****

9B18C041

red hat canada: bridging THE gender gap

R. Chandrasekhar wrote this case under the supervision of Professor Alison Konrad solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

*This publication may not be transmitted, photocopied, digitized, or otherwise reproduced in any form or by any means without the permission of the copyright holder. Reproduction of this material is not covered under authorization by any reproduction rights organization. To order copies or request permission to reproduce materials, contact Ivey Publishing, Ivey Business School, Western University, London, Ontario, Canada, N6G 0N1; (t) 519.661.3208; (e)* [*cases@ivey.ca*](mailto:cases@ivey.ca)*;* [*www.iveycases.com*](http://www.iveycases.com)*.*

Copyright © 2018, Ivey Business School Foundation Version: 2018-10-15

It was August 2017. Luc Villeneuve, theCanadian country leader for Red Hat Inc. (Red Hat), an open source software company headquartered in the United States, was reviewing the progress made by the Montreal-based Canadian subsidiary in bridging the gender gap among its employees. Red Hat Canada’s female salespeople made up 5 per cent of the customer-facing sales team when he took over as country leader in December 2013. In mid-2014, Villeneuve had set a target of increasing this percentage to 40 per cent in three years. The target had just been achieved.

In a market that was becoming competitive, Red Hat had set a corporate goal of doubling its company-wide revenue from US$2.4 billion[[1]](#footnote-1) for the year ending February 2017 to $5 billion for the financial year 2021–22. Red Hat was already the first among its open source peers to have reached a revenue of $2 billion in 2016. The renewed five-year revenue goal had energized the global company.

Villeneuve said:

In tune with the growth target, we will begin to scale up in Canada on many fronts: new technologies, new services, new partnerships, new customers, and new employees. I am wondering: How do we scale up gender diversity in Red Hat Canada even as we start bringing in new people? How do we sustain the momentum we have built in the last three years in bridging the gender gap and take it to the next level? How do we leverage our takeaways so far, in managing diversity as a business issue, to go beyond gender parity?

GENDER ISSUES IN THE information and communications technology INDUSTRY

The information and communications technology (ICT) industry consisted of mega enterprises, small scale firms, and start-ups. The enterprise software market, of which Red Hat was part, was a major segment of the ICT industry. With revenues of $321 billion in 2016, the segment was growing at 6 per cent per annum.

A gender gap prevailed in each ICT category. The industry had been unwelcoming to women for a long time. In 2015, according to the World Economic Forum, the share of women in the ICT industry worldwide was 21 per cent[[2]](#footnote-2) (see Exhibit 1). In Canada, several studies had highlighted the prevalence of a gender gap in the ICT industry. One of the earliest was done in 2006 by the Information and Communications Technology Council, a non-profit organization based in Ottawa, Ontario. It pointed out that 23.4 per cent of workers in ICT occupations in Canada were female.[[3]](#footnote-3) This figure had changed very slowly in the ensuing decade. A 2016 study by the Information Technology Association of Canada, a business body, said that women represented 25 per cent of the workforce in the Canadian tech sector.[[4]](#footnote-4)

One of the high-profile activities in the ICT industry was venture capital funding, which was characterized by a gender gap in its own right. In 2005, for example, only 7 per cent of founders listed on Bloomberg were women. Companies founded by women also secured less funding, averaging $77 million compared with $100 million for start-ups led by men. The shortfall paralleled the overall pay gap in the United States, where women were paid an average of 79 cents for every salary dollar earned by men.[[5]](#footnote-5)

The open source development community, in particular, was identified as “startlingly white and male—even by the tech industry’s standards,” according to a survey conducted by GitHub Inc., the leading repository of open source code.[[6]](#footnote-6) In a June 2017 survey of 5,500 open source users and developers from around the world on a range of issues, GitHub Inc. found that 95 per cent of respondents of the randomly selected cohort were male. Villeneuve said:

The gender gap in ICT is a paradox to me. Consider the key success factors for an entrepreneur or a career professional in ICT—an ability to trust one’s intuitive feelings, a willingness to receive new ideas, a readiness to accept feedback, an unrelenting focus on continuous improvement, and a mindset that does not accept the status quo. Women possess all of these attributes. In addition, the tech industry is based on relationships, particularly on the sales side. Soft skills override qualifications. Women are better than men in that area too. There is also enough evidence to show that gender parity is good for business.

