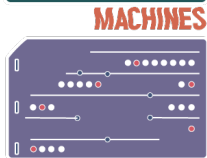
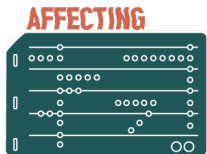


EQUITABLE HIRING OPPORTUNITIES

APPLIED
AI
INSTITUTE



Hiring Process

When it comes to expanding a team and welcoming new talent into a company, human resources (HR) plays a pivotal role in ensuring a seamless and effective hiring process. It is equally important to consider this process in the context of equitability, inclusivity and diversity for women+ people. Observations and research clearly show that women are far more likely to pass on jobs if they don't believe they're fully qualified; it's part of the confidence gap between men and women, especially in the technical fields. Against these biases, gender equity and equitable hiring practices aim to eliminate any bias or discrimination based on gender, ensuring that all candidates have equal opportunities to pursue their career aspirations. Prioritizing gender diversity allows organizations to value diverse perspectives and experiences in the workplace.

HR departments collaborate closely with stakeholders to identify the need for a new hire. They assess workload, skill gaps, and future requirements to determine the role and responsibilities of the prospective employee. Equitable hiring practices ensure qualifications are free of gender norms and biases. These practices involve inclusive job descriptions, fair compensation packages, and unbiased interview techniques. A supportive and respectful work environment accommodates various needs and preferences, especially for the underrepresented gender groups in the tech field. These practices enable women+ individuals to pursue job opportunities confidently, knowing their skills will be valued, creating a diverse and thriving workforce.

Planning and Prepping the Job Offer

The job description plays a vital role in hiring by enabling HR to communicate with candidates. It ensures a fair process by analyzing job requirements without gender bias, forming the basis for a detailed, gender-neutral description including responsibilities, relevant experiences and skills. This fosters a gender-inclusive talent pool by clearly stating employee needs and expectations. Those barriers include preconceived notions and stereotypes about women's technical abilities, the lack of representation in a predominantly male-dominated technical field, the fear of confirming negative stereotypes about women in technical roles, the pay disparity for women compared to men and limited career advancement opportunities for women. By employing gender-free language and a neutral tone in job ads and postings, candidates can determine job suitability based on their characteristics and skills, irrespective of gender. This eliminates gender biases and normative barriers, enabling informed job applications.

Good Practices

- 1. Avoid gender-specific language by using inclusive language that appeals to all genders.** For example, replace terms like "he" or "she" with gender-neutral pronouns such as "they." Gender-neutral language in job descriptions encourages individuals of all genders to apply. This increases the pool of potential candidates, thus improving candidate quality. Rephrase sentences to remove gender-specific assumptions and gendered wording. For example, words like stubborn, dominant, confident, fast-paced and competitive are associated with masculine stereotypes while empathetic, gentle, polite, thoughtful, and understanding are associated with feminine stereotypes. This also includes **avoiding using superlative terms and possibly gender-related adjectives (expert, high-powered, ambitious, outspoken, nurturing etc.) unnecessarily.**
- 2. Use gender-neutral and gender-inclusive job titles.** For example, one of the most well-known job titles in the tech industry is "Software Engineer". Yet, it is highly associated with male-dominated working environments and qualifications. Instead, you can use "Software Developer" or "Software Professional" to make the position less masculine-coded and more inviting. . Similarly, the word analyst is considered a masculine word, so the title of "Data Analyst" automatically demotivates women+ candidates. "Data Specialist" would be a better way to label this job position.
- 3. Include salary or compensation range in the job description.** The majority of women+ are paid less than men, especially in the tech industry. For transparency and to avoid pay disparity, add information about salary in the description.
- 4. Emphasize the necessary skills, qualifications, and experience needed to succeed in the position.** Societal expectations related to gender and pre-existing norms are significantly important in how an individual approaches a job description. Although both genders search for job opportunities in a comparable manner, their approach to applying for roles differs significantly. When faced with difficult-to-fill positions, employers are more inclined to disregard the absence of a formal degree if candidates possess substantial experience that compensates for the "required" educational background. So, to have a gender-diverse candidate pool, it is always important to prioritize and value the individuals' journey and experiences rather than generically evaluating their capabilities solemnly by their education.

Women often believe they must fulfill every single criterion for a job, while men tend to apply even if they meet approximately **60%** of the requirements.*

Women are **14%** less inclined than men to submit job applications after reviewing them and, overall, apply to **20%** fewer positions than men.*

- 5. Include diversity and inclusion statements.** It is a proactive step toward creating a [more equitable workplace](#) and attracting a diverse pool of talented candidates who can contribute to the organization's success.
- 6. Include candidate data privacy notice.** It is especially important to explain to underprivileged candidates such as women+ people how and why their personal data will be used, namely for the purposes of the recruitment exercise, and how long it will be retained.
- 7. Utilize tools and resources specifically designed to identify and remove gender biases in job descriptions.** Test the job description by asking individuals from different genders to review it. For example, [Textio](#) is a writing-enhancement platform that uses artificial intelligence and machine learning to analyze and improve written content, particularly job descriptions. It provides real-time feedback and suggestions to help companies create more inclusive and effective job postings. More broadly, there are [research-based gendered language-checking interfaces](#) and [toolkits](#) that are available in companies' use to detect biases in job descriptions and other texts.

