Tackling the Technology Gender Gap Together: A Best Practice Guide for Employers
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I studied Computer Science at university and graduated over twenty years ago. Just three women took the course in my year. In the years following my graduation I worked in many different sectors, from video games to hedge funds, but always in software development teams. In the early years the ratio of men to women felt even higher than my university course, often without a single woman in development teams of dozens of men. Thankfully, in recent years this balance has started to shift.

A diverse cross-section of people is important in business. It’s important not just for reasons of fairness, balance and representation, but also for increasing the quality of the work we produce. If we believe digital technology is at its heart a creative industry, then we need to encourage diversity in teams in order to bring the wide variety of life experiences that are crucial for fresh thinking, ideas and creative solutions.

As employers it’s important that we are aware of the impact of cognitive biases during interviews and ensuring we create an inclusive workplace culture. There is a growing effort among technology businesses to pay close attention towards growing a more diverse workplace, and we can start by measuring our numbers and focusing on improving these month by month, year by year. Google are a leader in this respect – they publish their data at www.google.com/diversity.

At FreeAgent we’re pleased with how we’ve improved the gender balance in our product and engineering teams, but there is still a lot of work to do. This is why I’m so pleased to see SDS and Equate Scotland working together to produce this guide. The more focus companies put on improving diversity in their workplace, and the more we talk about it openly within our industry, the better our chances of success will be.
This is a fascinating time to be working in the technology industry. Digital technologies are changing and improving so many aspects of our lives. They underpin advances in medicine, education, manufacturing and communications and thus create a wealth of opportunity. At the same time, technological innovation also provides enormous challenges in cyber security, data protection, privacy and other areas.

To master those challenges, we need all the talents that women can bring to our workplaces, to provide insights and differing viewpoints, to design, build and create brilliant technology products and solutions. It’s more than just simple common sense, as recent research highlights that increasing gender diversity in the workplace helps make businesses more productive and increases financial returns according to studies by MIT and McKinsey.

Many employers already have diversity strategies in place, but building a balanced workforce is challenging, and greater focus needs to be placed on encouraging more women into the industry, highlighting the wide range of roles, the exciting and engaging work undertaken and the changing face of the sector with vibrant contemporary workspaces, flexible working and great benefits.

The best practices highlighted in this guide provide great practical examples of how to develop a diverse workforce and we hope that employers across the industry will find them really useful in developing their own positive gender strategies.
INTRODUCTION

Technology is one of the fastest growing industries in Scotland, and in the very near future the majority of jobs in Scotland will require digital technology skills. The Scottish Government has included digital technology as one of the six key sectors in which Scotland has a “distinct competitive advantage”. The sector is clearly critical to creativity and progress across the world. However, with such low numbers of women in the sector and girls studying to be in the sector, this “competitive advantage” is at risk.

In the recent research report “Tackling the technology gender gap” from the Digital Business Excellence Partnership (based on research by Edinburgh Napier University), it was made clear that there is a women’s representation problem in digital technology:

Only 20% of pupils studying National 5s in Computing Science are girls
Only 16% of students studying computing degrees are women
Only 18% of employees in digital technologies are women
These figures decrease further if we focus solely on technical qualifications and roles such as software development.

Further research in this report reveals that girls taking computing science see the subject as important, interesting and exciting; however, there are clear misconceptions about a career in the field as most girls perceive it to be a solitary working environment. At university or college level, female students describe themselves as being less confident than their male counterparts and are likely to be put off a career at recruitment stage. Finally, in employment, women are significantly more likely to be in “soft skills” positions and are less likely to be in senior roles. A combination of misconceptions, negative stereotypes and a lack of self-confidence contributes to the ongoing under-representation crisis.

This is a crisis that has been identified by the Scottish Government and across the labour market. In order for Scotland to remain globally competitive in one of its fastest growing sectors, we must harness the ambitions and talents of 51% of the population. It is to overcome this crisis and create bold change through the support of employers in digital technologies that the Digital Technologies Skills Group have created this guide with key sector partners including Equate Scotland.

