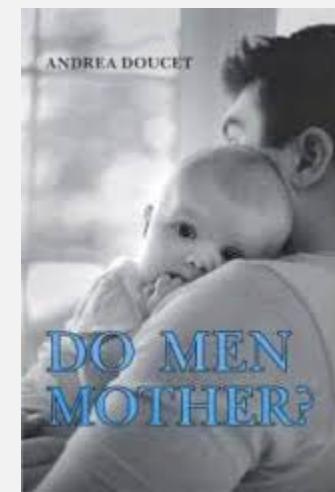
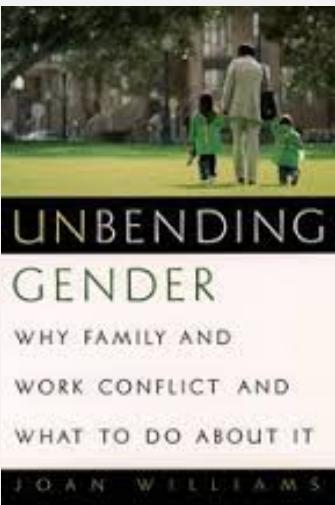
HANNA ROSIN



## LEAN IN

WOMEN, WORK, AND  
THE WILL TO LEAD

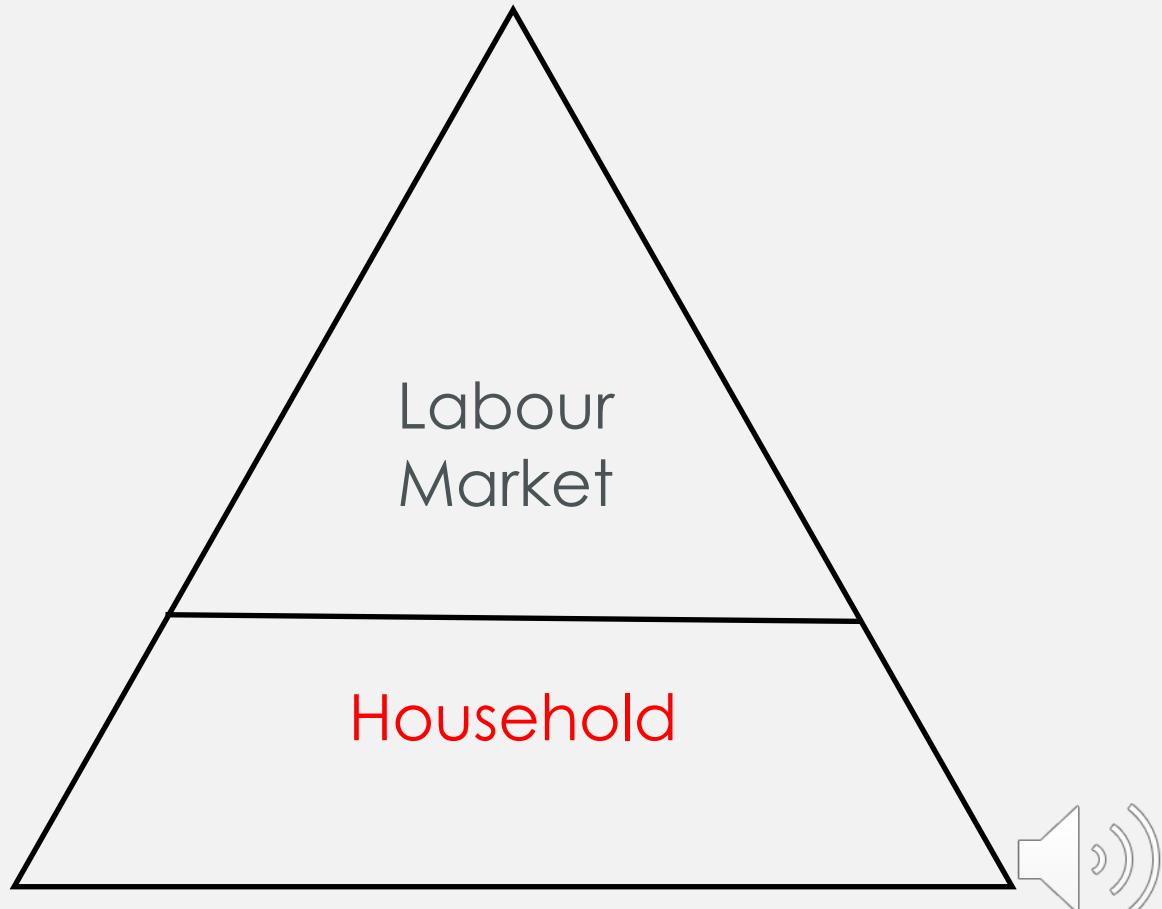
SHERYL SANDBERG



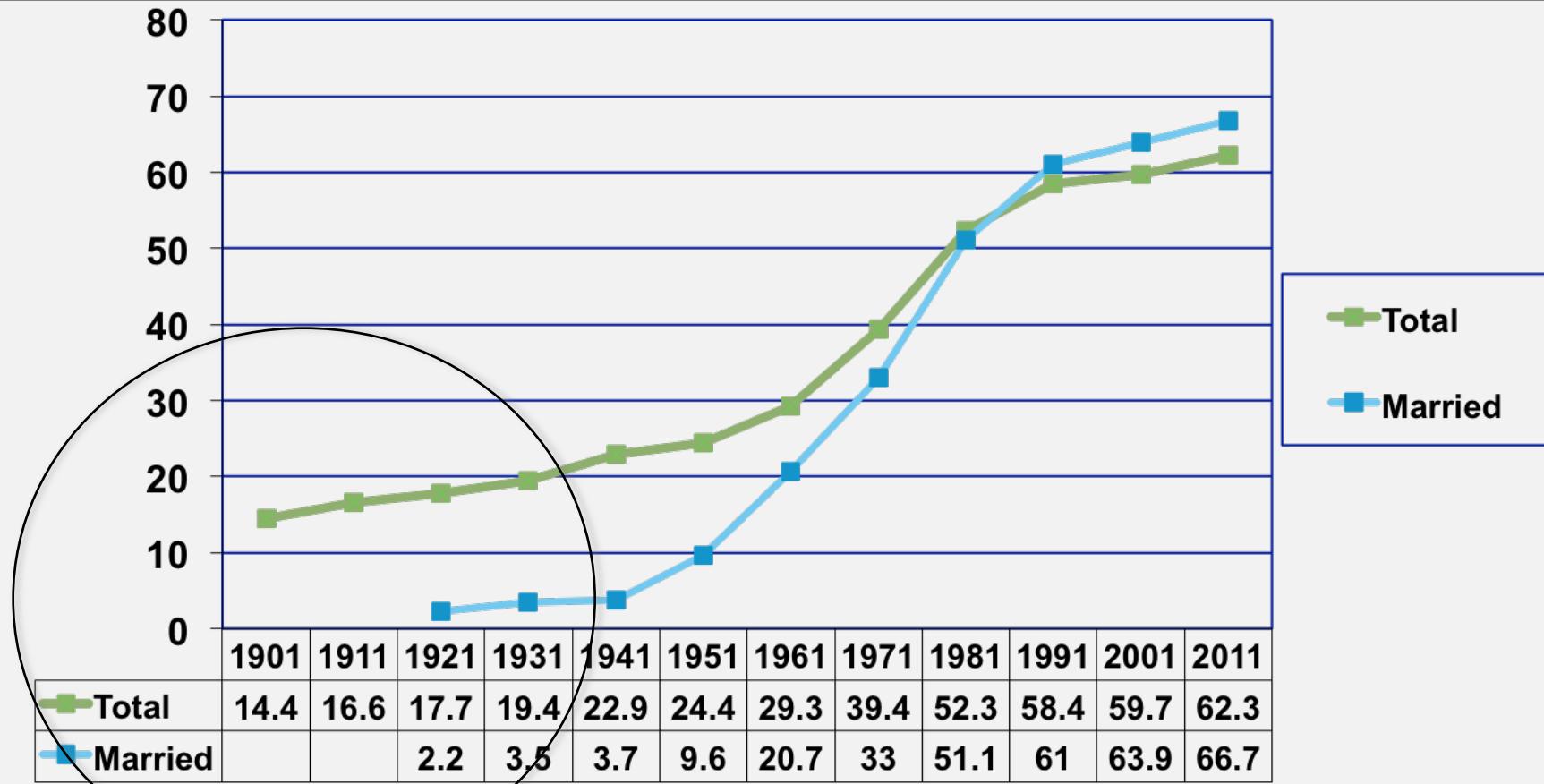
# HISTORICAL BACKGROUND (1900-1940S)

Marjorie Cohen

- History overlooks women's work (e.g. fur trade, industrialization, stretching wages)
- Critical linkages between LM & household
  - Household sustains workers (LM & formal economy) through '**social reproduction**'
  - Gender 'divisions of labour' in LM mirror household work (e.g. caring work)