Advertising

With gender-inclusive job requirements in hand, HR can determine the most effective recruitment strategy, considering factors such as the position, company culture, and available resources. They decide whether to advertise the job internally, externally, or employ a combination of both, while carefully selecting the channels and platforms to promote the job posting. Reaching out to the underrepresented candidates for a tech field position is crucial yet requires special attention. The diverse platform choice including alternative talent sites for women and queer people, university channels for early-graduate positions, communities and NGO networks related to women's and queer's rights, education and interests in tech and STEM fields should be included in the advertisement strategy.

Good Practices

1. **Opt for gender-neutral language throughout the advertisement.** Use inclusive terms like "you," "candidates," or "applicants" instead of gender-specific pronouns like "he" or "she."
2. **Emphasize the skills, qualifications, and experience** required for the role rather than gender-related traits or characteristics like writing the job description.
3. **Steer clear of words that are traditionally associated with a specific gender or may be perceived as exclusive.** Instead, choose neutral terms that describe the role and responsibilities objectively.
4. **Use inclusive imagery. Be conscious of the images and visuals used in the job advertisement.** Aim for diversity and inclusivity by featuring individuals from different genders, backgrounds, and ethnicities.
5. **Involve a diverse team in the creation and review process of the job advertisement.**
6. **Conduct a thorough review of potential biases prior to finalizing the job advertisement.** Look out for any language, requirements, or assumptions that may disproportionately impact a specific gender.
7. **Utilize a variety of channels to promote job advertisements and reach a diverse pool of candidates.** Share it on platforms, job boards, and communities that are known for attracting individuals from different genders. In the case of working with headhunters, be aware of their process and training for biases.

Screening, Interviewing and Selection

Before interviews, screening methods such as resume reviews, phone screenings, and tests assess candidates. Equitably reviewing all applications is crucial to avoid gender discrimination against women+ candidates. HR screens based on defined criteria, shortlists qualified candidates, and conducts interviews (phone, video, or in-person) and tailored assessments. Objective selection criteria are consistently applied, including grading and multiple reviews to ensure fairness. This inclusive process attracts diverse talent, enhancing the workforce's skills and motivation.

Many companies use AI tools to automate candidate filtering in hiring, but caution is needed due to potential gender biases. If the AI tool and its training set include gender norms discrimination, it may deprioritize women+ candidates based solely on gender, ignoring their skills. Valuing individuals' personal experiences and journeys is vital to consider candidates' comprehensive professional trajectory beyond the resume, as job environment oppression affects everyone in various ways.

Good Practices

1. Use **blind resume screening** where personal identifying information such as name, gender, or age is removed from resumes before they are reviewed by interviewers. It prevents unconscious assumptions based on demographic information.
2. Develop a set of **standardized interview questions** that are job-related and focus on assessing the candidate's skills, qualifications, and experience. In that way, each candidate will be evaluated based on the same set of questions. Similarly, use a **structured interview with a standardized flow and predefined criteria** for evaluating candidate responses to sustain consistency and fairness. **Clearly define the criteria for evaluating candidates before the interview process begins** by focusing on objective measures such as technical skills, problem-solving abilities, and relevant experience.
3. **Train interviewers on unconscious biases.** This training is essential and should be given periodically to the hiring team to make them aware of common biases that may arise during interviews and provide strategies to mitigate and overcome them.
4. **Avoid personal and gender-related questions** that are not directly related to the candidate's qualifications or ability to perform the job. No marital status, plans for starting a family, or pregnancy questions are allowed.
5. **Establish a feedback review process** where multiple interviewers provide input on each candidate so that different perspectives are considered, and biases can be identified collectively.

Onboarding

Research shows that a structured onboarding program has many benefits, including higher employee retention and productivity levels. For instance, the [Harvard Business Review](#) found that organizations that implement an onboarding program see 50% greater employee retention. Yet, it appears that many organizations still consider this process as secondary. In a recent study, [Gallup](#) found that only 12% of employees think that their employer does a good job onboarding new hires.

Inclusive Onboarding

Onboarding is a critical step in nurturing an inclusive workplace. It is an experience that supports all employees and invites new hires to feel seen, heard, and supported regardless of their gender identity and sexual orientation. By moving beyond to-do lists, inclusive onboarding relies on a personalized understanding of each and every new hire. It provides critical tools for both individual empowerment and organizational structural change. By ensuring that newcomers have a fulfilling, empowering start, inclusive onboarding ultimately demonstrates the organization's commitment to being a welcoming place where employees feel safe to be their authentic selves.