For example, a study by the Waterloo-based Centre for International Governance Innovation showed that diversity was good for business. It looked at what it called ethno-cultural diversity, which included gender diversity. The study revealed that a 1.0 per cent increase in ethno-cultural diversity could deliver a 2.4 per cent increase in revenue and a 0.5 per cent increase in workplace productivity.[[7]](#footnote-7)

The reasons given for women’s low rate of participation in the ICT industry were consistent in several studies. They included girls opting less for science and mathematics, which were the building blocks for a career in technology; fewer networking opportunities for professional women; and women not being heard the same way as men in group sessions.

Alicia Close, founder and chief executive officer (CEO) of Women in Tech World,[[8]](#footnote-8) said:

It is also important for women to advocate for themselves. Self-advocating creates opportunities and initiates difficult conversations to be had: whether it is asking for a promotion, being heard or taking risks. There are structural and cultural shifts required to create more diverse and inclusive tech communities, including changes to hiring practices and processes to mitigate biases. For example, research shows listeners tend to have a bias against women voices, even when they're saying the same thing as a man.[[9]](#footnote-9) Therefore, in the current system, it is important to advocate for women and amplify their voice by giving credit where credit is due.

A long-standing factor contributing to the gender gap was gender bias, which was brought home by a social experiment conducted by the British Broadcasting Corporation (BBC) in mid-2017 as part of a documentary. When boys wore girls’ clothes, unknowing adults gave them dolls to play with; and when girls wore boys’ clothes, they were encouraged to ride bikes. The bias was evident.[[10]](#footnote-10) “It is evident even among well-meaning men in the ICT industry,” said Richard Seguin, director of public sector sales at Red Hat Canada. “I remember a speaker at a trade convention saying, with a straight face, ‘I like to hire women as graphic designers and user interface people. I think women lean to pretty things like graphics because they are more flowery. Men are okay for hard-core stuff like coding and data analytics.’”

RED HAT COMPANY BACKGROUND

Red Hat was an American software company headquartered in Raleigh, North Carolina. It was founded in 1993 by Bob Young, a Canadian who sold software accessories, and Marc Ewing, an American who distributed software. The name for the company, which they started by merging their businesses, came from a red lacrosse hat that Ewing had worn while attending Carnegie Mellon University. The company grew through acquisitions over the next two decades. Red Hat had revenues of $2.4 billion and net income of $254 million for the year ending February 2017 (see Exhibit 2). It had 10,500 employees in more than 90 locations around the world.

Business Model

Red Hat followed the open-source software model by tapping into the collective knowledge of a global community of independent software contributors, and then integrating the input into its software products and services. It offered recipients of the software the rights to use, copy, modify, and redistribute it. The rights provided latitude to inspect, customize, or enhance the software. The model was transparent and enlarged customer choice.

The open-source software model was in contrast to the traditional proprietary software model, wherein a vendor developed the software on its own and licensed only the machine-readable binary (or object) code version of the software to users. This model offered no access to the underlying source code. The user had no rights to copy, modify, or redistribute the software.

A unique feature of Red Hat’s business model was that the company was offering services rather than products, and the services were being delivered in partnership with the company’s competitors. Co‑opetition, as such partnerships were known, reinforced the company’s open source model.

Red Hat was selling its software offerings under annual or multi-year subscriptions. The offerings were made available to customers directly through its own sales force and indirectly through various distribution channels. In addition, original equipment manufacturers (OEMs) of hardware preloaded Red Hat offerings onto their own products and sold them as part of preconfigured solutions.

Culture

Red Hat’s mission was “to be the catalyst in communities of customers, contributors and partners creating better technology the open source way.” Its corporate culture had evolved around that mission. Externally, the company did not present the “win-at-all-costs” competitive stance that was typical of the proprietary model. “Everything we build, we give away for free,” said Seguin. “To use an oil and gas analogy, you pull oil out of the ground upstream and pump the gas in the car downstream. Similarly, whatever we build downstream goes back into the upstream to become a continuous loop.” Internally, the culture was characterized by a combination of openness and meritocracy: debate was encouraged; ideas and opinions were heard, if not always acted upon; and performance alone dictated how far one could go.

