

# DIVERSITY IN TECH AND ITS ROLE IN FUTURE EQUALITY

A report by Wiley Edge

U.S. Version





## Introduction

### The problem – a talent gap

The U.S. technology industry is failing to make significant gains when it comes to hiring and retaining Black, Hispanic, Latino/a/e and Asian American and Pacific Islander (AAPI) and other historically underrepresented talent. In addition, there is a sizable gender gap with 75%\* of tech jobs currently held by men.

This talent gap needs to be taken seriously by employers to attract and retain diverse talent and improve access to well-paid roles. However, when we asked businesses why they are conscious of the diversity of their workforce, only a third (33%) said that it's because it's the right thing to do.

In 2021, Wiley Edge published its inaugural report highlighting the relationship between diversity in tech and equality in the US, detailing why it was crucial to encourage a wider range of young people – especially Black, Hispanic, Latino/a/e, and AAPI people – to consider careers in tech amid the economic uncertainty wrought by the Covid-19 pandemic.

This follow-up report explores how the industry has changed – if at all – in the past year, and outlines the steps businesses can take improve and mobilize DEI in the workforce.

\*Source: <https://www.zippia.com/advice/diversity-in-high-tech-statistics/>

# Contents

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## Key findings

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In order to ascertain the barriers that are still preventing a broader range of young people from pursuing a career in technology, we surveyed 2,000\* 18-24-year-olds to find out how perceptions of the tech industry and the opportunities it offers are changing, and how those already working in tech feel about their careers so far.

We also spoke to 200\* senior business leaders in key industries, including financial services, insurance and pharmaceuticals, to establish what is currently being done to actively improve diversity in their tech teams, and where more work is still required.

# Key findings



## Many workers have negative perceptions of the industry:

**Women** are **140%** more likely than men to say that they believe the industry is too male dominated. Additionally **Black or African American** respondents were **50% more likely** than average to say that they would be deterred from pursuing a career in technology because the industry is not racially and ethnically diverse enough.



## Companies are struggling to retain a diverse workforce, despite current efforts:

**43% of businesses** surveyed admitted they are struggling to retain diverse employees, despite 57% stating that they work hard to foster an inclusive company culture.



## The prospects of a promising tech career are not as well known:

Less than a quarter (**23%**) of **18-24-year-olds** who are not currently working in tech said that they believe it offers excellent career opportunities.



## Working in tech remains an uncomfortable experience for junior staff:

**Half of young tech workers (50%)** have felt uncomfortable in a job because of their gender, ethnicity, socio-economic background or neurodevelopmental condition, which rises to 61% when it comes to young Black tech workers.



## Focusing on a small talent pool is limiting diverse hiring efforts:

While **39% of businesses** said they struggle to recruit diverse entry-level employees, an equal percentage said they are more likely to hire—or that they exclusively hire—graduates from top universities.



## The majority of hearts may not be in the right place:

When asked why they are conscious of the diversity of their workforce, **only a third of businesses (33%)** said that it's because it's the right thing to do.







PART  
**01**

# Why tech diversity and equality go hand in hand

## Technology and the pay gaps

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It's no secret that technology salaries are among the highest in the US. Thanks to the combination of a global digital skills gap and rapidly growing demand for skilled technology professionals across almost every sector, the **average salary for tech professionals in the US rose by 6.9% year-on-year to a record high of \$104,566 in 2021\***.

**\*Source:**

<https://www.shrm.org/resourcesandtools/hr-topics/compensation/pages/us-tech-salaries-averaged-above-six-figures-in-2021.aspx>



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# 21%

of businesses  
admitted to  
having a race  
and ethnicity  
pay gap  
problem

## Gender pay gap

At the same time, many organizations are still grappling with a pay gap problem. The gender-based wage gap in the US has narrowed in recent years, but disparities remain: in 2021, median weekly earnings for wage and salary workers who usually worked full time were \$998\*. **Median earnings for women were \$912, or 83.1% of men's earnings.** Yet this year's survey revealed that only 34% of US business leaders believe they have a gender pay gap problem.

## Race & ethnicity pay gap

Meanwhile, awareness is also growing around the issue of the race and ethnicity pay gap. According to the US Bureau of Labor Statistics\*\*, **the average weekly earnings of Black (\$840) and Hispanic (\$799) workers in full-time jobs were lower than those of white (\$1,064) and Asian (\$1,362) workers.**

**However, this year's research found that only 21% of businesses admitted to having a race and ethnicity pay gap problem,** while also revealing that nearly a third (30%) of businesses are still failing to collect data on the demographic composition of their workforce.