Yet, inclusive onboarding does not exist in isolation. It should complement broader gender-oriented initiatives. To attract and retain women and 2SLGBTQIA+ employees, organizations must show a strong, proactive, long-term commitment to gender equity. They need to go beyond performative DEI initiatives by adopting a comprehensive approach that is sensible to and respectful of people's social, personal, and professional trajectories from day one. Good sentiments are nice but they're not enough.

The following sections provide you with some of the best practices for a successful inclusive onboarding experience. This list is non-exhaustive so feel free to adapt your approach accordingly.

1. Orientation [Weeks 1-3]

Orientation is the first step of onboarding. It is the occasion to introduce the new hire to the organization and key team members, review important policies and related compliance materials, and explore the organization's values and goals. The content in this phase must remain consistent across your organization. Orientation aims to provide new hires with a clear vision of what your organization stands for.

Good Practices

- 1. Prepare your team.** The arrival of a new member will undoubtedly change the organization's dynamics. Preparing the team about how the new hire will fit in is crucial: What are their responsibilities? Who will they be working with? Are they taking on any work from other team members? Stress that inclusivity is everyone's responsibility. For instance, you can ask the new hire's team to reach out before their first day. If team events happen before day one, you could also extend the invitation to the new employee so they feel included before starting their job. It will create a sense of psychological safety before the new hire's first day. Indeed, supporting teams are critical.
- 2. Paint the big picture.** Approach onboarding with empathy. Remember what it feels like to be the "new one." Help new hires feel they're included for instance by sharing your organization's current roadmap or providing an organizational chart depicting how the team shares responsibilities.
- 3. Gender equity transparency.** Be proactive and share your organization's gender equity approach, goals, and progress. It represents an excellent opportunity to make a good impression on the new hire and invite their feedback. On Welcome Day, showcase your organization's commitment to gender equity and diversity by including visible, authentic diversity representation in your presentations. Make sure your presenters can speak freely and answer questions on the gender equity goals of the organization.
- 4. Guide to the city.** Relocation can be scary, particularly for individuals from marginalized backgrounds. To alleviate such mental burden, be proactive and share with the new hire everything they need to know about their new place of residence: how to obtain a bank account, get tax identification information, enroll their children in school, etc. You should also provide information about local emergency services; general or specialty doctors (ex. gynecologists, abortion clinics,...); health community spaces (particularly those that offer special healthcare such as HIV+ support, PrEP, or STD testing); 2SLGBTQIA+ community spaces; mental health support services; cultural institutions; local religious spaces; etc. You can also ask your employees what they had to sort out when they relocated. Their experience will undoubtedly be useful to create more support documents.

- 5. Office maps.** For a new employee, everything is new, unfamiliar, and sometimes impressive. Getting around the organization can be particularly stressful. By providing all new hires with office maps (describing the layout of the buildings, meeting rooms, and important social places like the cafeteria or lounge), you make sure that they are well-equipped to navigate this new environment. Don't forget to add inclusive spaces (such as accessible entrances, meeting rooms and bathrooms, prayer rooms, parent-child rooms, quiet spaces, relaxation rooms, or first aid rooms) as many new hires often discover such spaces months later. Don't forget to give a tour.
- 6. Employee Resource Groups (ERGs).** Creating a network where women and 2SLGBTQIA+ new hires can come together and discuss issues they're facing inside and outside the workplace is a must. It gives women and queer employees a safe space to share their experiences and create a sense of belonging. If your organization has ERGs, they should be visible from day one. If you or your employees want to create an ERG, make sure that the steps to do so are clear and accessible to all. Don't forget to provide the (material, human, or monetary) resources, such as financial compensation and access to mentors and programs to help the group reach its goals. Be careful not to put the burden on your employees and make sure to compensate them accordingly.
- 7. Names and gender pronouns.** Consider the need for employees to use a name different from the one on their legal documents. Learn and teach your teams about deadnaming. A flexible names policy is not simply an administrative process, but a way to acknowledge trans identity. Folks who are not trans can also benefit from having a flexible names policy. Sharing and recognizing pronouns is crucial.
- 8. Gender-focused mentorship program.** A gender-focused mentorship program empowers new employees to tackle workplace bias, stereotypes, and discrimination. Mentors provide a safe space to strategize, enhancing self-confidence and overall well-being. This relationship can expand to address relocation and administrative questions, forming a support network. There are a few steps to consider. First, identify the right mentors (based on their personal trajectory, professional experience, and knowledge) and ask them if they would be interested in mentoring the new hire. Second, establish goals and expectations (to ensure that everyone is on the same page). Third, schedule regular meetings between the mentor and mentee (to help them review progress). Finally, provide feedback. Don't forget to celebrate the mentors' efforts along the way.