What sets the digital technology sector apart is the speed of its growth and how fast new technology is developed. Whilst this is the aspect which attracts the most attention and interest in the sector, in terms of gender equality it poses a unique issue. The age-old problem of women’s under-representation in STEM can quickly become cemented in a relatively new industry. To avoid this, digital technology employers need to go above and beyond to ensure that women are included from development to delivery of technological advancements.
The Guide

This guide has been developed to support employers in digital technology to take on the gender equality challenge. Many employers in the industry have been taking this on for a number of years and want to change or expand their work; others may be dipping their toe into this issue for the very first time. This guide aims to support employers regardless of their level of engagement in the past. For there to be any real change on diversity in tech, all employers need to play their role.

The guide reviews key areas where research has shown us that interventions make a difference to increasing women’s representation in STEM and provide concrete actions for employers to take forward.

We appreciate that not all employers are in the same place. As such, we have tailored our recommendations for start-ups, SMEs and large employers. We want to ensure that this guide is supportive and realistic of what the industry can do to promote gender equality. Whilst these categories have been developed for digital technology employers, it is of course possible for any organisation to use any of the recommendations provided.

Finally, the guide includes a number of case studies from employers in digital technology who are sharing their good practice in a range of areas. We hope this provides not only inspiration for your future initiatives but also insight into the successful work of fellow organisations which can be duplicated to support your equality and diversity strategies.

In this guide we have used words such as “should” and “strongly recommend”, as we believe the time is now for employers to be taking the lead on the issue of gender equality. We believe that, rather than focusing on what employers “can do”, we need to be explicit about what they “should do”, as the need for women in digital technologies is both an economic and social imperative.
Improving equality and diversity in the workplace is widely recognised not only as the socially responsible thing to do, but the economically beneficial thing to do.

Gender equality in the labour market has been a priority for the Scottish and UK Governments for a number of years now. In September 2010, the UK Government conducted a consultation as part of the Davies Review to investigate what more could be done to increase the number of women on private sector boards. The 2011 report outlined a set of proposals, along with a compelling argument for gender equality in companies and recommended a 25% women's board representation target for FTSE 100 companies in the UK. Since the original report in 2016, Davies Review has exceeded expectations with 26% women on private sector boards.

The Profit Margin

The priority to increase women’s representation in male dominated environments comes from a recognition of the positive impact women’s inclusion has on profitability, company reputation and productivity. The McKinsey and Company 2007 report found that companies with more women at board and senior management level performed 15% better than their male dominated equivalents, outperforming them on productivity and growth. The Peterson Institute for International Economics found that having at least 30% of women in leadership positions added 6% to net profit margin.

More recently, this has been further evidenced by the Davies Review progress report in 2015, which illustrated the clear business benefit of gender diversity at the top. Since the launch of the Davies Review, the number of women on company boards has more than doubled. Some of the most influential platforms across the globe are advocating gender equality in the labour market; the World Economic Forum recommends companies pursue gender equality and estimate that women’s equal participation in the labour market is globally worth £28 trillion, more than the United States’ and China’s economies combined. Here in Scotland, women’s equal participation in STEM is worth over £170 million per annum to Scotland’s economy.

In the digital technology sector, Gross Value Added (GVA) stood at 2015 at £3.9 billion up 4% from 2014. There have been annual increases since 2007 both in employment in the digital technology sector and in GVA. As such, increasing the number of people working in this sector, particularly focusing on the participation of women, is highly likely to yield substantial gains. According to the 2013 report, Scotland’s Digital Future, “US multinationals are, on average, 8.5% more productive than domestically owned firms in the UK” and that over 80% of this productivity advantage is explained by their better use of technology.
Global Competitiveness
Beyond baseline profits, the issue is about the global competitiveness and the sustainability of the tech industry in Scotland. Research commissioned by the Digital Technologies Skills Group found that over 90,000 people work as digital technology professionals in Scotland across sectors. This is the equivalent of 4% of the labour market. However, there is considerable space for growth. The Scottish Government recognises this potential and has identified the digital sector as one of the eight “growth industries” in Scotland. Scotland currently has a skills shortage in the digital technology sector and will fail to remain globally competitive if skills are not matched with growth. Research was commissioned by the Digital Technologies Skills Group in 2017, to build an updated picture of the digital technology sector in Scotland and the demand and supply of digital technology skills. This research was undertaken by Ekosgen and Oxford Economics and found that there are up to 12,800 job digital technology opportunities in Scotland every year, however with only 4,000 computing science graduates per year they identified a clear skills shortage.