  - Current trends build on & shaped by past LM patterns (e.g. attitudes, wage levels)



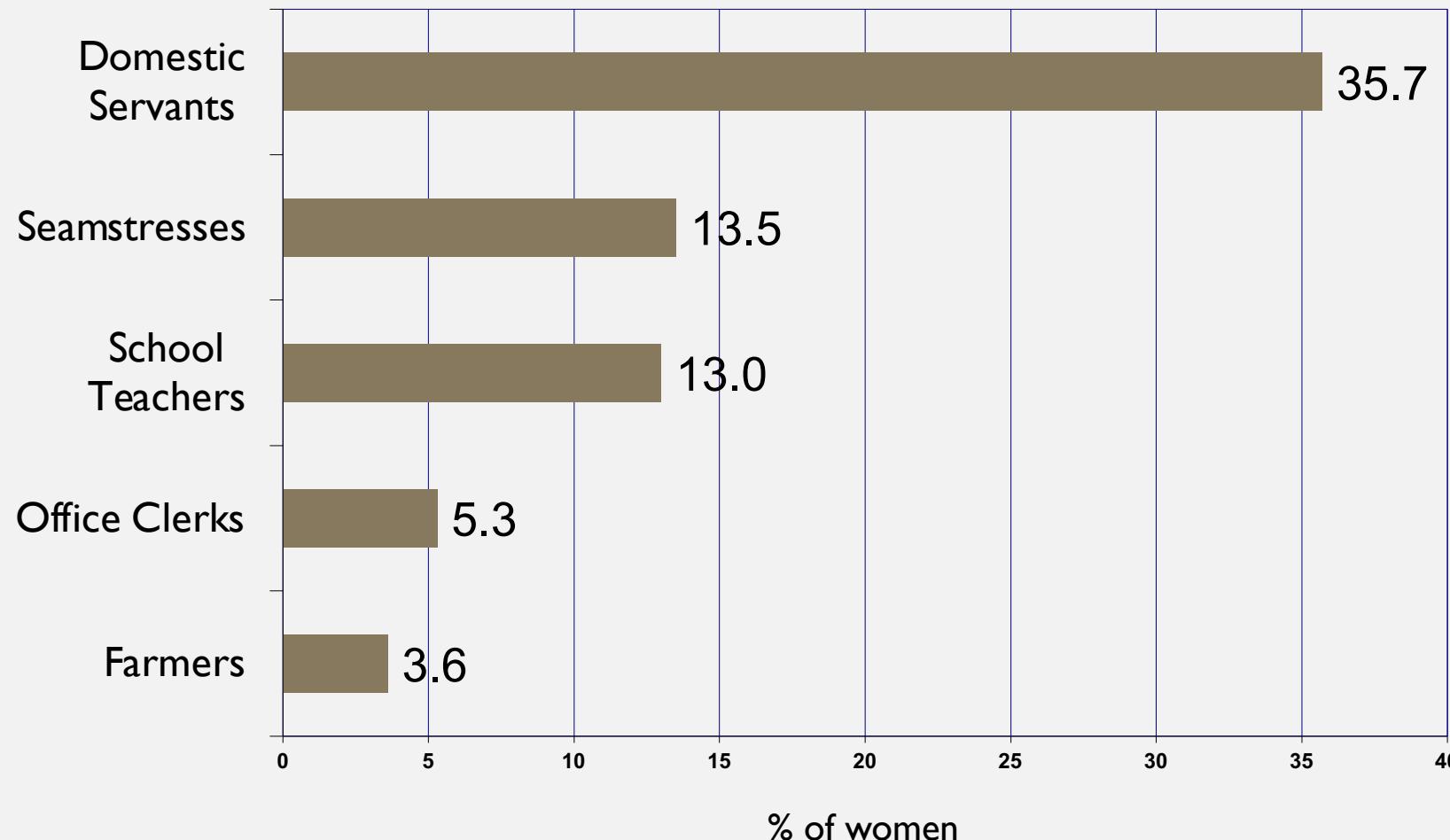
# WOMEN'S LABOUR FORCE PARTICIPATION, CANADA, 1901-2011



Source: Wilson (1996: 86); Luxton and Reiter (1997); Statistics Canada. *Table 282-0004 - Labour force survey estimates (LFS), by educational attainment, sex and age group, annual (persons unless otherwise noted)*, CANSIM; Statistics Canada. *Table 282-0211 - Labour force survey estimates (LFS), by family type and family age composition, annual (persons unless otherwise noted)*, CANSIM.