2. Role Training and Transition [Months 1-3]

Training is the second step to successful onboarding. Inform the new hire about their daily job duties and any information they might need to set them up for long-term success. Once employees know exactly what they need to do, they can carry out the key functions of their role with more confidence. The role training step often involves: reviewing performance expectations; technical and process training; job shadowing; and safety training. Training helps new hires gain a better, solid understanding of their organizational role. While transitioning to their permanent role, the hires' primary source of development and support is their direct supervisor. Managers must have the skills to support new hires: effective communication; strategies for growth and improvement; the importance of authenticity and respect; commitment to gender equity... The transition phase is also the occasion to offer long-term perspectives to new hires.

Good Practices

- 1. Workplace inclusion training.** Workplace inclusion training is a key component to creating cultures of belonging at work. Educating your employees on gender issues can take many forms, such as workshops, seminars, one-on-one training sessions... Overall workplace inclusion training should provide learning tools to your employees such as inclusive language resources and guides; unconscious bias, allyship, intersectionality, and gender equity training. You should pay particular attention to your organization's leaders and managers. For instance, provide them with gender equity training and inclusive leadership training. Such training represents great opportunities for self-reflexivity, allowing them to recognize their own privileges, and ultimately lift the rest of their teams. All workplace gender inclusion training should ideally be developed in partnership with community partners.
- 2. Discrimination reporting.** Your organization MUST implement a clear, transparent, and accessible discrimination reporting process. The reporting process must be survivor-centric and independent of management and leadership. Make the process of getting support as easy as possible. Any complaints must be taken highly seriously.
- 3. Partner and family inclusion.** The success of employees' relocation is also dependent on the happiness of their loved ones. Through organized networking and community events, your company can support new hires' family members and partners to establish themselves socially. For instance, you could also offer them language lessons.

3. Ongoing Development and Retention [Month 3 and beyond]

The ongoing development step involves creating a long-term plan for your new hire's continued career and personal growth. This third step should help new employees better picture how they can continue to grow within the organization. Invest in career development. You can also give new hires opportunities for growth through rotational assignments, cross-training, or platforms to showcase their ideas.

Good Practices

- 1. Reverse mentorship program.** Reverse mentoring pairs younger employees with executives to mentor them on fresh perspectives on various topics. As it inverts power dynamics, reverse mentorship acts as a structured, one-on-one, relationship in the workplace designed to create opportunities for historically excluded groups.
- 2. External community engagement.** External community engagement is the process of building collaborative relationships with queer and feminist organizations outside your organization. Community partnerships are particularly efficient in mobilizing resources to influence change. To do so, you might want to first define the purpose of your association and establish strategic goals with your partner. Then identify the key stakeholders within the partnership (internally and externally) and create specific roles for each employee involved. You should also determine an annual budget as community partnerships often require donations.
- 3. Career planning.** Provide opportunities to explore career options. Your goal should be to give your employees all the tools they need for career planning. Help them explore their career options and learn the skills needed to keep growing.

At all times

Throughout inclusive onboarding, your organization should cultivate constant and meticulous reflexivity and a willingness to address its bias and limits. See below some tools to do so.

Good Practices

- 1. Welcome feedback.** Inclusive onboarding can offer mutual learning opportunities. Throughout their onboarding, you should provide new employees with regular opportunities to express themselves about their experience and what could be improved. Allowing new hires to freely articulate their feelings will contribute to bolstering their self-esteem and to projecting a positive identity during an often stressful and unsettling period.
- 2. Give space and time for settling in.** Giving new hires the time and space they need to digest all the new information is key to making someone feel supported. Never forget that everyone takes in information differently.
- 3. Don't place the burden on your 2SLGBTQIA+ and women staff.** It's not your 2SLGBTQIA+ and women staff's responsibility to educate your organization on gender equity. It is first and foremost your role to create a safe environment for everyone, regardless of their gender identity. For instance, you could provide your employees with a list of resources and references (e.g. websites, books/articles, documentaries/films/TV shows, and/or podcasts) that address gender biases and sexual-based violence.

Data Collection

Inclusive data collection is a critical step in assessing the efficiency of your organization's internal processes and gender equity initiatives. Indeed, collecting data on gender disparities will allow you to gain a comprehensive understanding of the numerous – yet often understudied – challenges faced by women and 2SLGBTQIA+ collaborators both within your organization and the tech sector more broadly.

Why collect data?

The benefits of data collection are numerous:

Addressing gender disparities. Collecting data can allow your organization to identify potential internal gender disparities such as the underrepresentation of women and 2SLGBTQIA+ employees. Data collection helps assess the effectiveness and limits of your internal processes (e.g. recruitment, onboarding, etc.) and ensure that every employee or candidate is given equal opportunities regardless of their gender and/or sexual orientation.