Inclusive Creativity
The emergence of new technology is almost a daily occurrence and digital commodities have the highest consumer demand. However, without inclusiveness and diversity around the production table, there is a risk that technology will not meet the needs of its diverse consumer base. An example of this risk can be illustrated through Apple’s health monitoring software, which advertised itself as a method to monitor every aspect of an individual’s health, however had no method of monitoring a woman’s reproductive cycle. It was later revealed that the development team were all men. With 51% of the consumer base being women, can any company afford not to have a representative set of minds around the table?

Having gender equality in the workplace allows different perspectives, ideas and leadership styles to exist. It fosters a culture of mutual learning and helps to create an inclusive and attractive workplace for current and potential employees.

How organisations can take this issue forward

Start-ups: Gender equality may not seem like the priority for a business still developing itself, however getting it right from day one is not only an investment for the future but also a protector against issues which larger businesses are now facing. Start-up companies should include gender equality in their business development plans. This would mean projections on investments they would want to make in coming years on increasing the participation of women in digital technology and ensuring that they have policies in place from the start to create an inclusive workplace culture. This should prevent the institutionalisation of stereotyped attitudes in a male dominated environment.

Small/Medium Size Businesses: Progressing gender equality does not need to be resource intensive. SMEs may want to consider creating five year gender equality plans and targets, reviewing workplace policies to ensure inclusivity. For SMEs, leadership teams are often a handful of people or perhaps even one person at the top. As such, this small group or person holds all the responsibility for the creation of a good workplace culture. Managers should take part in unconscious bias training (which can be provided by Equate Scotland or free online materials are available from Microsoft) and ensure that recruitment practices are transparent and inclusive.

Large Businesses: Larger employers are more likely to have women working for them simply due to the higher number of employees. As such, larger businesses should conduct gender audits of their workplace to assess how many women work there and if they are in gender segregated roles (e.g. majority of women in administration roles). Larger businesses should also invest in unconscious bias training for all staff and ensure that investment is being made in outreach with schools and paid female student placement opportunities.
1. Please describe the initiative your company took forward

FDM has developed a diversity strategy which revolves around employing talent from a range of educational and socio-economic backgrounds, ranging from universities to non-profit training organisations, ex-Forces, returners to work and refugees. The strategy also includes a focus on encouraging more women into IT and business.

2. What were the key drivers behind taking this action?

For FDM Group, diversity is simply the right thing to do. We believe it is vital to have a workforce that reflects wider society, and as an added bonus it makes good business sense.

The business benefits of having a diverse workforce include a greater understanding of customer and client needs. Employees who come from a wide range of backgrounds and experience bring a much broader view of the world with them, and their different viewpoints help foster greater understanding. These varied experiences and viewpoints also generate innovation and creativity as employees learn from each other, sharing their different life experiences to create innovative solutions to challenges.

In addition and very importantly, organisations which are diverse have the benefit of an increased talent pool from which to recruit. If you have a narrow recruitment focus you may miss out on some of the best talent available. Equally, organisations which have a reputation for diversity are attractive to potential employees, in particular millennials who want to work for organisations which share their own values and are going to provide equal opportunities, regardless of gender, social or ethnic background.

There is much external supporting research that demonstrates that diversity at board level is also key for businesses and helps to improve productivity and profitability.

3. What has been the impact of the initiative (short term impacts and expected long term impacts)?

FDM Group’s policy on diversity allows it to recruit from a wider talent pool which perpetuates diversity.

As our reputation continues to grow in this field, we find that clients and customers who are seeking to improve or develop their own diversity strategies are turning to FDM Group for advice and assistance.

Through our monitoring of our diversity across our employees, we are able to fine tune and adjust policies to ensure we are continuing to be leaders in diversity.