While wage gaps cannot be solved by businesses alone, there are many actions that businesses can take that will have a significant positive impact. For example, by implementing strategies to increase the diversity of employees in higher paid and senior-level roles, **businesses should find their pay gap challenges start to improve. Indeed, according to this year's survey, businesses with diverse tech teams were 19% less likely to say they have a gender pay gap problem,** and 16% more likely to say their pay gap problem is being resolved.

\*Source: <https://www.bls.gov/opub/ted/2022/median-earnings-for-women-in-2021-were-83-1-percent-of-the-median-for-men.htm>

\*\*Source: <https://www.bls.gov/news.release/pdf/wkyeng.pdf>



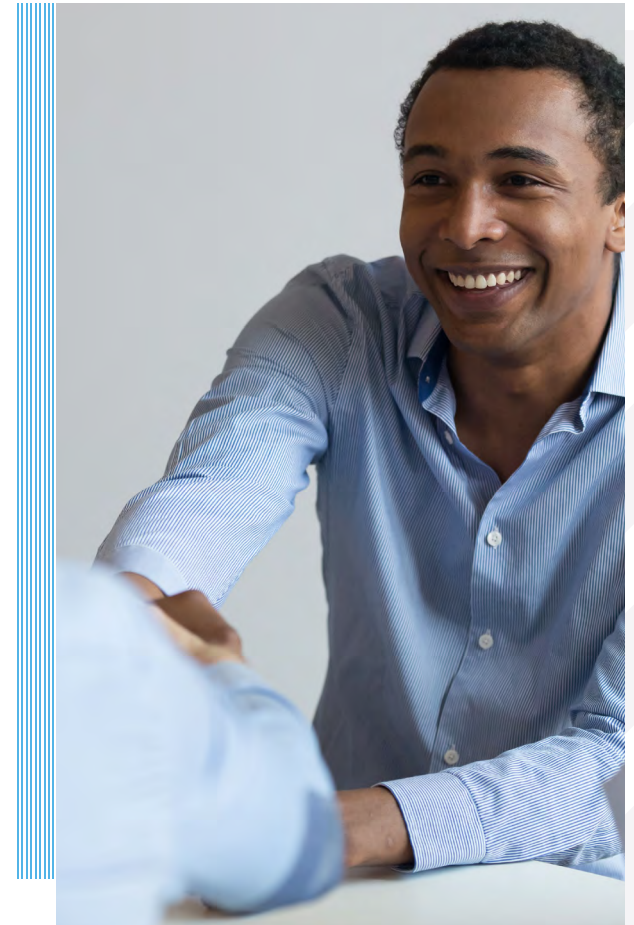
## Creating diverse leadership from the bottom up

As awareness of the importance of DEI grows, one issue that has increasingly come to the forefront is the historical lack of diversity on corporate boards. While progress has been overall slow to improve this issue, there has been some momentum. The number of Fortune 500 companies with over 40% diversity on their boards is nearly four times higher than it was in 2010, according to a multiyear study published by the Alliance for Board Diversity (ABD), in collaboration with Deloitte. Additionally, Nasdaq\* recently proposed a new Rule 5606(f), which requires that companies whose stock is traded on the exchange have diverse board members or disclose why their board is not diverse.

Despite some improvements, the research also shows it will take until 2074 before the number of Fortune 500 board seats held by historically underrepresented members reaches the ABD's aspirational 40% board representation rate. And while white women and historically underrepresented groups have made more progress in board representation at Fortune 500 companies between 2016 and 2020 than between 2010 and 2016, the average growth since 2004 is less than 0.5% per year.

Immediate action needs to take place to rectify these issues in the short term with new senior hires and new board members. But there is something else organizations need to do – plan for the future.

\*Source: <https://www.reuters.com/legal/legalindustry/nasdaqs-board-diversity-rules-inclusivity-is-good-business-2022-02-15/>





**77%**  
of businesses  
try to develop  
people  
internally

In order to successfully increase corporate board diversity in the future, it is essential to ensure there is a pipeline of diverse talent starting now, allowing employees to build their careers from the bottom up and instigating change all the way through their careers to lead businesses and boards.