# TOP FIVE JOBS, WOMEN, CANADA, 1901



5 jobs employed  
over 2/3 of all  
women

Source: Krahn, Hughes & Lowe (2015: 189)



# PROFESSIONS – WOMEN LEGALLY EXCLUDED UNTIL LATE 1800S / EARLY 1900S



**Clara Brett Martin**  
First female lawyer in  
Ontario, Canada 1897



**Elsie MacGill**  
First female graduate in  
electrical engineering, UofT,  
1927



## FEMINIZED ‘SEMI-PROFESSIONS’

Seen as ‘suitable’ for women:

- Nursing
  - working class women, often unpaid students
  - low pay, hard working conditions
- Teaching
  - historically male but rapid growth lead to ‘feminization’
  - By early 1900s, bulk of elementary teachers female
  - BUT differential pay rates and expectations



# TURNING POINT: WORLD WAR II

WWII saw important shifts in women's work:

- Women drawn into work in large numbers
  - not just single women, but married & mothers
- Women did highly 'non-traditional' jobs
  - e.g. war industries, mechanics, mfg
- Government provides supports & incentives
  - daycare, change in tax policy
- Employers 'accommodate' women's work
  - part-time housewife shifts, waive marriage bar



## IMPACT OF WWII - SHORT-TERM?

- Few immediate changes post WWII
- Men return to jobs, veterans preference
- Many women lost / left jobs
  - approximately 250,000 in war industries
  - female LFP fell back to pre-war levels
- Public attitudes generally supported this change
- Government policy changed
  - discontinued daycare provision
  - changed tax exemption for married women



THE PUBLIC SERVICE OF CANADA



# Requires

CLERKS GRADE 2A  
\$1690-\$2240

CLERKS GRADE 1  
\$1380-\$1780

For Government Offices in Winnipeg, Manitoba.

GRADE 2A Salary on appointment (a) \$1690 - If you have High School Graduation or two years' adequate office or teaching experience.

NOTE: Certificates to establish your education standing must accompany your application.

GRADE 1 Salary on appointment \$1380 per annum. You need no office experience for this class but at least two years of high school are desirable.

ADVANTAGES AND BENEFITS

SALARY INCREASES Annual increases for satisfactory Service (the first increase for Clerk Grade 1 is after six months).

OPPORTUNITIES FOR ADVANCEMENT You may advance to more senior positions by promotion.

LEAVE HOSPITAL AND MEDICAL PLANS Generous provisions for vacation and sick leave with pay. Group plans are now available for all employees.

OTHER INFORMATION

AGE Open to qualified residents of Winnipeg and Locality. You must be at least 16 years of age to apply.

EXAMINATION A written examination of a general nature will be given and therefore no particular line of study is needed. You may elect to write in either English or French. Language qualifications of bilingual candidates may be tested later. This competition will qualify for permanent appointment.

WHERE TO APPLY Application forms properly filled out should be filed with the Civil Service Commission, 356 Main Street, Winnipeg, Manitoba, NOT LATER THAN: SEPTEMBER 14, 1953.

COMPETITION NUMBERS GRADE 1, 53-W5792, should be quoted  
GRADE 2, 53-W5793, should be quoted

VETERANS PREFERENCE Successful candidates entitled to the Veterans' Preference are considered first for initial appointment.

MARRIED WOMEN Married women are eligible to apply only if they can satisfy the Commission that they are required to be self-supporting. An affidavit to this effect must accompany the application.

Anyone wishing to be considered for an appointment at Ottawa should forward a separate application quoting Competition Number 53-7500.

**READ CAREFULLY THE POSTER "INFORMATION ESSENTIAL FOR APPLICANTS**  
**Manitoba, Canada WHICH IS DISPLAYED WHEREVER THIS ANNOUNCEMENT IS DISPLAYED**

## 1953 Job Ad

### Veterans Preference

“Married women are eligible to apply only if they can satisfy the Commission that they are required to be self-supporting. An affidavit to this effect must accompany the application.”



## LONGER TERM - 1950S AND 1960S

- Economic need & changing aspirations
  - growing numbers of women had to, or wanted to, work
  - media attention & debate over 'working mothers'
- Rise of women's movement and protests against discrimination (via media, sit-ins, unions)
- 1967 Royal Commission on the Status of Women
  - held hearings across the country, reporting in 1971
  - 167 recommendations in including change re: discrimination in hiring, marriage bar, pregnancy bar, maternity leave, education and training



# 1970S – ‘LEGAL RIGHT TO WORK’

## 1971 – Canada Labour Code

Amended to provide maternity leave and equal pay for work of equal value

## 1971 – Unemployment Insurance Act

Provides maternity benefit for 15 weeks

## 1972 - Minimum Wage Legislation

Provincial - amended to eliminate lower minimum wage for women

## 1978 – Canadian Human Rights Act

Prohibits discrimination on several grounds including sex, and requires equal pay for work of equal value (Provincial acts follow)