In addition, our monitoring has allowed us to identify a potential part solution for the UK’s looming IT and digital skills gap. We have identified that not studying STEM subjects is not a bar to developing a technical career, and as a result we’ve been able to share this with MPs and other influencers.
As the subject of skills, social mobility and diversity continue to be part of the Government’s agenda; we have seen an increase in interest in FDM Group by MPs and Government offices.

The recruitment statistics below portray a snapshot of the diversity that makes up FDM:

- 52% of UK graduates employed in 2016 are from an ethnic minority background
- 58% of UK graduates employed in 2016 attended a state school
- 30% of UK assessment centre attendees were the first in their family to attend university
- 60+ nationalities and cultures working together as a team at FDM
- 50+ languages spoken by employees at FDM
- 50% of senior management team are female at FDM
- 46% of US employees are Asian, Black, Hispanic or Latino
- 40% of FDM employees in APAC are female
- 50% of FDM employees in South Africa are female

We truly respect, embrace and celebrate all cultures, nationalities and backgrounds, and it is this ‘all for one and one for all’ behaviour that has enabled FDM to thrive year after year.

4. Can you offer any advice to employers looking to do something similar in the future?

Our experience shows that setting a culture that supports diversity starts at the very top with a vision and passion to drive it. We would recommend creating a champion at board level who can build and lead the vision for the organisation’s aspirations with an accompanying business case for diversity and practical steps that can be followed across the entire organisation.

Practicalities include setting recruitment policies and practices that support diversity, providing unconscious bias training, implementing ongoing monitoring and making adjustments to policies and practices as a result. In addition, networking and learning from other organisations can provide insight into good practices for different companies. Keeping abreast of up to date research and findings can also help inform policy discussions and prove the business case.
1. **Please describe the initiative your company took forward**

We are proud to promote family friendly and flexible working practices by enabling employees to work part time where possible, facilitating working from home and giving the option of flexible hours. One of the best ways we can ensure that our employees maintain a positive work-life balance is to enable them to be able to work from home without worrying about an unreliable connection or limited access to essential company systems. We have invested in a robust remote-access facility as well as providing a mobile phone, laptop and providing broadband connection at home for employees.

We have signed up as Partners to the Scottish Government ‘Partnership for Change’ pledge. This is especially important for us as an organisation operating within a STEM discipline as historically it has been a sector where there has been little variety in its workforce. We participated in the ‘50/50 by 2020’ initiative in partnership with the Scottish Government as 50% of our board are working mothers and we feel that this diversity has contributed to our success. It was important to us to share this with other companies and help encourage them to follow in our footsteps.

2. **What were the key drivers behind taking this action?**

We recognise that diversity is integral to the success of any business. We’re always on the lookout for brilliant people with fresh ideas and we believe that fair working practices such as family friendly and flexible working is essential to enabling the right candidate to come forward. Put simply, we believe that it is the right thing to do.

One of our goals is to continually strive to provide the best working environment we can to our employees as they have always been our most important asset. Our people are the drivers of our success and at the frontline of our achievements. Our target is to continue to adapt with our growing workforce to maintain a positive work-life balance, no matter any personal changes experienced by our employees. It is our objective to be the best employer in Scotland for family friendly and flexible working practices. What we feel makes a good employer is being able to respond to individual employee needs and changes in their work-life balance – one size doesn’t fit all. We aim to ensure that inclusion and diversity in the workplace are second nature and we make sure that all our employees are afforded the same opportunities.

3. **What has been the impact of the initiative (short term impacts and expected long term impacts)?**

By treating our employees fairly and respecting their needs, we have a workforce that takes pride in their work and really cares about the company and their fellow colleagues. We have cultivated a workforce that really cares about the role they are in and about the success of the company and that is fantastic to see. We have extremely high retention rates and this means that the business has experience that rivals some of our largest competitors.

It has been very rewarding to see more employees come forward and talk to us about flexible working and how we can make a difference. The company can continue to learn, and to develop its policies in line with employee needs.
When Quorum was founded, we had a simple goal of providing high quality services to our customers and providing an excellent environment for our employees.