Since 2000, the number of technology companies in the Fortune 100 has risen by 62%. Furthermore, the number of CEOs of Fortune 100 companies who have an educational background in tech has quadrupled, and the number of CEOs who have held professional technology roles, including CIO and CTO, has risen from four to 11. This trend is likely to continue, as technology plays an ever increasingly prevalent role in society.

Encouragingly, Wiley Edge's research revealed a high level of ambition among young tech workers. **More than half (53%) of young people currently working in tech said that they aspire to one day be in a senior leadership position, rising to 57% of women compared with 49% of men.**

And with Wiley Edge's research revealing that **77% of businesses try to develop people internally** when recruiting for senior tech roles, only by developing and nurturing a diverse pipeline of tech talent can the lack of corporate board diversity be improved in the long term.



PART  
**02**

## What is behind the racial and gender talent gap?

## Lack of awareness

Improving diversity in technology is arguably one of the key tactics when it comes to tackling employment inequality and will only become more important as the number of tech jobs grow and evolve due to the recent hiring slowdown. However, in order for businesses to increase the diversity on their tech teams, and subsequently improve the diversity of their senior leadership teams and boards, it will be essential to attract a wide range of young people to careers in the industry by educating them about the breadth of possibilities.

This year's survey data suggest however, that **awareness of the benefits of careers in tech is incredibly low. Less than a quarter (23%) of 18-24-year-olds who are not currently working in tech said that they believe it offers excellent career opportunities.** Only 29% said they think that it offers a wide range of career choices, and just 23% believe tech careers are likely to be among the most future-proof. A fifth (21%) even said they don't know anything about careers in technology.

The results also show there is still a marked difference between men and women in this regard; **women were 47% more likely to confess not knowing anything about careers in tech, while men were 57% more likely to say they wished they had pursued a career in tech.**





**Daniele Grassi,**  
VP, Chief Operating Officer at Wiley Edge

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Although it is not the right path for everyone, specializing in technology opens the door to a range of challenging, highly paid careers, many of which are secure even in times of great uncertainty.

Our 2021 report revealed tech recruitment remained strong even during the height of the pandemic. More than three quarters (78%) of businesses continued hiring for entry level and graduate tech roles from March-September 2020. Furthermore, 89% of businesses surveyed confirmed that they were planning to recruit for entry level and graduate tech roles in 2021, with 60% of those planning to do so at the level they usually would.

This was in stark contrast to the wider recruitment market; according to a summer 2020 YouGov poll, a majority (63%) of business leaders recruiting students “slowed” or “halted” college hiring following the outbreak of the coronavirus.

Although 2022 has seen big tech companies slow their hiring, **overall demand for tech talent remains strong, with the number of ads for tech jobs up by 43%\* in the first quarter year-on-year.**

It’s clear that this message is still not reaching a wide enough audience. Current tactics are not effective enough, so we must find other ways to increase not only awareness of, but interest in careers in tech. This includes engaging with young people at earlier stages of their academic career, and utilizing a range of role models.

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\*Source: <https://www.cnn.com/2022/06/19/tech-talent-still-in-demand-but-outsized-salaries-are-disappearing.html>

## Perceptions and misconceptions

In addition to this general lack of awareness, the research unfortunately shows that there are still a number of pervasive misconceptions about the industry that are preventing people from considering a career in tech. Many of these revolve around the required skills and qualifications.

Nearly a fifth (18%) of young people surveyed believed they would need a college degree to enter the tech industry. Similarly, 39% of respondents said they don't have the right qualifications to pursue a career in tech, 17% said they don't have the right educational background, and 16% don't know how to get the right qualifications.

**Women were more likely to have doubts about their potential to succeed in the tech industry, with nearly a quarter (23%) saying they don't believe they're good enough at math and science, compared with only 15% of men.**

**Fourteen percent of those surveyed said they don't know how to break into the industry,** while another 14% were not aware of any entry-level training programs that are available to help them do so.

However, the research also highlighted a number of negative perceptions of the tech industry and its culture among certain demographics, which may be more difficult to overcome but require an equal level of commitment on the part of organizations.