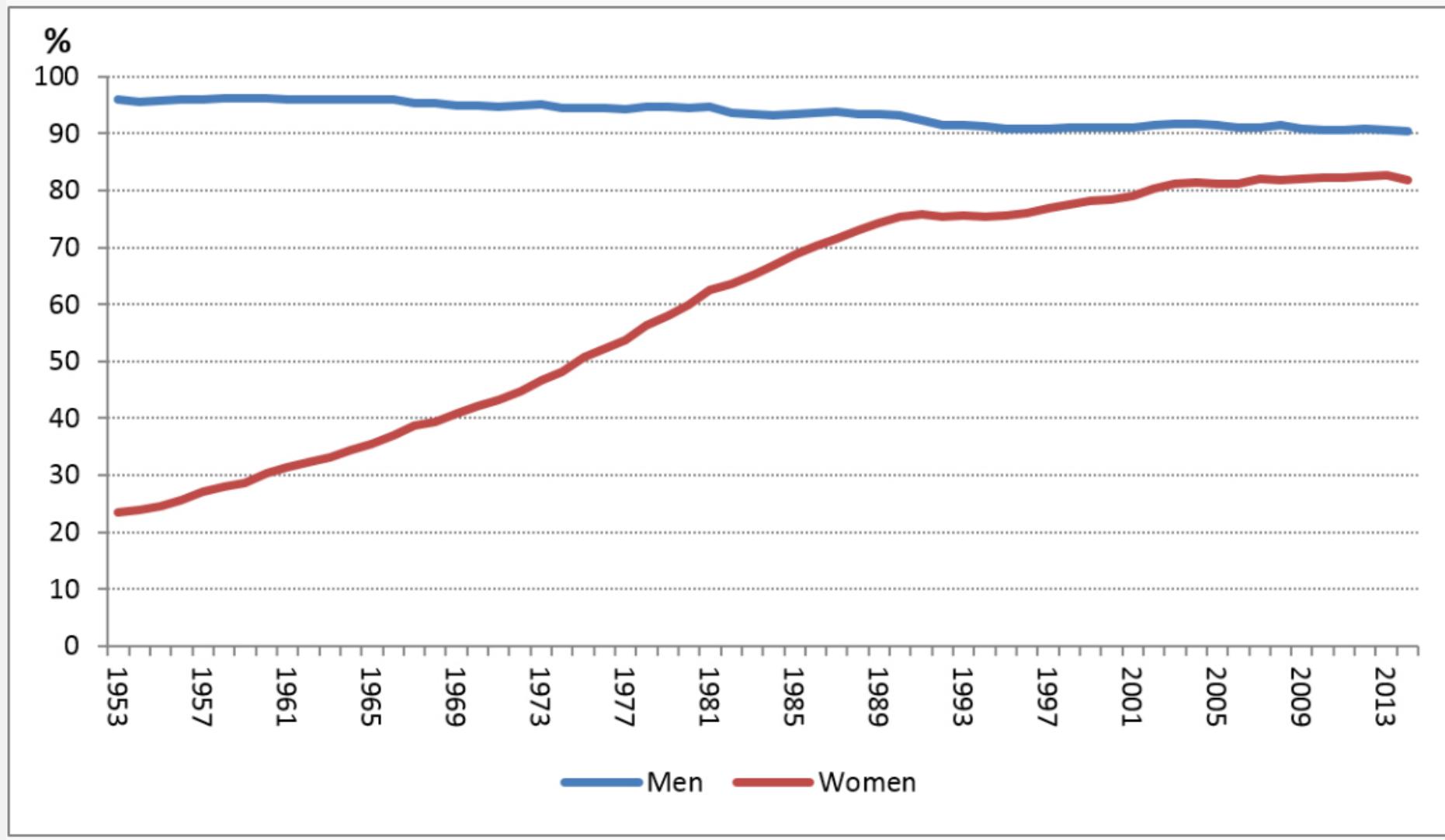
Source: Statistics Canada (1994); Wilson (1996)

<b>58. HELP WANTED, WOMEN</b> <b>NURSES REGISTERED</b> <p>Living is good in Los Angeles. So is working at the Hospital of the Good Samaritan Medical Center, L.A.</p> <p>STAFF NURSING OPPORTUNITIES IN FRIENDLY WORKING ATMOSPHERE 411-Bed Hospital EXCELLENT PATIENT-CARE FACILITIES WIDE VARIETY CLINICAL SERVICES ORIENTATION AND INSTITUTE PROGRAMS</p> <p>Good Starting Salaries Based on Experience and Education. Substantial Shift Differentials. Increases Based on Professional Growth.</p> <p>BENEFITS: Paid Vacations, Sick Leave, Holidays, Hospital Insurance, Retirement Plan.</p> <p>STAFF PROMOTIONS Transportation refunded after one year's employment.</p> <p><b>HOSPITAL OF THE GOOD SAMARITAN MEDICAL CENTER</b> 1212 SHATTO ST. LOS ANGELES, CALIF. ANNA CAMPBELL, R.N.</p> <p>Type Much?? If you have one or more years experience &amp; type 50 w.p.m. read on!</p> <p>1. Experienced dicta typist electric machine. Nice office, good salary, congenial working conditions. If interested, MU 1-0023. 2. Accuracy and speed count in this position with large downtown firm. Job security, opportunity for advancement. 3. Project job lasting 1 year requires typing, manual typewriter.</p> <p>'3 NICE JOBS</p> <p><b>Personnel Quest</b> 688-3677—684-9815 SECRETARY!</p> <p>Are you considering a change? We are presently undertaking personnel quest for three well-established secretaries, two of them for top level, and the third for an industrial firm executive. All positions offer good starting salaries. Please call us for more information.</p>	<b>58. HELP WANTED, WOMEN</b> <b>LAUNDRY SUPERVISOR</b> <p>Woman required to manage finishing section in laundry department. We are looking ideally for a person who has had previous experience as a supervisor with good experience in folding, ironing, sewing, etc. Those with experience will give serious consideration to application. Experience may be gained in laundry elsewhere than finishing, or two previous years in laundry, but have no supervisory experience. Confidence, giving full details of work history, personnel advisor, etc.</p> <p>Nelson's Laundries Ltd. 820 Main Street, Vancouver 10, B.C.</p> <p><b>FOOD SERVICE NURSERY COOK</b> for 37 bed hospital. Hospital experience essential. Duties consist of preparing and serving food (catering), supervision of dietary personnel, maintaining inventories. Salary range \$312.00 to \$380.00. Apply in writing stating experience, qualifications, to administrator, Nicola Valley General Hospital, P.O. Box 129, Merritt, B.C.</p> <p><b>X-Ray Technician</b> Required for 24-bed hospital, 40 miles from Vancouver on scenic Howe Sound. Apply in writing, giving complete details of education, qualifications and experience, to the Administrator, Squamish General Hospital, Squamish, B.C.</p> <p><b>GRADUATE NURSE</b> Also exp. registered nurses or nurses aides for full or part time in priv. hosp. Apply 7332 Oak St. 11 to 3 p.m.</p> <p><b>LEGAL SECRETARY</b> Required for Burrard Building law office. Must have 1 year experience &amp; have top typ. &amp; shorthand skills. MU 1-381.</p> <p><b>MILLINER</b> Experienced only apply. Very good wages. Steady position or part-time if preferred. MU 1-0023, 221 W. Georgia St.</p> <p>Work near home, \$21 to \$25 per hour, good commission. Part or full time. 876-4934 or 259-1967.</p> <p><b>GIRLS!!!</b> Cocktail waitresses &amp; show girls. Must be attractive. MU 1-4010</p> <p>London fashion house requires 3 responsible girls who are over 18 &amp; currently employed for exciting part-time sales work. 488-1817.</p> <p>Salaladies for part-time, requiring by retail Hardware &amp; paint stores. Age 18-25 yrs. State particulars. Operated by Londoners Boys 1818 Main.</p> <p>Exp \$12.00 and silk &amp; wool presser, \$210 per hr. Apply at 488-2412.</p> <p>Wanted: Counter clerk in Martiniere Cleaners. Must be</p>	<b>HELP WANTED, MEN</b> <b>ASSISTANT PERSONNEL SUPERVISOR</b> <p>Have an opening for an experienced personnel supervisor in the West Coast division.</p> <p>Previous experience in personnel in the Forest industry desirable but not essential. A person with a strong interest in developing abilities in all phases of personnel administration.</p> <p>Salary commensurate with experience and ability.</p> <p>Apply in writing to: <b>WELDERS INC., CANADA LTD.</b> P.O. Box 701, New Westminster, B.C.</p> <p><b>WESTFOR MINES LTD.</b> REQUIRES FIRST CLASS <b>MECHANICS MILLWRIGHTS ELECTRICIANS</b></p> <p>For their open pit iron copper property located at Tagu, Queen Charlotte Islands. Preference given to applicants with previous experience in open pit mining. Married accommodation available in attractive new town site.</p> <p>Apply to Personnel Officer, 1112 W. Pender, Vancouver.</p> <p><b>No. 1 Planerman</b> To operate a Newman MA 12, Haynes Canada, Silver Tree No. 1, Vancouver.</p> <p>Apply to <b>Ed Schmitz</b> PHONE 327-9242.</p> <p><b>CAREERS</b> A large financial institution would like to meet men interested in a career training program encompassing salary and educational benefits.</p> <p>Salary to \$360 CONTACT A. S. PARSONS, 684-1291.</p> <p><b>DRAKE PERSONNEL</b> 385 Hornby "No Fee to Applicants"</p> <p><b>TRYSON &amp; SON IRON WORKS LTD</b></p>
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“Help Wanted Female” and “Help Wanted Male” advertisements such as these from the Vancouver Sun in 1967 were legal and were typical of job advertisements all across the country. They very effectively excluded women from access to better paying jobs.



