

**CONCORDIA UNIVERSITY**  
**JOHN MOLSON SCHOOL OF BUSINESS**

**MEMBER INFORMATION**

<b>NAME</b>	<b>YEAR</b>	<b>MAJOR</b>
ROSHINI TAMIL SELVAN	2021	MBA
SHREYA RUGLE	2021	MBA
AARYA ROY	2021	MBA
HIRAK CHAKRABORTY	2021	MBA

**DIVISION:** Graduate

**ADVISOR:** Prof. Tim Field, Fatima Malik

**TOPIC:** How can US Big Tech combat the regressive effects of COVID-19 on women and ensure greater organisational representation and retention?

**AUDIENCE:** Members of Board of Directors of G.A.F.A.M. (Google, Apple, Facebook, Amazon, Microsoft)

## EXECUTIVE SUMMARY

Historically, in the United States, there has existed a consistent gender gap for women in the labor force. This gap extends not only to labor force participation and pay parity, but also to underlying factors including job support, unconscious hiring bias, career advancement and a lack of allyship. Indeed, the current Economic Gender Gap stands at 257 years as of 2020. The advent of COVID-19 and its severe impact on global employment landscape has served to further widen the gender gap due to its disparate effects on women in the U.S. workforce. This impact is particularly stark in U.S. Big Tech and perhaps most glaring among the “Big Five” or G.A.F.A.M. companies – Google, Apple, Facebook, Amazon and Microsoft. Over the course of the pandemic, an alarming number of women have moved out of the workforce in addition to reports of alienation and bias.

Our company, Carpe Diem Consulting, will explore the key issues faced by women in the U.S. Big Tech workforce and highlight how COVID-19 has served to amplify the negative impact already experienced by them. Based on our analysis, we find that working mothers, women of color and women in leadership have largely been forced to bear the brunt of the disparate impact of the pandemic and the biggest red zones within the talent pipeline has been found to be the areas of “Representation” and “Retention”. On further analysis through Ethical, Legal and Financial lenses, we assess the ethical needs of women in each of the above categories, the regulatory standards that U.S. Big Tech needs to be held accountable to, and the overall financial impact of not addressing this gender gap immediately.

We believe that the challenges faced by working mothers, women of color and women in leadership are distinct and unique. To resolve them, we recommend boosting the measurability of current diversity initiatives to enhance the reportability of outcomes. For working mothers, we recommend enhancing flexibility to provide greater job support. For women of color, we recommend providing greater allyship through increased awareness and access to resource groups. Finally, for women in leadership, we recommend a “Champion” system aimed at providing increased exposure and greater one-on-one support to enhance career advancement prospects. We believe that through a combination of these target initiatives, G.A.F.A.M. companies can, in the short term, reduce the gender gap and, in the long term, build a culture of gender equality that will last well beyond the pandemic.