**For example, women were 140% more likely than men to say that they believe the industry is too male dominated, and Black or African American respondents were 50% more likely than average to say that they would be deterred from pursuing a career in technology because the industry is not racially and ethnically diverse enough.**



**Kat Snodgrass,**  
Director, Talent  
Pool, at Wiley Edge

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Many of the deterrents cited by young people can be addressed simply by making accurate, helpful information more widely available and accessible. For example, while some technology roles do require a degree, many positions are available via alternative qualifications, such as those awarded by vocational programming courses.

And although a certain amount of math aptitude may be required for some tech jobs, this does not necessarily correlate with the math studied in secondary and post-secondary education. It's clear that this employment reality is not being conveyed effectively to young people, who may otherwise assume there isn't a suitable career path for them within the industry.

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50%

of people have felt uncomfortable in a job because of their gender, ethnicity, socio-economic background or neurodevelopmental condition

## How do young tech workers feel about the industry?

Are these perceptions justified? In order to find out, Wiley Edge asked a selection of 18-24-year-old tech workers about their experiences in the industry so far. **On average, 50% of those surveyed have had an overall positive experience, down from 69% in the previous year. Twenty-three percent said their experience has been entirely positive, 27% mostly positive, and 29% have had a mixture of positive and negative experiences.**

**While around a fifth (21%) have had a mostly negative experience or not enjoyed their time in the industry so far,** the research also showed that experiences differ between different demographics. Men were more likely than women to have had a mostly or entirely positive experience (56% vs 43%), and slightly less likely to have had an entirely negative experience (10% vs 13%).

When asked what had made their experience positive, 27% said they have enjoyed the work, and another 23% have found the work interesting. Only one in 10 (10%) said they have found the work uninteresting, while 10% said they have found the work difficult. These findings seem to indicate that it's not the nature of the work itself that is an issue for the majority of unhappy young tech employees.

The research suggests that many businesses are still struggling to establish an inclusive and welcoming environment, although there are signs of improvement. Only 22% of respondents said they like their company's culture, while 20% said they have felt welcomed by their colleagues.

**When asked if they had ever felt uncomfortable in a tech-related role because of their gender, ethnicity, sexuality, socio-economic background or neurodevelopmental condition, half (50%) said yes. This number rose to 55% of women, 56% of LGBTQ+ respondents, and 61% of Black respondents.**

## Diversity and employee retention

Listening to the experiences of Black, Hispanic, Latino/a/e, and AAPI employees working in tech is vital to effecting change; tackling the lack of diversity facing the tech sector in any meaningful way requires not only attracting people across diverse communities to pursue careers in technology, but also providing adequate support to ensure that new recruits stay within the industry long term.

Failing to create a truly inclusive and welcoming environment negatively impacts employee retention. When asked why they had left or wanted to leave a tech role, young tech workers most commonly cited the lack of a sense of belonging (20%).

At the same time, 43% of businesses surveyed admitted to struggling to retain employees from across diverse communities, despite 57% stating that they work hard to foster an inclusive company culture. Furthermore, 20% confessed to receiving complaints about diversity and inclusion from current and former employees, suggesting that current attempts are not necessarily successful.





According to the research, **less than half (49%) of businesses have a mentorship program for younger employees** to support their professional and personal development, and even fewer (47%) have a system in place to identify whether additional support may be needed for graduates and other entry-level employees from different backgrounds.

Only 38% of businesses have employee resource groups (ERGs). ERGs are voluntary, employee-led groups whose aim is to foster an inclusive workplace aligned with the organizations they serve. They are usually led and sustained by employees who share an affinity, whether it's gender, ethnicity, religious affiliation, lifestyle, or interest, and exist to provide support for personal and/or career development.

**Interestingly, just 37% of businesses have an onboarding process that takes into account exit interviews and historical feedback from employees. Without input from employees themselves, businesses will find they are continuing to make the same mistakes, and potentially missing some easily actionable improvements.**

Until these issues around company culture are adequately addressed, young people, particularly, women, Black, Hispanic Latino/a/e and AAPI employees, will continue feeling out of place and unhappy, which will ultimately lead to poor retention and limited progress when it comes to improving diversity.



PART  
**03**


## What could businesses be doing better?

## Awareness does not equal successful action

The lack of diversity in tech has been widely publicized and discussed for some time now. According to our research, this attention has translated into awareness. We found that **61% of businesses are aware of a continuing lack of diversity in their tech teams**: 37% have noticed a lack of gender diversity, 32% a lack of ethnic diversity, 16% a lack of neurodiversity, and 27% a lack of socio-economic diversity.