Chart 1: Labour force participation rates of men and women aged 25 to 54, 1953 to 2014

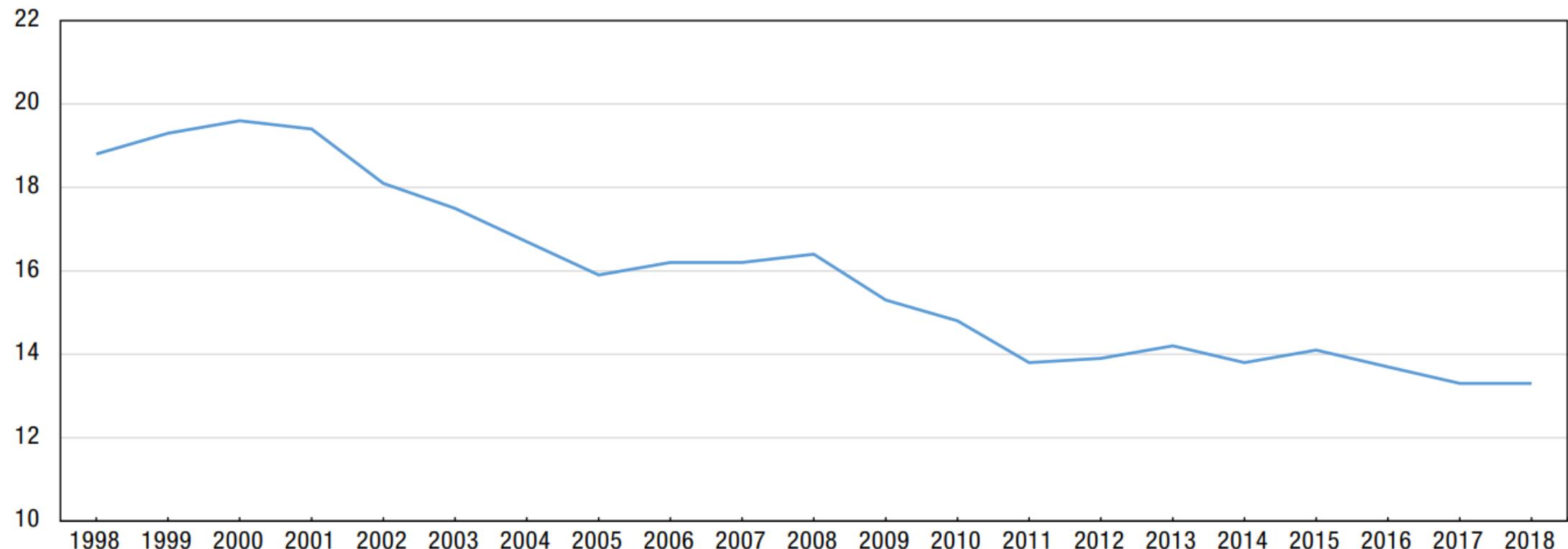


Source: Labour Force Survey (LFS), 1976 to 2014, and previous LFS publications.



## Gender wage gap among employees aged 25 to 54, 1998 to 2018

percent



**Note:** The difference between men's and women's average wages was found to be statistically significant at a 95% confidence level in all years.

**Source:** Statistics Canada, Labour Force Survey, authors' calculations.

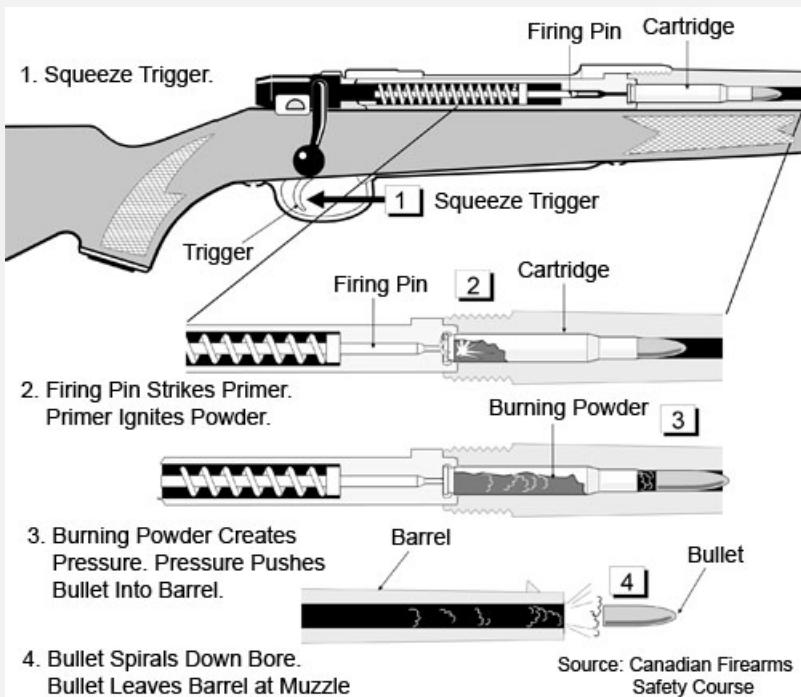


# WHERE DOES THE DIFFERENCE COME FROM?

- Choice or constraint?
- Different points in the “career”
  - At Entry
    - To occupations/industries
    - Jobs within occupations
  - Promotion
  - Training
  - Performance Pay
- Demand vs. Supply Side