Red Hat’s corporate culture showed its alignment with its business model in three ways. First, Red Hat relied on Red Hatters themselves to find potential employees, based on the premise that good people would know other good people in terms of both their skills and their fit with Red Hat’s culture. Employee referrals had been in place almost since inception, but in 2015, the company formalized this practice as the Red Hat Ambassador program, with the tagline, “No one can spot a potential Red Hatter better than a current Red Hatter.” The program provided incentives for each referral. It had increased intakes through referrals from 29 per cent to 50 per cent within two years.

Second, Red Hat had in place what it called a memo-list—an email tool that served as an organizational forum, with which anyone could trigger company-wide discussion on any business issue affecting the company. It offered, as an insider put it, “the gift of feedback” for the company’s top brass on employee perceptions. When a new chief executive officer took over Red Hat in 2008, he had used the memo-list to create a new vision and mission. All employees contributed to it and therefore owned it. The memo-list gave all employees an equal opportunity and equal voice to express their thoughts, ideas, and opinions. Subscription to the memo-list was mandatory for all employees.

Third, Red Hat had reconfigured its approach to customer service. Typically, callers with complex problems had to go through two layers of support before they could finally talk to someone with the in-depth knowledge needed to answer their questions. At Red Hat, customer support was provided through what were known as swarms of staff organized around topics. Each swarm included individuals with different levels of knowledge. Swarming had doubled the percentage of customers who engaged with Red Hat and reduced the cost of support as a percentage of Red Hat’s revenue. It had connected product developers to vast amounts of real-world customer feedback. It had also brought engineering and support people closer, tearing down the walls between them.

Diversity Initiatives

Red Hat’s diversity and inclusion strategy grew from a single moment in 2014, when a Red Hatter employee raised a hand during a quarterly company meeting and asked, “When will you publish our diversity statistics?” The release of data for the year (see Exhibits 3 and 4) marked the beginning of a formal company-wide approach to securing gender parity. The company had taken four specific steps in this regard. It had created the Women in Open Source Award to recognize women’s contributions to open source from across the industry. It had sponsored the Grace Hopper Celebration of Women in Computing Conference, the largest annual gathering of women technologists. It had expanded the Women’s Leadership Community, an in‑house forum where women at Red Hat exchanged ideas and experiences, networked, and grew as leaders and decision makers in open source. It had also hosted a women’s luncheon at the Red Hat Summit, an annual two-day industry event focused on open source technologies that the company had organized in a U.S. location every year since 2013.

RED HAT CANADA

Villeneuve joined Red Hat Canada in December 2013, four years after the subsidiary was set up. He came with a track record, having replaced himself with women in the past three leadership roles he had held in the corporate sector. Women were a major part of his growing years; having lost his father early on, he had been raised by his mother, grandmother, and two sisters. Villeneuve found two things striking at Red Hat Canada: the company had, as he put it, a “wall-to-wall” representation of white males, with only two women in a staff of 80; and the company’s corporate customers had many women in decision-making roles. The contrast was glaring. It was also a time when the U.S. headquarters was initiating moves toward bridging the gender gap company-wide. Villeneuve began working toward a target of increasing the share of women in the Canadian sales force from 5 per cent in mid-2014 to 40 per cent by mid-2017. Villeneuve said:

It was a transformative agenda, as I saw it, requiring a fully committed leader who would model the behaviour towards securing desired outcomes. You can’t delegate gender diversity to HR [human resources]. As a leader, you need to be the champion and rally your team around actions and results. You need to embed gender diversity in your business goals, support employees in driving change, establish a process to share great ideas, and celebrate stories of success with your team. At a personal level, I have had a knack of choosing people well, putting the right guy and the right woman in the right job and retaining them long term. It was rare that people left under my watch. I had to leverage that trait in my role at Red Hat Canada.

The Canadian subsidiary did not have a person handling local human resources (HR), which was being provided at the headquarters as a support function. In a bid to identify potential female employees, Villeneuve started to network and connect with different groups and attend industry events. Each time he met someone, officially or casually, he would ask himself, “Can this person be eventually part of my team?” He was “out and about half the day,” as he put it, having breakfast with one and lunch with another. Within months, he was spending 40 per cent of his time every day meeting potential female candidates and interviewing them.