Of those businesses, nearly half (47%) are actively trying to address the issue, the same proportion as in 2021. 17% said their tech teams have always been diverse, and 15% claim they lacked diversity but have successfully improved the situation. On the other hand, 8% stated they are aware of a lack of diversity but are not currently trying to address it, and 7% don't know how.

**However, the persistent lack of diversity in the industry would suggest that current efforts to tackle the problem have not been sufficient, despite many businesses seeming to believe they are already doing their part. Tellingly, less than half (46%) of those surveyed currently have diversity targets in place, suggesting that most are still failing to take it as seriously as they could be.**



46%  
of those  
surveyed  
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in place

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39%

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## Why diverse junior tech talent is the most elusive

According to this year's research, **nearly 70% of businesses continue to have trouble recruiting tech talent from a range of backgrounds at every level** – with only a third (32%) saying they have no difficulties at all. However, it's clear that entry-level talent is often more difficult to recruit given current practices. **Two-fifths (39%) said they struggle to recruit entry-level employees from a range of backgrounds, compared with 28% for mid-level positions, and 18% for senior-level roles.**

And yet, despite a growing awareness of the problem, many businesses are still recruiting entry-level talent from a very narrow pool. For some of the US's largest and best-known companies, competition for entry-level roles and graduate programs can be fierce.

It's clear that this dichotomy has resulted in many organizations being overly selective about the applicants they accept, and consequently hiring a disproportionate number of candidates with prestige bias who they assume are automatically the most qualified.

Of those businesses surveyed, **25% said they exclusively hire graduates from top universities**, up from 20% in 2021. With a further 20% stating they are more likely to hire graduates from those institutions, the total number of businesses hiring predominantly from top universities has remained fairly static since last year (45% in 2022 vs 49% in 2021). On the other hand, 37% said they consider applications from all universities equally, compared with 42% in 2021. **Only 15% said they consider all types of higher education qualifications.**



According to the survey findings, hiring predominantly from top-tier universities makes it more difficult for businesses to fill entry-level and graduate technology roles. Whereas **79% of businesses that focus their recruitment exclusively on more prestigious universities said they struggle to recruit entry-level software developers**, only 19% of businesses that consider all applications equally said the same. Similarly, **businesses with narrower talent pools were 84% more likely to struggle to recruit entry-level data scientists, and 69% more likely to find it difficult to source entry-level cyber security specialists.**



**Scott Coleman-Allan,**  
Director, North America  
Talent, Wiley Edge

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While the most selective schools are actively trying to improve the diversity of their students, young people from certain socio-economic backgrounds are inevitably more represented than others. It will be almost impossible for businesses to improve the diversity of their junior tech employees while only accepting graduates from these institutions.

In order to achieve greater diversity at a junior level, businesses must actively work to widen their talent pool, publicizing their roles to a wider variety of people and encouraging them to apply. Businesses should consider partnering with less selective universities, attending a greater number of university job fairs, as well as paying more attention to job fairs and other events aimed at non-graduates with alternative credentials or skills training.

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58%

do not use  
"deliberately neutral"  
job descriptions.

## Tackling unconscious bias

Crucially, businesses must also take a close look at their recruitment processes to ensure that unconscious bias is not causing young people to miss out on opportunities they would otherwise be well qualified to pursue.

When asked if the company they work for is making a concerted effort to increase the diversity of its tech teams, only 23% of young tech workers said that diversity was a big focus during recruitment. Encouragingly, a third (33%) have noticed more efforts recently to improve diversity, but 14% said that current efforts are unsuccessful and another 14% said diversity is not a priority.

This was reflected in the survey of business leaders, which found that there are a number of well-established anti-bias hiring practices that many businesses have failed to introduce.

**Only 43% of businesses currently invest in anti-bias training for hiring managers**, down from 55% in 2021. Without this training, the risk of potential employees being unfairly judged - however unintentionally - during the interview process increases. It's important to enable those responsible for recruitment to recognize their own unconscious biases and give them the tools they need to approach the process more objectively.

**Of those surveyed, 58% do not use "deliberately neutral" job descriptions.** If not worded carefully, job advertisements can be inadvertently off-putting. For example, certain language can create the impression that employers are exclusively interested in candidates from particular backgrounds. In order to avoid this practice, businesses should make use of proofing tools that can effectively identify words or phrases that may discourage applicants from certain groups.