Our long-term goals are to continue to provide a progressive, sympathetic and fun working environment and to extend that feeling of care and inclusivity to our customers. We want Quorum to continue to be a feature of the Scottish Business landscape for generations to come.

4. Can you offer any advice to employers looking to do something similar in the future?

We also actively promote these initiatives to other organisations and help them to see the value of these practices within their own environments. We would like to be in the position where we can champion these within the Scottish business community so that others may benefit from our experience because we have some success stories to share.
When talking about the lack of women in digital technology, the focus tends to be on engaging the interest of girls and supporting women to become qualified in relevant areas. However, without change within the industry itself, the women who pursue digital technology qualifications will still not remain in or be attracted to the sector. This chapter outlines ways in which the digital technology industry in Scotland can create a more inclusive and attractive work culture where women aspire to work and remain across their careers.

**CREATING AN ATTRACTIVE WORK CULTURE**

**Leading by example**

The creation of a culture, whilst dependent on all employees, requires leadership from the top. Employers may wish to consider the ways in which they can lead by example personally for instance, choosing to work flexibly, challenging micro inequalities you see and taking seriously reports of discrimination, no matter how subtle or small. By doing so, there is clear intention from the organisation that the inclusivity of the workplace is a priority and needs to be considered so by all within the organisation.

**Flexible working**

There is a perception that working in digital technology demands working at a desk and working long hours. The reality is of course that work patterns and types differ immensely. Overcoming such misconceptions of the industry can be done through implementing and promoting flexible working policies.

In the recent “Tackling the Technology Gender Gap” report from the Digital Business Excellence Partnership, based on research by Edinburgh Napier University, it stated that only 16% of women in digital technology worked part-time despite the labour market average being 33%. The report went on to identify that flexible working opportunities were sought after by women in the sector and would clearly attract more women into the industry. Furthermore, in Family Friendly Working Scotland’s 2016 report, 40% of employees reported that they wanted more flexible working opportunities from their employer. It is also important to recognise that flexible working opportunities create an attractive workplace for all employees. In the Family Friendly Working Scotland report the benefits of a flexible employer were clear: 65% said they were more likely to stay with their employer, 62% said they were more motivated and productive at work, 56% said they would ‘go the extra mile’ at work and 53% said they would recommend their employer as a good place to work. In Equate Scotland’s report “Rising to the Challenge”, of 1100 respondents, 67% stated that having flexible work options as a standard across all employers in STEM would significantly increase the number of women employees. As a society we are also looking to support fathers who take on caring responsibilities. Flexible working for all employees creates an environment in which fathers already employed can be supported too.

Flexible working is not a “one size fits all” option. It can mean working from home, condensed working, early starts and early finishes to accommodate childcare schedules and working part-time. Whilst the extent of
the ability to accommodate flexible working will vary depending on the size of employer and the type of work, almost all employers are able to offer some form of flexibility. For a small company with a small team, flexible working can help retain the skills needed and promote team cohesion. The idea that flexible working is a pursuit for larger employers is a misconception.

Implementing flexible working need not be a difficult task. Key things for employers to consider are the following:

- Create a clear process and written policy for how flexible working can be requested and implemented in the organisation
- Ensure that there are clear roles and responsibilities for employees, line managers and HR
- Provide support and training to line managers to enable them to respond to flexible working requests appropriately. Ensure they have the means to assess if it is possible and what type of flexible working is realistic for the organisation, the individual’s team and for the individual’s outputs
- Monitor how the organisation’s culture is responding to flexible working and whether it is being taken up by employees and creating positive change
- Build in opportunities and mechanisms to monitor and evaluate progress with flexible working for the individuals requesting it
- Invest in communication and promotion of flexible working opportunities (for instance share stories of employees making use of the policy)
- Ensure that flexible working opportunities are explicit in recruitment adverts and wider marketing channels to attract more female applicants
- Ensure clear and realistic targets/outputs by the employee.

Creating an Inclusive Environment

An attractive work culture goes beyond the policies and legal obligations of an organisation. It requires the day to day environment of a workplace to be inclusive of all and requires the appreciation of equality and diversity by all employees.