Tailoring gender equity initiatives. Data collection enables organizations to design targeted gender equity initiatives (e.g., mentoring programs or inclusion training) and thus create a more inclusive and safer work environment.

Retaining employees. To retain talent, organizations need first to understand their employees' specific needs and/or concerns. Never assume that you know what is best for your collaborators, particularly the ones from marginalized backgrounds.

Boosting employees' wellbeing. Collecting data respectfully and comprehensively can open up new spaces of collaboration and discussion with historically silenced communities. As women and 2SLGBTQIA+ employees feel they are heard and seen, data collection has the potential to boost their sense of belonging and their overall well-being.

Attracting new talents. Data collection also demonstrates your organization's commitment to gender equity and its willingness to do and be better. It has the potential to attract talent.

How?

There are two main types of data collection methods: **qualitative** and **quantitative**.

Qualitative data is broadly defined as “data you can read.” It is appropriate when you want to assess the effectiveness of a program or understand your employees’ particular needs, concerns, and aspirations. See below how to collect qualitative data inclusively and respectfully:

- **Interview:** Make sure your participants reflect the various perspectives/ experiences within the target population. Use inclusive language and never assume anything about your interviewees. Think carefully about who will conduct the interview. Before starting the interview, explain the purpose and scope of your study and offer your participant the option to withdraw at any point. During the interview, be mindful of cultural differences and respectful of personal boundaries. Active, non-judgemental listening is crucial. You should also refrain from talking too much: pause and give your participants the time they need to answer. Following the interview, protect your interviewees’ anonymity and privacy.
- **Focus group:** The previous recommendations apply here. Additionally, be attentive to the power dynamics within the group and ensure that the facilitator encourages and amplifies the voices of individuals from marginalized backgrounds. Make sure that each participant has the opportunity to share their thoughts. When analyzing data, be mindful to highlight the diversity of opinions.

Quantitative data is defined as “data you can count.” Quantitative data is useful when you want to measure how widespread an issue is or evaluate the general impact of a program. See below how to collect quantitative data inclusively and respectfully:

- **Diverse sampling:** Ensure the sample population is diverse and representative of the target population. Consider factors such as age, gender, ethnicity, socio-economic status, and geographical location to avoid biases and include underrepresented groups.
- **Random sampling:** Ensure that the sample is randomly selected to represent a balanced distribution of all genders in the target population. This approach helps avoid overrepresentation or underrepresentation of any specific gender.
- **Inclusive survey design:** Use clear, unambiguous, accessible language. Avoid jargon. Use gender-neutral language and provide options beyond binary choices to accommodate diverse identities. Allow for multiple languages if necessary.

- **Gender-inclusive response options:** When collecting demographic information, provide options beyond traditional male and female categories.
- **Sensitivity training:** Train survey administrators and researchers on gender disparities to prevent any potential challenges or issues that may arise during data collection.
- **Pilot testing:** Pretest the survey with a diverse group, including individuals of different genders, to identify and address any potential biases or issues.
- **Inclusive data analysis:** When analyzing data, consider subgroups and avoid generalizing findings on a dominant gender group. Disaggregate data to identify patterns and disparities within different demographics.
- **Transparent reporting:** Clearly communicate your limitations and acknowledge any potential biases or gaps in your findings.

Inclusive survey design:
Use clear, unambiguous, accessible language. Avoid jargon. Use gender-neutral language and provide options beyond binary choices to accommodate diverse identities. Allow for multiple languages if necessary.

Steps

1. **Identify your goals.** What do you want to measure and why? For instance, if you want to get a general sense of your employees' well-being, you might want to conduct a survey. If you want to get feedback on your onboarding process, you might want to conduct interviews or a focus group with the new hires. Depending on your goals, you can alternatively use qualitative methods, quantitative methods, or both (eg. mixed methodology).
2. **Identify your respondents.** Who is your target?
3. **Conduct your study.** Refrain from gathering personally identifiable information (i.e. contact information) or sensitive information (i.e. traumatic past experiences). When conducting in-person interviews or focus groups, make sure to create a safe, welcoming atmosphere. When surveying a population, be mindful of individual accessibility such as visual or auditory limitations.