He soon discovered that, unlike male candidates who would be on board within a 45–60 day cycle, the time frame for female candidates—from being courted for a job at Red Hat Canada to being enlisted on the company’s payroll—was longer. Eight to 10 months was the normal time frame for women assessing the risks and rewards of a job change. Villeneuve had similar experiences with female colleagues he had worked with earlier in different companies and was now trying to recruit for Red Hat Canada. They had family commitments, and they also took their commitments to their current employers more seriously than males. Said Katie Howard, an inside account manager at Red Hat Canada:

A guy is more straightforward. It is enough for him to know that Red Hat is an open source company, has a good portfolio of accounts, and offers a good salary. It does not take long to decide either way because he looks at things as either black or white. A woman sees grey. She wants to know what she is getting into. She wants to understand, for example, details of Red Hat’s go-to-market strategy and the people she would be working with.

Villeneuve began to send quarterly results to candidates in his pool to update them on the company’s progress in a bid to attract them for the long haul.

In implementing his plans for gender parity, however, Villeneuve ensured that he would not compromise on merit. For example, Red Hat Canada had three account managers in its Montreal office, and when an opening for a fourth surfaced, Villeneuve was keen to recruit a female candidate. He interviewed many women, but when he could not find anyone who matched the job’s requirements, he finally hired a man.

Every new hire at Red Hat Canada would be sent to headquarters for a week as part of a familiarity program. A month later, they would go back to headquarters for another week’s training with systems and processes, as part of an induction program. Everyone at Red Hat Canada generally worked from home, except for 10–15 people who handled support functions from the office.

Red Hat placed particular emphasis on employee retention. The learning curve in the sales function lasted for about 12 months, and it could be up to two years until a new hire hit the expected success rate.

Diversity Initiatives

“We regularly ask ourselves three questions,” said Seguin. “First, why aren’t there more women in leadership roles in ICT? second, why aren’t there more women in IT or Engineering? And third, how do we get them into an engineering program? The gender initiatives that we launched in Canada were meant to address each of them.”

For example, Villeneuve was hosting an annual program focused on ICT at a popular women-only club in downtown Toronto called Verity. This inclusiveness program was also being promoted through social media. Women employees of Red Hat Canada were using the premises of Verity for networking and for business meetings, which provided an opportunity “to promote ourselves better, network better, support each other better,” as a regular put it, “in moving into leadership positions in the industry.”

Red Hat Canada also had an initiative called Co. Lab, which was aimed at reinforcing a message to young girls in middle schools that “tech does not have to be scary and it is not something just for guys.”[[11]](#footnote-11) For many girls, the initiative served as a launching pad for their professional careers in ICT. In addition, the subsidiary had launched an in-house program called Caring Dads, which was led personally by Villeneuve, who had steered his own daughter toward a career in ICT by facilitating the necessary education and career counselling. The company had since seen a spike in the number of Red Hat fathers guiding their daughters and recommending them for technical jobs.

Impact

One of the changes brought about by these initiatives was that, instead of opening team conversations by saying, “Hey guys,” or “Hey guys and ladies,” which had made some women on the teams uncomfortable in the past, managers were coached by the company to say, “Hey team.” It was a simple and inclusive greeting that welcomed participants without calling attention to their gender.

There were several instances of women who had been recruited as part of gender initiatives and were doing exceptionally well at Red Hat Canada. Josee Rivard, for example, was an inside sales representative who had quickly moved into a sales manager’s position where, in addition to becoming the top salesperson for the year, she had coached and trained her subordinates into a well-knit team. After Villeneuve had recruited Andree McDonald from a telecom company for the healthcare division Red Hat Canada launched in 2015, he was impressed by how dramatically the division’s performance improved.

Red Hat Canada was designated Region of the Year for North America in the Red Hat universe. The subsidiary had not only hit its targets on each of a dozen metrics—for example, in sales, growth, and profitability—but was also the best on many of them (see Exhibit 5). “It has to do,” said Seguin, “with the diversity program we put together.”

ROADMAP FOR VILLENEUVE

Canada was the smallest region in Red Hat North America. However, it was the one making not only the most noise about diversity but also the most progress. Villeneuve was facing dilemmas with regard to four different action priorities.

