



THAT WORK

Creating a Workplace
Culture that Attracts,
Retains and Promotes Women

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Canadian employers are facing skills shortages.

- Baby boomers are beginning to retire in large numbers.
- Business competition is high within Canada and beyond its borders.
- New occupations requiring new skills keep emerging.
- Traditional labour pools will not meet current and projected skills shortages.
- Women are currently 46 per cent of the labour force in Canada but they are still under-represented in many occupations and sectors facing skills shortages.

Recruiting and retaining skilled women is one obvious solution.

Women represent only seven per cent of the workplace in transportation, trades and construction work, and only about one in five professionals in natural sciences, mathematics and engineering.

Across the country, both large corporations and small businesses are encouraging women to consider careers in traditionally male-dominated fields by creating workplace cultures that attract, retain and promote women.

Workplaces that Work is a business case for creating workplaces that attract women, as one solution to Canada's growing skills shortages in high growth industries.

Workplace culture includes beliefs, attitudes, practices, norms and customs.

A workplace culture that is inclusive of women has:

- freedom from stereotyping of roles and occupations;
- job titles and responsibilities that are inclusive of women;
- physical working conditions that are appropriate for men and women, such as safety equipment and clothing;
- a critical mass of women employees throughout the organization;
- opportunities for advancement; and
- emphasis on reducing unnecessary stress, such as harassment and conflicting work and family pressures.

There are bottom-line reasons for making sure workplaces attract women.

Investors are interested in companies with good people management because research shows this is linked to better financial performance.

Higher employee satisfaction and engagement results in lower costs for employee turnover and absenteeism, as well as improved productivity and customer satisfaction.

Women and men working together contribute a wider range of perspectives than either group working alone, giving the employer better ability to identify strategic risk factors and improve decision-making.

Success in the new economy depends on new styles of management – many of them traditionally associated with women. Today's recommended style of leadership is more adaptive, more consensus and solution-oriented, collaborative and holistic, less rigid and non-hierarchical.

In a competition for skills, workplaces that attract women applicants significantly increase the size of the available talent pool and enable firms to hire the very best workers.

Women influence 80 per cent of purchasing decisions for all products. Targeting female consumers is increasingly important as women's spending power continues to grow. Having women employees can help to build successful marketing strategies aimed at women consumers.

Workplaces that Work is a business case for creating workplaces that work for women and, by extension, all employees and employers. It features examples of successful strategies from across Canada for effective workplaces and explores the bottom-line results that can be achieved by employment leaders when they commit to creating workplace cultures that attract and retain skilled women.

The business case also includes *A Framework for Assessing Your Workplace* to help employers identify opportunities for change and a series of tips for how to introduce effective changes to workplace culture.

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For more information on recruitment and retention of women workers, or to download the report *Workplaces that Work*, please visit:

Provinces and Territories:

**British Columbia
Ministry of Community,
Aboriginal and
Women's Services**
www.mcaaws.gov.bc.ca/wssc
Phone: (250) 953-4504

**Alberta Community
Development-Women's Issues**
www.cd.gov.ab.ca/helping_
albertans/human_rights/womens_
issues/index.asp
Phone: (780) 427-3116

**Saskatchewan Labour,
Status of Women Office**
www.swo.gov.sk.ca/
Phone: (306) 787-7401

**Manitoba Women's
Directorate**
www.gov.mb.ca/wd
Phone: (204) 945-3476
or 1-800-263-0234

**Newfoundland and Labrador
Women's Policy Office**
www.gov.nl.ca/exec/
wpo/wpo.htm
Phone: (709) 729-5009

**New Brunswick Women's
Issues Branch,
Executive Council Office**
www.gnb.ca/0012/Womens-
Issues/index-e.asp
Phone: (506) 453-8126

**Northwest Territories Status
of Women Council**
www.statusofwomen.nt.ca/
Phone: (867) 920-6177

**Nova Scotia Advisory
Council on the
Status of Women**
www.gov.ns.ca/staw/
Phone: (902) 424-8662

**Nunavut Department
of Culture, Language,
Elders and Youth**
www.gov.nu.ca/cley.htm
Phone: (867) 975-5500

**Ontario Women's
Directorate**
www.ontariowomensdirec-
torate.gov.on.ca
Phone: (416) 314-0300

**Prince Edward Island
Interministerial
Women's Secretariat**
www.gov.pe.ca/pt/iws-
info/index.php3
Phone: (902) 368-6494

**Yukon Women's
Directorate**
www.womensdirectorate.
gov.yk.ca/
Phone: (867) 667-3030

Federal:

Status of Women Canada
www.swc-cfc.gc.ca/
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