- 3. Create your data collection tools.** Remember the KISS principle: "Keep It Short and Simple." Regardless of the data collected (either qualitative, quantitative, or both), your data collection tools should not be too long or too complicated. Ensure that your tools match the respondent's perspective and language level (i.e., avoid jargon). Group questions together by subject and position general, easier questions first. Before conducting your study, test out your tool with your team or community partners.
- 4. Analyze your data.** When analyzing your data, try to adopt a collaborative, bottom-up approach. Indeed, analysis often takes place away from the people being studied. This can lead to flawed, biased findings and can even harm your respondents and their communities. To prevent this from happening, incorporate communities' interpretation of the collected data. Giving your respondents or community partners the chance to interpret the data can lessen the risk of incorrect and often detrimental interpretations.
- 5. Share your results.** After identifying your key findings, find compelling and appropriate ways to share your results. Design a dissemination plan that ensures reaching your audience through the channels most accessible to them. For instance, adopt an inclusive (i.e., nontechnical) language and use formats appropriate to individual accessibility.
- 6. Gather feedback.** Create opportunities for constructive criticism and feedback from your stakeholders both within and outside the organization (i.e., employees, community partners,...). Think carefully about which members you ask for feedback (they should be legitimate members of the community you are researching).
- 7. Plan for program adaptation.** Analyze and summarize stakeholder recommendations to adapt your program or approach. Consider which changes need to be implemented right away. You also need to evaluate which adaptation is most realistic in the near future given your resources.
- 8. Disposition.** Disposition is the stage at which we destroy or archive data, either completely or partially. Remember that data collectors NEVER "own" data more than the respondents. Be transparent about your plans regarding the data after the project ends. You should also allow your participants to request the destruction of their data if they want to.

Things to keep in mind

- **Protect your participants' rights and anonymity.** Implement safeguarding guidance to ensure the participants' privacy. Always incorporate informed consent, even if not formally required. Offer your participants the option to opt out of the study whenever they want to.
- **Be transparent about your goals, your dissemination methods, and your limitations.** Informing your participants – particularly the ones from marginalized backgrounds – about the kind of information collected, your study's purpose, and the potential risks and benefits is fundamental. Be transparent about why you are collecting data and how your choices were made due to access, budget, time, and which perspectives were included or not.
- **Be careful not to categorize your respondents.** Use open-ended questions so your participants can define themselves in their own words (eg. gender, pronouns).
- **Consider how power dynamics may impact your data collection.** Make sure that everyone feels free and comfortable to express themselves. Be intentional about who from your team will collect the data. Be self-reflexive and address your own biases and resistances.
- **Make sure that your data collection tools are comprehensive and understandable.** Avoid jargon and technical language. Use a format that is accessible.
- **Avoid undue burden.** Limit the emotional and mental labor it takes for people to respond by removing the collection of nonessential elements.
- **Be accountable.** Both during and after collecting data, be responsible for your actions and open to constructive criticism.

References

Hiring

- Bortz, D. (2018, August 16). Can blind hiring improve workplace diversity? SHRM. <https://www.shrm.org/hr-today/news/hr-magazine/0418/pages/can-blind-hiring-improve-workplace-diversity.aspx>
- Canada Research Chairs. (2012, November 29). Creating an Equitable, Diverse and Inclusive Research Environment: A Best Practices Guide for Recruitment, Hiring and Retention. Government of Canada, Industry Canada, Canada Research Chairs. https://www.chairs-chaires.gc.ca/program-programme/equity-equite/best_practices-pratiques_examplaires-eng.aspx
- Collier, D., & Zhang, C. (2016, October 1). Can we reduce bias in the recruiting process and diversify pools of candidates by using different types of words in job descriptions? Cornell University. <https://ecommons.cornell.edu/handle/1813/74363>
- Erath, J. (2023, August 4). The gender gap in Tech..let's talk about it. Ironhack.com. <https://www.ironhack.com/uk/en/blog/the-gender-gap-in-tech-let-s-talk-about-it>
- Fuller, J., Raman, M., et al. (October 2017). Dismissed By Degrees. Published by Accenture, Grads of Life, Harvard Business School. <https://www.hbs.edu/managing-the-future-of-work/Documents/dismissed-by-degrees.pdf>
- Gaucher, D., Friesen, J., & Kay, A. C. (2011). Evidence that gendered wording in job advertisements exists and sustains gender inequality. *Journal of Personality and Social Psychology*, 101(1), 109–128. <https://doi.org/10.1037/a0022530>
- Gilksman, E. (2020, August 27). Have you seen these gender biases during job interviews? SHRM. <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/have-you-seen-these-gender-biases-during-job-interviews.aspx>
- Global gender gap report 2022. (2022). World Economic Forum. <https://www.weforum.org/reports/global-gender-gap-report-2022/digest/>
- Guest. (2018, January 23). How can job descriptions be more gender neutral? Undercover Recruiter. <https://theundercoverrecruiter.com/job-descriptions-gender-neutral/>
- Kanij, T., Grundy, J., McIntosh, J., Sarma, A., & Aniruddha, G. (2022). A new approach towards ensuring gender inclusive SE job advertisements. 2022 IEEE/ACM 44th International Conference on Software Engineering: Software Engineering in Society (ICSE-SEIS). <https://doi.org/10.1109/icse-seis55304.2022.9793874>
- Katty Kay, C. S. (2015, August 26). The confidence gap. *The Atlantic*. <https://www.theatlantic.com/magazine/archive/2014/05/the-confidence-gap/359815/>
- Knight, R. (2018, July 24). 7 practical ways to reduce bias in your hiring process. *Harvard Business Review*. <https://hbr.org/2017/06/7-practical-ways-to-reduce-bias-in-your-hiring-process>
- LinkedIn Corporate. (n.d.). LinkedIn releases new report showcasing how gender impacts the candidate journey. LinkedIn releases new gender insights report. <https://news.linkedin.com/2019/January/linkedin-releases-2019-gender-insights-report>
- Ong'ang'a, C., & Donville, E. (2022, March 9). Illegal interview questions. *Faculty of Arts News*. <https://arts.ualgary.ca/news/illegal-interview-questions>
- Sexual harassment and the gender wage gap. (2022). National Partnership for Women & Families. <https://nationalpartnership.org/report/sexual-harassment-gender-wage-gap/>
- Tabassum, N., & Nayak, B. S. (2021). Gender stereotypes and their impact on women's career progressions from a managerial perspective. *IIM Kozhikode Society & Management Review*, 10(2), 192–208. <https://doi.org/10.1177/2277975220975513>
- s of cultural and skill alignment in technology companies. *Social Sciences*, 6(2), 45. <https://doi.org/10.3390/socsci6020045>
- The gender pay gap: Pay gap in Canada: The Facts. Canadian Women's Foundation. (2022, December 23). <https://canadianwomen.org/the-facts/the-gender-pay-gap/>