**Even fewer businesses (22%) currently anonymize CVs.** Removing all potentially identifying information, such as name, age, and educational background, makes it more difficult for recruiters or hiring managers to make subconscious judgements about an applicant. They are more likely to judge a candidate only on their qualifications, skills and experience, which should ensure that those best qualified for the role are invited to interview rather than those who fit a particular profile.

**Only a third of employers (33%) said they request diverse shortlists from recruiters.** If chosen carefully, recruitment consultancies and other talent partners can be an invaluable tool in the quest for equality and greater diversity. However, this is only the case if businesses deliberately choose to share their attitude and values when it comes to diversity and have their own comprehensive strategies or frameworks to ensure equal opportunities and access for all.

Only 16% said that they have no anti-bias hiring practices in place at all, which is relatively unchanged as compared to 2021 (17%). Of those that do, the vast majority (78%) have noticed an improvement to some extent. Nearly half (48%) said there has been a significant improvement, while 30% have noticed an improvement but still have more work to do, showing that anti-bias hiring practices are essential in the fight for greater diversity in the tech industry, and could make a marked difference if adopted by more businesses.



33%

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## Conclusion

Technology jobs offer excellent opportunities for young people, particularly now amid economic uncertainty. It is also likely that senior roles, including CEO positions both in tech companies and non-tech companies, will increasingly be held by those with a background in technology in the years to come, making it even more important to improve the diversity of our entry-level tech workforce.

In order to ensure that these opportunities are not enjoyed by only a select group – and thus perpetuating existing, persistent inequalities – we must encourage a more varied cross-section of graduates to consider pursuing a career in the industry.

While there are some myths surrounding the industry among young people, it's also apparent that not all their misgivings are completely unjustified. Many of those who have already started working in the industry have found their experiences to be not entirely positive. Businesses must do more to retain their employees, particularly Black, Hispanic, Latino/a/e and women employees, or they will continue to struggle to address longstanding disparities.

By working to develop a truly inclusive company culture, coupled with more widespread implementation of anti-bias hiring practices, employers should start to see positive changes that will enhance the long-term prospects of many talented young people, while furthering equality.

## Summary of recommendations

Here are some actions for businesses struggling to build a more diverse workforce.

### Focus on potential rather than prestige:

Many businesses surveyed said they have trouble recruiting Black, Hispanic, Latino/a/e, AAPI and other historically underrepresented tech talent at the entry level, and this increased among those who hire predominantly from top-tier universities. **In order to achieve greater diversity at a junior level, businesses must actively work to widen their talent pool, publicizing their roles to a greater variety of people and encouraging them to apply.** Business should consider revising their job descriptions to **prioritize skills, mitigate prestige bias and not rely on university credentials**, attending a greater number of university job fairs, as well as paying more attention to job fairs and other events aimed at non-graduates. This can expand the demographics that businesses reach and get diverse workers in high-demand tech jobs faster.

### Retention is as important as recruitment:

In addition to focusing on recruitment, businesses need to ensure they have a range of initiatives and strategies in place to enable people of all backgrounds to feel comfortable at work and thrive professionally. **They should be offering mentorship programs for entry-level employees** to support personal and professional development, which will make it easier to identify any additional needs. Employee resource groups can be a great way to give employees a safe space and a collective voice. **It's also essential to give employees the opportunity to provide feedback**, and ensure key points are actioned, to make a meaningful impact on employee retention.

### Companies that challenge unconscious biases will be more successful:

Companies must take a close look at their recruitment processes to ensure unconscious bias is not causing young people to miss out on opportunities for which they would be well-qualified. **Something as simple as anonymizing resumes to remove all potential identifying information such as name, age, and educational background ensures candidates are judged based upon their qualifications and experience alone.** In addition, companies should use neutral job descriptions and carefully select advertisement language to avoid deterring candidates from applying. These strategies will help them build a more diverse talent pipeline and workforce.

# Report methodology

## Employee:

The employee sample consisted of 2,000 respondents comprised of individuals ages 18-24. Individuals working in a tech or IT based role represent 36% of respondents; individuals not working in a tech or IT based role represent 64% of respondents. To recruit for the employee/consumer sample within the US, a panel of consumers from across the nation were asked to participate in an online survey. All respondents resided in the United States at the time they participated in the survey.