# QUICK NOTE ON METHOD



- In social sciences, probabilistic model of causality
  - “a change in one event forces, produces, or brings about a change in another”
- Explanation
  - Idiographic
  - Nomothetic
- Criteria for nomothetic causality
  - Variables must be correlated
  - Cause takes place \*before\* the effect
  - Nonspurious variables
- Rare to observe perfect correlation in the social world
  - Speak to the strength of a relationships/associations
  - Not deterministic



# SUPPLY-SIDE MECHANISMS

## I) Gender Role Socialization

- Women & men socialized differently via family, media, educational systems
- Develop different goals, career paths – e.g. occupational choice, work-family orientations

## 2) Human Capital Theory

- Men invest more than women in their ‘human capital’ (e.g. skills, training, work experience)
- Women’s lower HC → gender wage gap



## DEMAND-SIDE MECHANISMS

### 3) Labour Market Segmentation/Occupational Segregation

- Adds gender to dual economy → women in ‘job ghettos’ in secondary sector (past & present)
- True for many jobs (e.g. retail, part-time), BUT women also in core sector jobs (e.g. professions)

### 4) Gendered Organizations / Gender Bias

- LM practices shaped by gender bias & stereotypes (e.g. women less committed, skilled)
- Direct vs. systemic discrimination, second generation bias



# GENDER SEGREGATION

## Occupational Gender Segregation

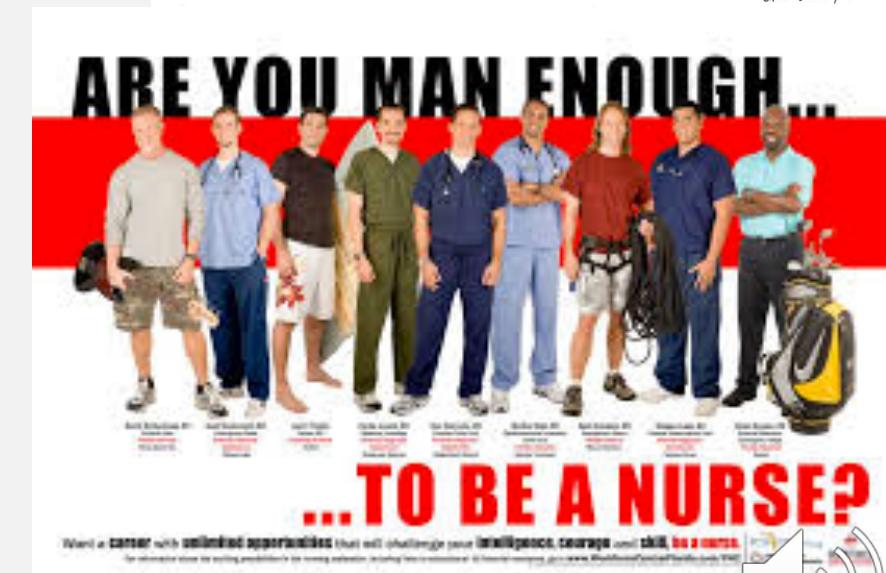
- Tendency for women & men to be in different jobs
- ‘Horizontal’ vs. ‘Vertical’ segregation

## ‘Gender Labeling or ‘Sex Typing’

- Certain work / jobs are culturally associated with women or men (e.g. secretaries vs. mechanics)

## Change Processes

- Integration: F & M in same occup, all industries, specialties
- Ghettoization: F or M in same occup BUT diff specialties
- Resegregation: job changes gender F → M or M → F



Occupation	Number of Employed Women	Percent of Total Female Employment in Occupation	Females as Percentage of Employment in Occupation	Women		Men	
				Occupation	% F	Occupation	% M
<b>1901</b>				Retail salespersons	56.6	Retail salespersons	43.4
1. Domestic servants	84,984	35.7	87	Administrative assistants	96.3	Transport truck drivers	96.8
2. Seamstresses	32,145	13.5	100	Registered nurses	92.8	Retail and wholesale trade managers	58.3
3. School teachers	30,870	13.0	78	Cashiers	84.2	Carpenters	98.1
4. Office clerks	12,569	5.3	21.4	Elementary and kindergarten teachers	84.0	Janitors, caretakers, bldg. sup	74.4
5. Farmers and stock raisers	8,495	3.6	2	Administrative officers	81.5	Material handlers	87.6
<b>All five occupations</b>		<b>71.1</b>		Food counter, kitchen helpers	64.2	Auto-service techs, truck and bus mechanics	98.4
<b>1951*</b>				General office support	84.4	Managers in agriculture	75.2
1. Stenographers and typists	133,485	11.5	96.4	Early childhood educators	96.8	Construction trades helpers and labourers	93.9
2. Office clerks	118,025	10.1	42.7	Nurse aides, orderlies, patient services	85.7	Food counter, kitchen helpers	35.8
3. Salesclerks	95,443	8.2	55.1	Retail and wholesale trade managers	41.7	Cooks	57.2
4. Hotel, café, and private household workers n.e.s <sup>†</sup>	88,775	7.6	89.1	Light-duty cleaners	70.6	Info systems analysts and consultants	72
5. School teachers	74,319	6.4	72.5	Receptionists	94.0	Store shelf stockers, clerks, order fillers	66.5
<b>All five occupations</b>		<b>43.8</b>		Food and beverage servers	78.8	Financial auditors and accountants	44.8
<b>2011</b>				Accounting and related clerks	85.1	Shippers and receivers	77.6
1. Retail salespersons	371,345	4.7	56.6	Other customer and info services reps	64.2	Sales and account reps—wholesale trade	66
2. Administrative assistants	316,565	4.0	96.3	Accounting technicians and bookkeepers	87.3	Welders and related machine operators	96
3. Registered nurses	270,425	3.4	92.8	Financial auditors and accountants	55.2	Electricians (except indus & power system)	98.1
4. Cashiers	260,190	3.3	84.2	Secondary school teachers	58.6	Security guards and related security	76.9
5. Elementary and Kindergarten teachers	227,810	2.9	84.0	Social and community service workers	76.9	Delivery and courier service drivers	91.5
<b>All five occupations</b>		<b>18.3</b>				<b>Percentage of Female Labour Force</b>	<b>30.0</b>

\*1951 Census does not include the Yukon or the North West Territories.

