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THE RBC IMMIGRANT,
DIVERSITY AND
INCLUSION PROJECT AT
RYERSON UNIVERSITY

Building resilience through a whole of society approach

Employers

Oct. 12, 2023



Background

- **Newcomers**

- 2-3 times more likely to hold bachelors, masters or doctoral degree
- Yet face higher rates of under/unemployment
- Only 37% of recent immigrants hold employment commensurate with their education

- **Employers**

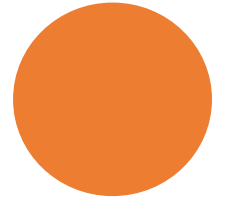
- Sites of economic empowerment
 - Impact material, social and psychological well-being
- Source of outgroup attachments – integration & resilience
- Employer practices define who is a labour market insider/outsider
- Under-researched

Exploratory Study

- Examined **end to end recruitment process** including technology use
 - Impact on newcomer commensurate employment / resilience
- Interviews conducted **September - November 2020**
- In-depth interviews with **Talent Acquisition leaders**
- **Private sector organizations** across Canada, varied industries
- **177 Talent Acquisition leaders contacted**
- 26 responded & **11 agreed to participate**

Findings

- Significant variability in practices
- Potential for positive or negative impact
- Technology use ubiquitous
- Decentralized nature of hiring decisions
- Equity, Diversity & Inclusion (EDI) strategies are often narrowly defined
 - They omit intersectionality & newcomer specific barriers
- Lack of measurement to understand impact of process on newcomers
- Employer engagement with ISAs & diverse hiring committees support resilience





Implications for Social Resilience

- Treating newcomers fairly & equitably demands treating newcomer differently
- Employer engagement is critical
 - BUT they are difficult to engage
 - Do not view themselves as accountable
- Employer engagement is not prioritized in program/funding models

If newcomers cannot obtain commensurate employment, it undermines the entire immigration system.

It impedes the resilience capacities of newcomers, industry and Canadian society



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Thank you