		%	Count
Which of the following racial/ ethnic groups do you consider you belong to?	White	45.9%	918
	Black or African American	29.1%	582
	Hispanic or Latino/a/e	14.6%	291
	Asian American/Pacific Islander	6.4%	128
	Native American or American Indian	1.5%	29
	Other	2.6%	51
	Total	100.0%	2000

## Employer:

The employer sample consisted of 200 respondents who were serving in leadership roles within the financial services, healthcare, pharmaceutical, insurance, or life sciences industries at the time they completed the survey. Respondents needed to be serving in C-suite, director-level or HR manager positions in order to participate. To recruit for the employer sample within the US, a panel of consumers from across the nation were asked to participate in an online survey. All respondents resided in the United States at the time they participated in the survey.



## About Wiley Edge

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Wiley Edge is the talent development solution for leading global employers.

Wiley Edge's Hire-Train-Deploy graduate and reskilling programs work to bridge the skills and competencies needed to futureproof an organization's workforce. Wiley Edge helps more than 40 institutions in North America, EMEA and APAC, from technology companies to tier one investment banks, meet the growing challenge of talent shortages.

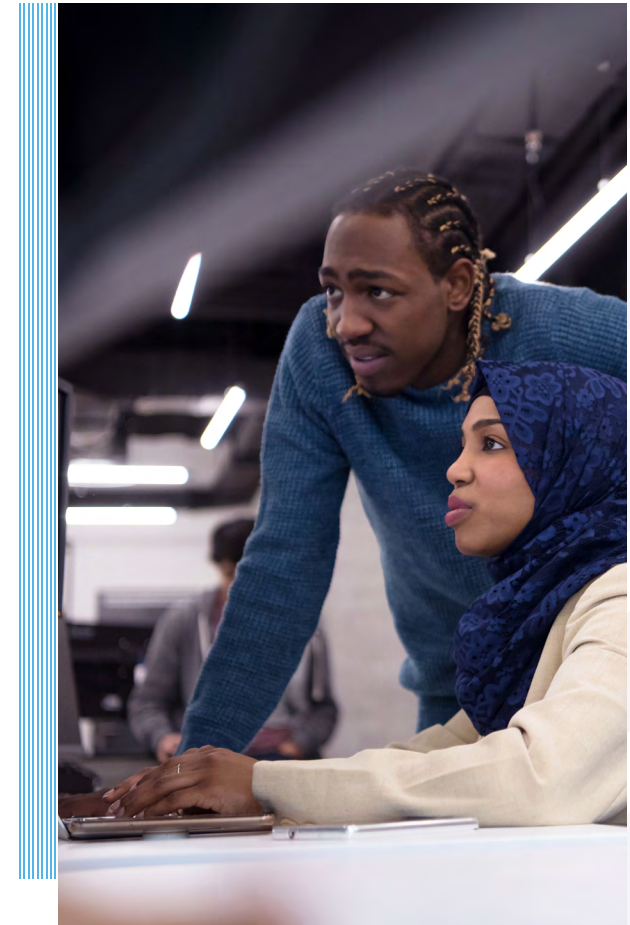
With a focus on technology, banking and business, Wiley Edge connect education to the working world. Industry-aligned Academy curriculum adapts to meet the needs of today's organizations in this era of exponential change.

The graduate program provides custom-trained emerging talent to give clients the edge. As pioneers of the hire-train-deploy model, Wiley Edge equips university graduates with social and emotional competencies and company-specific skills to succeed in a role from day one. Students are placed to join a client's team for up to 24 months, with potential to join full time at no extra cost. The vast majority continue their careers with the clients.

Wiley Edge can also help organizations unlock the potential within their existing workforce. In the Reskill program, Wiley Edge delivers custom training for a client's employees to upskill existing talent and socialize valuable industry knowledge to enhance employee retention and recruitment efforts – a goal exacerbated by the Great Resignation.

Strengthening diversity underpins everything Wiley Edge do for clients. The graduate population is 31% female and 51% Black, Hispanic, AAPI and other historically underrepresented talent, while team reskilling can tackle biases from age to education.

[wileyedge.com/employers](https://wileyedge.com/employers)



**WILEY\EDGE**

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