Curating Social Networks

Social media had allowed companies to cast their nets wider when scanning and targeting potential candidates for hiring. LinkedIn, in addition to serving as a networking tool, was a particularly useful recruitment tool. Curating his LinkedIn account was an issue that had occupied a large part of Villeneuve’s time and continued to do so. He had about 4,000 LinkedIn connections in 2014, and for him, these connections represented a candidate pool. He noticed at the time that only about 150 of these connections were female—less than 4 per cent. He set a target of reaching 20 per cent by 2017, in tune with his overall target of bridging the gender gap at Red Hat Canada by 40 per cent. He also noticed that he could not directly contact the women he was targeting for employment because they were in his secondary connections. He had made the mistake of passively building his networking, letting people reach him instead of reaching out to them on his own and taking advantage of the benefits of LinkedIn. Monitoring the account was not enough. He needed to review his connections regularly.

As part of curating his LinkedIn network, Villeneuve started posting content. It seemed to be a quick way of connecting with people. An article he wrote for *The* *Globe and Mail* and posted on LinkedIn, for example, garnered, 5,000 hits. He started posting pictures of his core team and giving updates such as “Merry Christmas, everybody! We just finished a good quarter.” It secured positive responses.

Over time, Villeneuve noticed that he was spending several hours every week trying to connect with female IT leaders and requesting introductions to their networks. He was pursuing the larger goal of finding good job candidates for the future. But he also wondered whether it was a productive use of his time. Was it a wild goose chase? Was he stretching himself thin? He was not sure.

Matching Customer Profiles

An important part of Villeneuve’s strategy in all the jobs he had held so far was what he called “mimicking customers.” He had found that, when customers and vendors shared common self-reference criteria, they got along better than when they shared none. Gender parity was one of the many criteria Villeneuve was pursuing in acquiring new customers, holding on to existing customers, and enhancing customers’ lifetime value to the company. This strategy, which was personal rather than a strategy of the companies he worked for, became more relevant when Villeneuve joined Red Hat Canada because Red Hat Canada had blue-chip customers in sectors that were actively pursuing gender parity goals. Companies in the Canadian banking, healthcare, and government sectors, for example, were known for their diversity and inclusion policies, and they found it easier to do business with vendors who also had similar policies.

Villeneuve’s belief, developed over years of experience, was that women were more patient with customers and more intuitive about relating to them. They were also likely to go beyond business to talk to customers about what mattered to them—their kids and their families—and they could do so quickly and naturally, particularly when the person across the table was also a woman.

Matching the profiles of individual customers in each of three customer categories—mid-market, enterprise, and strategic—with that of an account manager at Red Hat Canada was an area where Villeneuve was spending a lot of his time. It was an ongoing task.

Managing Team Dynamics

The composition and team dynamics of sales teams in Red Hat Canada were also important to Villeneuve in bridging the gender gap. The importance of this issue was illustrated when a female member of the government sales team was chosen the top representative of the team. Having won the coveted performance-linked spot, she was soon ribbing her peers: “Hey folks, I am the big one here now. You better listen to me and see what I do. Learn from it.” The other team members were equally sportive: “Watch it,” they would say. “I am going to replace you this year.” This chemistry might not have been possible if it had been an all-male or all-female team. Instead of enjoying the fun of being “one up,” these teams might have been competing hard and fast.

Ensuring Male Buy-In

Ensuring that men in Red Hat Canada took some initiative to promote gender parity was a big issue for Villeneuve. Men in the company understood the importance of gender equality, but Villeneuve saw two concerns: (1) they did not know what to do about it, and (2) they carried biases they had grown up with. The former could be dealt with through Villeneuve’s personal example as the CEO and through evidence of women who had succeeded in their designated roles at Red Hat Canada. Demonstrative results were tilting male employees toward gender parity. However, it was in dealing with unconscious biases that Villeneuve thought he was on loose ground. Villeneuve said:

Visibility is the price that I pay for pursuing gender equality as a broader goal in workplaces. I get drawn into conversations on incorporating some of our best practices. I am myself looking for best practices that we could incorporate at Red Hat Canada. At one level, there is too much to do in bringing about gender parity. At another, there is too little that I can do on my own. How do I prioritize? How do I pick my battles? That is my dilemma.