UNDP (United Nations Development Programme). (2020). 2020 Gender Social Norms Index (GSNI). UNDP (United Nations Development Programme). New York. https://hdr.undp.org/system/files/documents/hdperspectivesgsnipdf_1.pdf

Women in male-dominated industries and occupations: Quick take. (2023). Catalyst. <https://www.catalyst.org/research/women-in-male-dominated-industries-and-occupations/>

Wynn, A., & Correll, S. (2017). Gendered perception

Onboarding

Cable, D. M., Gino, F., & Staats, B. R. (2013). Reinventing Employee Onboarding. MIT Sloan Management Review, 54(3), 23–28.

Cordivano, S. (2020, January 19). Understanding and designing an inclusive onboarding experience. Sarah Cordivano. <https://medium.com/sarah-cordivano/understanding-and-designing-an-inclusive-onboarding-experience-4be6b5f7c669>

Dessler, G., & Chhinzar, N. (2016). Human Resources Management in Canada (Third Canadian Edition). Pearson.

Dewar, J. (2022, April 20). 6 Best Practices for New Employee Training. WorkRamp. <https://www.workramp.com/blog/best-practices-for-new-employee-training-and-onboarding/>

EIGE. (2019). Toolkit on Gender-sensitive Communication.

García-Solará, M., García-Pérez, de L. D., & Madrid-Guijarro, A. (2018). Gender diversity and its impact on high-tech SMEs' organizational leadership. Gender in Management: An International Journal, 33(6), 499–523. <https://doi.org/10.1080/GM-03-2017-0031>

Hentschel T, Braun, S., Peus, C., & Frey, D. (2021). Sounds like a fit! Wording in recruitment advertisements and recruiter gender affect women's pursuit of career development programs via anticipated belongingness. Human Resource Management, 60(4), 581–602. <https://doi.org/10.1002/hrm.22043>

Hirsch, A. S. (2017). Don't Underestimate the Importance of Good Onboarding. SHRM. <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/dont-underestimate-the-importance-of-effective-onboarding.aspx>

Inc, G. (2018). Why the Onboarding Experience Is Key for Retention. Gallup.Com. <https://www.gallup.com/workplace/235121/why-onboarding-experience-key-retention.aspx>

Jones, D. (2023). Inclusive Onboarding Checklist.

Mauro, M. (2022, July 26). A Guide To LGBTQ+ Inclusion In The Workplace. Medium. <https://michaelmauro.medium.com/a-guide-to-lgbtq-inclusion-in-the-workplace-f589beeb892a>

Open Data Charter. (n.d.). International Open Data Charter.

Out & Equal. (2022). Global Toolkit for Change: Assessing LGBTQ+ Inclusion in Your Workplace.

QueerTech. (2022). Queering the tech ecosystem: Barriers and opportunities.