<sup>†</sup>n.e.s.: Occupations not elsewhere specified.

Source: Adapted from *Occupational trends in Canada, 1891–1931*, Statistics Canada, Call Number 98-1931M-4 1939; *Occupation and Industry Trends in Canada Ninth Census of Canada, 1951*, Statistics Canada, Call Number 98-1951M-4 1954; and Statistics Canada 2011 National Household Survey, Data Tables - Occupation - National Occupational Classification (NOC) 2011 (691), Class of Worker (5), Age Groups (13B) and Sex (3) for the Employed Labour Force Aged 15 Years and Over, in Private Households of Canada, Provinces, Territories, Census Metropolitan Areas and Census Agglomerations, Cat. no. 99-012-X2011033.

<b>Percentage of Female Labour Force</b>	<b>30.0</b>	<b>Percentage of Male Labour Force</b>	<b>19.6</b>
<b>Number of Female Workers (millions)</b>	<b>3.6 M</b>	<b>Number of Male Workers (millions)</b>	<b>2.6</b>

Source: Statistics Canada (2013) *Portrait of Canada's Labour Force*. Ottawa: Statistics Canada. Cat. no. 99-012-X201102. <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-012-x/99-012-x2011002-eng.pdf>. Tables 2 and 3.



# SEX SEGREGATION

- Neo-classical view (Becker)
  - Women are somehow caregivers
  - Women choose occupations that allow them to reconcile work and family responsibilities
- Labor Market Queuing (Reskin and Roos 1990)
  - Supply-side ordering
  - Demand-side ordering
  - Structure of labor market – available jobs
  - Men prefer to hire men
- Devaluation
  - Sex segregation leads to lower pay
  - Low status of women leads employers to value less the work of the occupations with higher proportions of women



	Median Income, Men (\$)	Median Income, Women (\$)	F–M Earnings Ratio	Men as % of Total Employees	Women as % of Total Employees
Judges	229,794	239,325	104.1	60.3	39.7
Specialist physicians	142,408	98,206	69.0	63.4	36.6
Petroleum engineers	133,254	102,887	77.2	86.6	13.4
GPs and family physicians	128,137	113,224	88.4	60.0	40.0
Dentists	125,388	93,235	74.4	67.6	32.4
Managers in natural resource production	120,491	84,967	70.5	90.3	9.7
Senior managers—Financial, communications	120,781	104,429	86.5	77.0	23.0
Mining engineers	116,072	98,156	84.6	86.7	13.3
Engineering managers	111,462	87,474	78.5	89.2	10.8
Lawyers and Quebec notaries	119,871	95,321	79.5	59.7	40.3
Utilities managers	107,849	99,374	92.1	84.4	15.6
Geoscientists and oceanographers	109,942	85,823	78.1	79.1	20.9
Contractors and supervisors, oil and gas drilling	102,219	63,252	61.9	94.5	5.5
Supervisors, mining and quarrying	101,443	79,691	78.6	95.0	5.0
Fire chiefs and senior firefighting officers	100,598	86,452	85.9	96.5	3.5
Commissioned police officers	105,445	91,853	87.1	80.4	19.6
Senior managers—construction	100,350	89,088	88.8	87.6	12.4
University professors	105,444	90,194	85.5	61.6	38.4
Pharmacists	101,629	94,899	93.4	41.3	58.7
Railway and locomotive engineers	98,138	65,770	67.0	96.9	3.1

**Source:** Statistics Canada 2011 National Household Survey. Data Tables: Employment Income Statistics in 2010 by National Occupational Classification. Cat. no. 99-014-X2011042. <<https://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/dt-td/Index-eng.cfm>>



# FACTORS SHAPING THE WAGE GAP

How might the following factors narrow or widen the avg wage gap (FT/FY) for different workers?

- Education – level and area?
- Age & years of work experience?
- Career interruptions to care for children?
- Occupational location, specialty?

## Wages and wage gap for core-aged (25 to 54) employees, 2018 constant dollars, 1998 to 2018

	Average real hourly wages			
	Men	Women	Wage gap <sup>1</sup>	Wage gap <sup>2</sup>
1998	27.51	22.34	5.17	18.8
2018	31.05	26.92	4.13	13.3
		percent	dollars	percentage points
Change, 1998 to 2018	12.9	20.5	-1.04	-5.5

1. The wage gap in dollars is calculated by subtracting women's average wage from men's average wage.

2. The wage gap in percentage is calculated by first dividing women's average wage by men's average wage, then subtracting that result from 1.

**Note:** The difference between men's and women's average wages was found to be statistically significant at a 95% confidence level.

**Source:** Statistics Canada, Labour Force Survey, authors' calculations.

## Explaining the gender wage gap, 1998 to 2018

	1998	2018
	percent	
<b>Total explained portion (sum of effects of variables below)</b>	28.0	36.6
<b>Human capital</b>	1.8	-6.1
Education	-0.5	-4.8
Job tenure	2.3	-1.3
<b>Job attributes</b>	10.1	-0.7
Part-time	8.9	9.2
Public sector	-0.6	-5.3
Union	0.7	-3.4
Firm size	1.1	-1.1
<b>Occupation and industry</b>	18.3	44.8
Occupation	1.8	5.1
Industry	16.5	39.7
<b>Demographics</b>	-2.2	-1.6
Age	-0.4	-0.3
Province	-0.1	1.0
Children	-0.3	-0.8
Marital status	-1.4	5.4
<b>Total unexplained portion</b>	72.0	4

**Source:** Statistics Canada, Labour Force Survey, authors' calculations.



# DISCRIMINATION

- **Animus**
  - Dislike of women
  - Qualitative evidence, audit studies
- **Statistical**
  - Productivity reducing characteristic associated with gender
- **Cognitive**
  - Unconscious bias
  - Stereotyping: “attribute traits that we habitually associate with a group to individuals that belong to that group” (Reskin)
  - <https://implicit.harvard.edu/implicit/selectatest.html>



## DIFFERENTIAL EVALUATION (MICRO)

- Expectation theory
  - Women and men expected to act in different ways or excel at different tasks
    - Communal vs. assertive
    - When status contradicts expectations, receive scrutiny or harsh evaluations
    - Becomes self-fulfilling