Exhibit 1: gender gaps in the GLOBAL Information and Communications Technology iNDUSTRY

|  |  |  |  |
| --- | --- | --- | --- |
| **Job Family** | **Job Category** | **Share Of Women (%)** | **Wage Gap (%)** |
| Computer and Mathematical | • Database and Network Professionals  • Software Developers and Analysts | 20 | 33 |
| Sales and Related | • Telemarketers  • Sales Representatives | 44 | 25 |
| Installation and Maintenance | • Mechanics and Machinery Repairers  • Electronic/Telecom Installers & Repairers | 9 | 30 |
| Architecture and Engineering | • Electrotechnology Engineers  • Architects and Surveyors | 7 | 8 |
| Industry Average | | 21 | 25 |

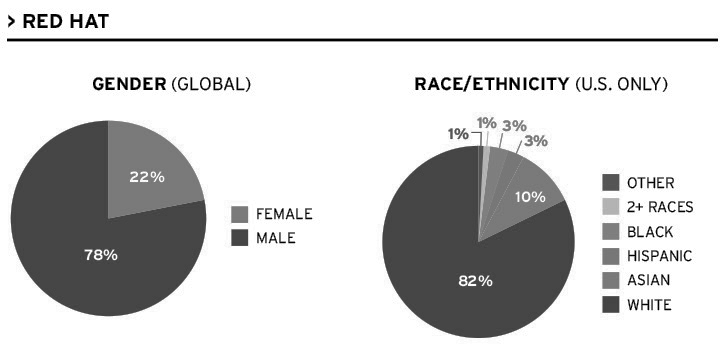
Source: Adapted from World Economic Forum, “Industry Gender Gap Profile: Information and Communication Technology,” accessed January 17, 2018, http://reports.weforum.org/future-of-jobs-2016/information-communication-technology/.

Exhibit 2: RED HAT INC. INCOME STATEMENTs, 2014–2017 (in US$ millions)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Year Ending February** | **2017** | **2016** | **2015** | **2014** |
| Revenue  a) Infrastructure-Related Products and Services  b) Application Development–Related Offerings  c) Consultancy Services  d) Training Services | 1,696  439  208  68 | 1,480  323  191  58 | 1,325  236  171  57 | 1,171  166  145  52 |
| Total Revenue | 2,411 | 2,052 | 1,789 | 1,534 |
| Less: Cost of Goods Sold  a) Cost of Subscriptions  b) Cost of Training and Services  Less: Operating Expenses  a) Sales and Marketing  b) Research and Development  c) General and Administration | 158  195  1,036  480  209 | 126  183  848  413  192 | 113  160  728  368  170 | 97  135  598  317  155 |
| Total Costs | 2,079 | 1,763 | 1,539 | 1,302 |
| Gross Income | 332 | 289 | 250 | 232 |
| Net Income | 254 | 199 | 180 | 178 |

Source: Compiled by case authors based on company annual reports.

Exhibit 3: RED HAT INC. COMPANY-WIDE DIVERSITY DATA, 2014



(1%)

(1%)

(3%)

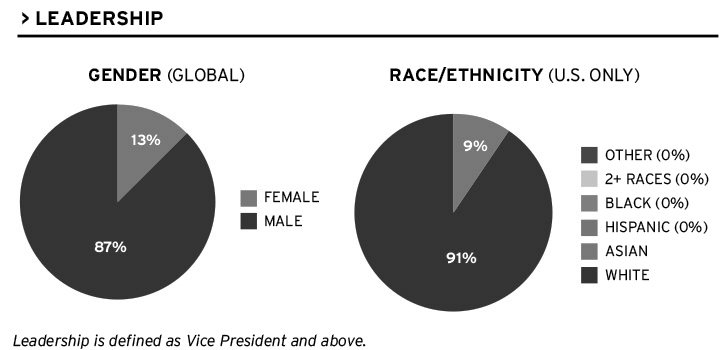
(3%)

(10%)

(82%)

Source: DeLisa Alexander, “Diversity and Our Business,” Red Hat Blog, October 15, 2014, accessed August 18, 2017, www.redhat.com/en/blog/diversity-and-our-business.

Exhibit 4: RED HAT INC. LEADERSHIP DIVERSITY DATA, 2014



Source: DeLisa Alexander, “Diversity and Our Business,” Red Hat Blog, October 15, 2014, accessed August 18, 2017, www.redhat.com/en/blog/diversity-and-our-business.