There are subtle, or what are categorised as micro-aggressions, inequalities that can negatively impact a woman’s experience in a male dominated industry. Micro inequalities are defined as those which single out, overlook or ignore an individual’s contribution and inclusion based on their protected characteristic (gender, race, disability, sexuality, age, religion, maternity or pregnancy). These inequalities can be expressed through assumptions, behaviours, tone and facial expressions. An example of this was recently illustrated in the Equality and Human Rights Commission Scotland report on maternity discrimination which reported that one in five women experienced negative comments from their employer or colleagues in relation to their pregnancy or need for flexible working.

Many women express experiencing such inequalities on a regular basis, however rarely report them to their employers due to their subtle nature and the concern that their issue will be dismissed. These micro inequalities can include:

- Being interrupted or silenced in meetings
- Having gender stereotyped presumptions made about their roles (such as being assumed to be the minute-taker)
- Being excluded from social activities or social activities being male focused
- Employers taking more points or questions from men than women in a meeting
- All meetings being chaired by men
- Making jokes or remarks based on gender, but dismissing them as workplace “banter”

These behaviours and attitudes can impact upon the experience of any employee but in particular are reported by women. Overcoming these issues should be seen not simply as an area for human resources or management to work on, but instead considered the responsibility of all employees, through conversations, training and the creation of active policies. All employers should ensure that managers are fully trained in challenging such micro inequalities and able to deal with the
reporting of them appropriately. The creation of an attractive workplace culture for women in digital technology, in regards to micro inequalities, can be achieved through women having faith that reporting of such issues is taken seriously and that the realities of the negative impact of micro inequalities, and indeed any form of discrimination, is understood by fellow colleagues and management.

How your organisation can take this issue forward

Start-ups: All organisations, from inception, need to have the right policies and most importantly, the right culture in place. Start-ups should ensure they have equality and diversity policies in place and that these policies are enacted not only within the company’s work environment but also within the wider external interaction of the company, including recruitment and selection policies. At start-up stage, reputation of a company is everything and it is crucial to create a reputation which embraces equality and diversity in order to attract partnerships and future talent. Start-ups can access free support through a number of employer representative and equalities organisations to develop policies and good work practice, for instance through the Think Business, Think Equality website from Close the Gap.

SMEs: Many small or medium sized employers have concerns over flexible working policies as there is an assumption that flexible working will create a resource drain on the company or that, due to the small size of a team, flexible working will not be realistic. Whilst this is a natural reaction to change, the response is unfounded. SMEs should consider conducting reviews of the roles and outputs of their current employees and conduct an analysis of whether being present and at a desk, in traditional work pattern, is actually necessary to the role. If this review finds that some flexibility is achievable, employers should offer this to their employees and make future applicants aware of this to attract new talent.

Large Employers: Larger employers are likely to have policies and practices in place, however a review should be conducted (through discussions with a diverse group of employees) as to whether policies which exist are creating a good work environment and whether micro-inequalities are impacting the working experience. Large employers should also consider flexible working as a standard for all positions (where realistically possible) and use the “Happy to Talk Flexible Working” logo on their job adverts to attract women who require flexible work patterns to apply. This will gain interest from those otherwise unlikely to apply.

Further aspects for employers to consider

Policy into Practice

Many employers will have the correct policies in place: maternity leave policy, equality and diversity policies, anti-discrimination and harassment policy and grievance procedures. However, these policies themselves will not create an attractive workplace. Policies need to be enacted and be seen as “living documents” to have any impact upon the culture.

It is critical to ensure that all employees are aware of policies and how these relate to their day to day behaviours in the workplace. We would recommend that policies are promoted and case studies are circulated, demonstrating how these policies create a positive workplace. Finally, it is key for line managers to be supported in the implementation and response to policies to allow all levels of management to understand the business benefits and make a positive contribution in the creation of an inclusive culture.
CASE STUDY

Company name: FanDuel
Company size (number of employees): 312

1. Please describe the initiative your company took forward.

As part of our overall Diversity & Inclusion initiative, we have focused specifically on initiatives to promote an inclusive culture that will be attractive in retaining and attracting talent.