# GENDERED WORK ORGANIZATIONS

- Certain types of masculinity become institutionalized in work organizations → “the ideal worker”
  - Assertiveness, authority, instrumentality
  - Flexibility and unquestioned commitment to the firm
- Those who don’t display characteristics of ‘ideal worker’ are assumed less capable/committed and therefore are less likely to succeed
  - Gendered beliefs come into play in hiring, promotion, and pay decisions



# CURRENT ISSUES – POLICIES ON GENDER INEQUALITY

## I) Employment Equity

- Abella Commission on Equality in Employment
  - Four equity groups: women, visible minorities, Aboriginal peoples, and persons with disabilities
  - Focus on remedying *systemic discrimination*

## 2) Pay Equity

- Focus on “equal pay for work of equal value”
  - Moves beyond equal pay for “equal” or “similar work”
  - Seeks to create gender-neutral compensation taking account of: *skill, responsibility, effort, and working conditions*



# EMPLOYMENT EQUITY

- **Process**
  - Analyze situation of equity groups in their firm, e.g. numerical representation, turnover, promotion
  - Identify employment barriers
  - Implement EE program with ‘targets’, e.g. address *systemic barriers* in hiring, promotion, training to improve representation of 4 group, flex-time; eliminate *non bona fide* requirements
  - Monitor and evaluate progress
  - File annual report on equity activities
- **Outcomes**
  - Increased presence & status of women & improved HR practices (equity goals and plans; increase in equity plans from 15% to 85% of firms)
  - Concerns: 40% of firms surveyed by Conference Board of Canada reported ‘backlash’ against EE, most workers in Canada do not fall under this legislation & EE in other sectors is voluntary



# PAY EQUITY

Third stage in the evolution of equal pay legislation:

**Stage 1: Equal Pay for Equal Work (pre-1960s)**

- *identical jobs* (e.g. male & female secretary)

**Stage 2: Equal Pay for Similar Work (early 1970s)**

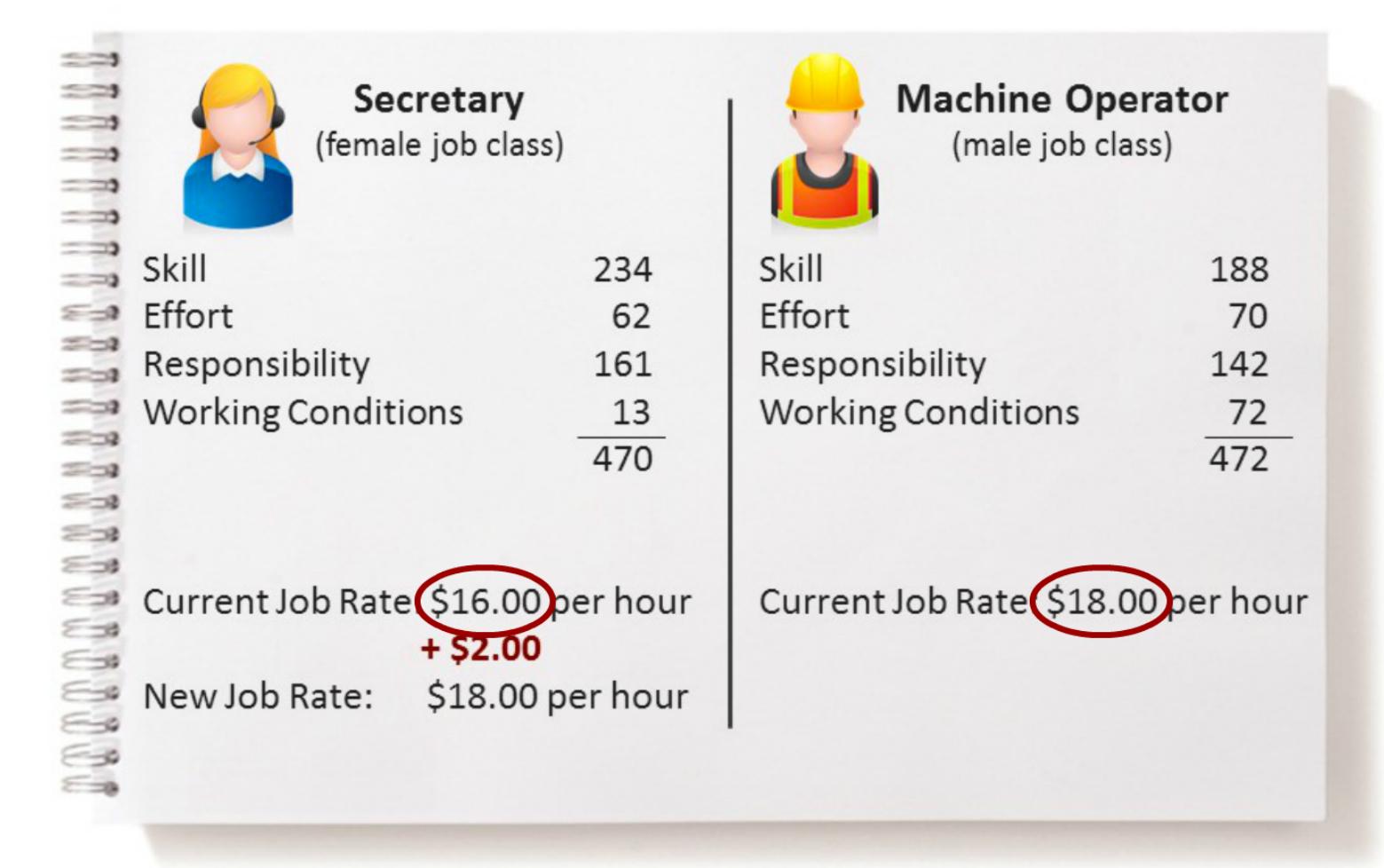
- *similar jobs* (e.g. male shipping clerk & female secretary)

**Stage 3: Pay Equity (Equal Pay for Work of Equal Value)**

- *comparable jobs* (e.g. male radio tech & female dispatchers)
- addresses historical undervaluing of female jobs
- proactive rather than complaint-based



# PAY EQUITY – HOW DOES IT WORK?



Source: Ontario Pay Equity Commission. Available at: [https://payequity.adobeconnect.com/\\_a200291975/pe02\\_introduction/](https://payequity.adobeconnect.com/_a200291975/pe02_introduction/)  
[http://www.payequity.gov.on.ca/en/tools/Pages/minikit\\_templates.aspx#temp%203](http://www.payequity.gov.on.ca/en/tools/Pages/minikit_templates.aspx#temp%203)