Exhibit 5: RED HAT CANADA employee statistics, 2014–2017

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | **2017** | **2016** | **2015** | **2014** |
| 1 | Staff on Red Hat Canada Payroll | 287 | 250 | 210 | 200 |
|  | R&D: Montreal  R&D: Toronto | 55  60 | 55  55 | 60  50 | 0  50 |
| 1A | Total R&D | 115 | 110 | 110 | 50 |
|  | Inside Sales Reps  Mid-Market Accounts Managers  Mid-Market Renewal Accounts Managers  Enterprise Account Managers  Professional Services  Strategic Account Managers  Marketing Staff  Channel / Alliance  Management | 7  3  1  23  15  4  3  3  9 | 6  2  1  19  12  3  2  3  6 | 5  1  1  12  3  2  1  2  2 | 4  1  1  9  1  1  0  1  1 |
| 1B | Total Sales & Marketing | 68 | 53 | 29 | 18 |
| 2 | Males in Sales & Marketing  Females in Sales & Marketing | 41  27 | 36  17 | 20  9 | 16  2 |
| 3 | Exits in Sales & Marketing  Males  Females | 1  0 | 0  1 | 0 | 0 |
| 4 | Red Hat Canada YoY Revenue Growth | 39% | 26% | 17% | 15% |
| 5 | Number of Customers  Mid-Market  Enterprise  Strategic | –  1,700  280  8 | –  1,700  300  6 | –  1,600  320  5 | –  1,500  350  5 |
| 6 | Metrics on which Red Hat Canada was chosen Region of the Year (in 2017) | Growth % YOY, Emerging Products Mix, Single Year Booking, Total Booking | | | |

Note: R&D = research and development; Reps = representatives; YOY = year-over-year

Source: Company documents.

1. All currency amounts are in U.S. dollars unless otherwise stated. [↑](#footnote-ref-1)
2. World Economic Forum, “Industry Gender Gap Profile: Information and Communication Technology,” accessed January 17, 2018, http://reports.weforum.org/future-of-jobs-2016/information-communication-technology/. [↑](#footnote-ref-2)
3. Information and Communications Technology Council, *Outlook for Human Resources in the Information and Communications Technology Labour Market, 2008 to 2015*, 15, October 2008, accessed January 17, 2018, www.ictc-ctic.ca/wp-content/uploads/2012/06 /ICTC\_Outlook2008\_EN\_10-08.pdf. [↑](#footnote-ref-3)
4. Information Technology Association of Canada, *Innovation Starts Here: ICT Fundamentals for Canada’s Innovation Agenda—ITAC on Talent*, December 6, 2016, accessed January 17, 2018, http://itac.ca/wp-content/uploads/2016/03/ITAC-on-Talent-November-2016.pdf. [↑](#footnote-ref-4)
5. Laurie Meisler, Mira Rojanasakul, and Jeremy Scott Diamond, “Who Gets Venture Capital Funding?,” Bloomberg, May 25, 2016, accessed January 19, 2018, www.bloomberg.com/graphics/2016-who-gets-vc-funding/. [↑](#footnote-ref-5)
6. Klint Finley, “Diversity in Open Source Is Even Worse Than in Tech Overall,” Wired, June 2, 2017, accessed January 17, 2018, www.wired.com/2017/06/diversity-open-source-even-worse-tech-overall/. [↑](#footnote-ref-6)
7. Bessma Momani and Jillian Stirk, “Diversity Dividend: Canada’s Global Advantage,” Centre for International Governance Innovation, 2017, accessed January 17, 2018, www.cigionline.org/sites/default/files/documents/DiversitySpecial%20Report

   %20WEB\_0.pdf. [↑](#footnote-ref-7)
8. A national non-profit organization dedicated to creating actionable steps to support and advance women in technology. [↑](#footnote-ref-8)
9. Devon Magliozzi, “Making Our Voices Heard,” The Clayman Institute for Gender Research, Stanford University, December 14, 2015, accessed April 9, 2018, https://gender.stanford.edu/news-publications/gender-news/making-our-voices-heard-meghan-sumner-investigates-gender-dynamics. [↑](#footnote-ref-9)
10. BBC Two, “No More Boys and Girls: Can Our Kids Go Gender Free?,” accessed January 18, 2018, www.bbc.co.uk/mediacentre/proginfo/2017/33/no-more-boys-and-girls. [↑](#footnote-ref-10)
11. “Circuity. Poetry. Photography. | Learning to Work Together at Red Hat CO.LAB,” YouTube video, 2:27, posted by Red Hat Videos, December 19, 2017, accessed January 15, 2018, www.youtube.com/watch?time\_continue=65&v=hHc3wzG81

    yg, at 0:45. [↑](#footnote-ref-11)