Flexible Working

Our ethos is based on productivity and output, not presenteeism. By using the ‘Happy to talk flexible working’ logo, we wanted to make it clear to candidates from the job search stage that flexible working was encouraged at FanDuel. Flexible working takes many different shapes from the more traditional condensed hours and part-time working hours to us having a flexible annual holiday balance which means that we don’t restrict the number of holidays that people can take. By allowing employees to manage their own time, it gives them greater flexibility to meet both their personal and work needs.

Creating an inclusive working environment

We spoke to employees to understand what was important to them and we engaged with industry experts to implement best practice. We assigned a specific D&I champion and held internal talks including the creation of an inclusion chat room where people could discuss key issues and ideas. We created and shared an inclusion statement and ran events such as national inclusion week and national women in engineering day.

2. What were the key drivers behind taking this action?

An understanding that employees don’t have to do their role in a 9-5 structure in order to do it successfully. In contrast, a healthy work life balance is conducive to a more productive employee and we want to ensure that we support that. We recognise the benefits of increasing gender equality and the barriers that women in tech face at each part of their employment life cycle.

3. What were the cost/resource implications of taking this action?

From a cost perspective, we invested in some training courses and also joined membership with Inclusive Employers. Resource implications were around time to invest in understanding more about key influencing factors, introducing a programme to encourage women in to our workplace and spending time educating employees on areas such as unconscious bias training.

4. What has been the impact of the initiative (short-term impacts and expected long term impacts)?

Short-term, we have raised awareness of the benefits of diversity and inclusion and are openly discussing important issues. We have revamped our job descriptions to include collaborative language and we have had good feedback on the candidate experience and our onboarding programme (we changed this to make it more structured and to have a buddy).
We are more aware of the language that we use to ensure that it is non-biased and through the unconscious bias training, we challenge each other to ensure that the decisions we are making are the right ones by applying a lens to ensure that we look at the situation from every angle.

Expected long term impacts are that we increase the number of female employees and all employees articulate that the culture that we have is inclusive.

5. What advice would you give to other employers who wish to promote gender diversity within their business?

Ask your employees for ideas round what is important to them, do market research, network with similar companies to share best practice. Don’t just have an equal opportunities/inclusion statement and leave it there – actions speak louder than words. Be prepared to look at situations differently and be receptive to feedback.
1. Please describe the initiative your company took forward

CompanyNet operates a flexible working policy that lets staff balance their work life with their personal commitments. Staff work a 37.5 hour week, and core company hours are 10am – 4pm. However, there is flexibility within that.

We use Skype for Business, which includes instant messaging, voice calls and screen sharing, to enable collaboration wherever people are. It also lets staff quickly check whether others are available, busy, in a meeting or away. We all use our Outlook calendars religiously, so everyone’s availability is visible day-to-day – meetings don’t have to be planned far in advance.

One of our staff is based in India. Her partner was relocated back to India, and we were keen to retain her as a member of the team so it was agreed that she could continue to be employed on a long-distance basis.

2. What were the key drivers behind taking this action?

The main reason we decided to implement a flexible working policy was to get the most out of people, and the best out of them. We are more interested in outcomes than hours worked – not the amount of time put in, but the quality of the results we get out.

We wanted to move away from ‘presenteeism’ – just because someone is present in the workplace from 9-5, it doesn’t always mean they are working harder or being more productive than their colleagues. In fact, if someone is working longer hours than they’re supposed to without good reason, we might start asking questions about why that is.

3. What were the cost/resource implications of taking this action?

There were some initial installation costs associated with setting up Skype for Business – particularly as we were very early adopters of the system – but apart from that the cost to the company has been minimal.