Riley, D. M. (2008). LGBT-Friendly Workplaces in Engineering. Leadership and Management in Engineering, 8(1), 19–23. [https://doi.org/10.1061/\(ASCE\)1532-6748\(2008\)8:1\(19\)](https://doi.org/10.1061/(ASCE)1532-6748(2008)8:1(19))

Velinov, E. (2019). Diversity Management Practices in the US Tech Companies (P. Maresova, P. Jedlicka, & I. Soukal Eds; pp. 494–500). <https://doi.org/10.36689/uhk/hed/2019-02-050>

WAI. (2022). WAI @ WORK: SHAPING THE FUTURE OF WORK FOR WOMEN IN AI. <https://www.womeninal.com/wai-at-work>

Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2018). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. Human Resource Management, 57(1), 193–210. <https://doi.org/10.1002/hrm.21873>

West, W. (2022). Best Practices for Inclusive Onboarding. The Diversity Movement. <https://thediversitymovement.com/best-practices-for-inclusive-onboarding/>

Data Collection

Batayeh, B., Carvajalino, K., Duque, M., Fongeh, P., Hijab, K., Johnstone, C., Nwaeze, D., Ouma, C., Salazar Vides, M., Surkin, R., & Walsh,

Taza, R. (2022). *Research-to-Change Toolkit: Implementation Research for Youth Practitioners*.

Dessler, G., & Chhinzar, N. (2016). *Human Resources Management in Canada (Third Canadian Edition)*. Pearson.

EIGE. (2019). *Toolkit on Gender-sensitive Communication*.

Gaddy, M., & Scott, K. (2020). *Principles for Advancing Equitable Data Practice*.

García-Solarte, M., García-Pérez, de L. D., & Madrid-Guijarro, A. (2018). Gender diversity and its impact on high-tech SMEs' organizational leadership. *Gender in Management: An International Journal*, 33(6), 499–523. <https://doi.org/10.1018/GM-03-2017-0031>

Hentschel, T., Braun, S., Peus, C., & Frey, D. (2021). Sounds like a fit! Wording in recruitment advertisements and recruiter gender affect women's pursuit of career development programs via anticipated belongingness. *Human Resource Management*, 60(4), 581–602. <https://doi.org/10.1002/hrm.22043>

IREX. (2022). *Guide for More Equitable and Inclusive Knowledge Gathering*.

Kamin, S. J. (2023). Using an Equity Lens in Measurement and Data Collection. *MethodsSpace*. <https://www.methods-space.com/blog/using-an-equity-lens-in-measurement-and-data-collection>

Kniazieva, Y. (2022). Data Collection as A Major Asset in the Machine Learning Pipeline | Label Your Data. *Labelyourdata*. <https://labelyourdata.com/articles/data-collection-methods-AI>

Mauro, M. (2022, July 26). A Guide To LGBTQ+ Inclusion In The Workplace. *Medium*. <https://richielmauro.medium.com/a-guide-to-lgbtq-inclusion-in-the-workplace-f589beeb892a>

OMNI. (2021). *Information Gathering Toolkit: Basic Tools for Quantitative and Qualitative Data Collection*. <https://www.omni.org/information-gathering-toolkit>

Out & Equal. (2022). *Global Toolkit for Change: Assessing LGBTQ+ Inclusion in Your Workplace*.

QueerTech. (2022). *Queering the tech ecosystem: Barriers and opportunities*.

Right to Education. (2015, December 23). Further Guidance: '5-right principles' of data collection. *Monitoring Guide*. <https://www.right-to-education.org/monitoring/content/further-guidance-5-right-principles%E2%80%9999-data-collection>

Riley, D. M. (2008). LGBT-Friendly Workplaces in Engineering. *Leadership and Management in Engineering*, 8(1), 19–23. [https://doi.org/10.1061/\(ASCE\)1532-6748\(2008\)8:1\(19\)](https://doi.org/10.1061/(ASCE)1532-6748(2008)8:1(19))

The Charles and Lynn Schusterman Family Philanthropies. (2020). *More Than Numbers: A Guide Toward Diversity, Equity and Inclusion (DEI) in Data Collection*. Schusterman Family Philanthropies. <https://www.schusterman.org/resource/more-than-numbers-a-guide-toward-diversity-equity-and-inclusion-dei-in-data-collection>

Velinov, E. (2019). Diversity Management Practices in the US Tech Companies (P. Maresova, P. Jedlicka, & I. Soukal Eds.; pp. 494–500). <https://doi.org/10.36689/uhk/had/2019-02-050>

Venkateswaran, N. (2023). Embedding Principles of Diversity, Equity, and Inclusion When Collecting and Analyzing Data. *Journal of Policy Analysis and Management*, 42(2), 581–585. <https://doi.org/10.1002/pam.22478>

WAI. (2022). *WAI @ WORK: SHAPING THE FUTURE OF WORK FOR WOMEN IN AI*. <https://www.womeninai.co/wai-at-work>

Webster, J. R., Adams, G. A., Maranto, C. L., Sawyer, K., & Thoroughgood, C. (2018). Workplace contextual supports for LGBT employees: A review, meta-analysis, and agenda for future research. *Human Resource Management*, 57(1), 193–210. <https://doi.org/10.1002/hrm.21873>