4. What has been the impact of the initiative (short term impacts and expected long term impacts)?

95% of the team take up the opportunity to work flexibly, including our CEO. It’s made a difference to the number of women working for the company – 33% of our technical staff are now women, which is high for our sector. It’s given all staff the opportunity to have a great work-life balance. It’s made a huge difference to employees with children – they can fit their work around childcare commitments, school drop-off and pick-up, etc. From a business point of view, people are really committed and deadlines are never missed. This is due to the trusting nature of the flexible working opportunities – people don’t take advantage the scheme.
The leaky pipeline of women and digital technology starts from the first stages of education and continues throughout the progression of digital technology careers. Whilst it is clear that the pipeline needs to be repaired at all levels there are key initiatives digital technology employers can pursue to ensure maximum take-up of women who are qualified or qualifying in digital technology. Many employers report that, despite open recruitment, very few women apply to, let alone work for, their organisations. This section will outline how applications from women can be increased across all levels from apprentice to senior manager.

According to the Glassdoor recruitment site 67% of job seekers stated that when evaluating potential jobs, it was important to them that the company had a diverse workforce. It was particularly important to minority groups; the survey found that 72% of women considered workforce diversity important (versus 62% of men). Good practice in recruitment, good language and inclusive marketing is guaranteed to enhance the reputation of all employers.

Checking Language
The words we use, both in written and oral formats, create the culture in which we live and work. Whilst there is law in place to counter discrimination and conscious bias in recruitment and marketing materials, unconscious bias is common and can be a source of hesitation for female applicants. Research by Smith et al in 2013 analysed over 4000 job adverts in traditionally male occupations such as engineering and plumbing. They investigated whether words which are stereotypically associated with men appeared on job adverts (these words included “competitive”, “leader” and “dominance”) and whether this prevented women from applying. They found “that masculine wording in job advertisements leads to less anticipated belongingness and job interest among women.”

For the purpose of this guide we analysed and found the following masculine words used on recruitment site Indeed for digital technology related positions (January 2016):

- Aggressive: 9227 job adverts
- Dominant: 1023 job adverts
- Assertive: 2931 job adverts
- Boasting: 4559 job adverts
- Decisive: 2738 job adverts
- Ninja: 347 job adverts

Avoiding stereotypical language can open the doors to female candidates and prevent assumptions being made by the person seeking employment about the type of employee an organisation is looking for and the type of culture within an organisation.

Often job descriptions in digital technology are very task and skills focussed and are heavy in technical language. Whilst this may
be required to an extent, overuse of such language can be off-putting, particularly for new graduate women. It is reported that job adverts which reflect on the wider social impact of the role are likely to attract more women. For instance, “as a computer programmer, you’ll be playing a key role in the design, testing and maintenance of software systems. You will contribute to the better use of our systems and support our client base which includes large national companies and small community based employers”. Explaining how the role can benefit people, organisations and communities is known to garner more interest from potential female applicants.

Given that companies which promote equality and diversity are preferred employers, it is recommended that organisations put their commitment to equality and diversity front and centre of their recruitment and marketing materials. Equally, it is important for the organisations to speak from the same voice across all of their marketing channels (websites, blogs, advertisements) and that equality and diversity is embedded into this voice across the organisation; potential candidates look not only at recruitment materials but the outputs of an organisation as a whole.

Finally, in relation to job descriptions, we would recommend reviewing what constitutes an “essential” job requirement. Essential criteria on person specifications should reflect what is necessary for the person to start the role and not include what there is scope to learn within reasonable time in the role. A recent internal survey conducted by Hewlett Packard found that men were likely to apply for a role if they met 60% of the essential criteria, whereas women, on average, felt the need to meet 100% of the criteria before applying. In order to overcome this barrier, companies need to consider whether all aspects of a person specification can be reasonably considered essential or if there is a chance that this is acting as a significant barrier for women from the onset.

**Overcoming Recruitment Bias**

As applications from females are low for digital technology positions (both in the number qualifying in male dominated subjects overall and low numbers applying for technical roles), the industry cannot afford for the process between applying and hiring to lose the few women who do apply. It is critical to have a robust and unbiased recruitment process. An unbiased recruitment process can be achieved in a number of ways: it may be a fully anonymised application process, where the recruitment panel has no access to the demographics (gender, name, age) of the applicant. This was implemented in 2015 by Bytemark Hosting in America who created an anonymous online application process, an anonymous online chat interview followed by a traditional interview. Bytemark Hosting saw significant increases in the number of people overall and an increase in women who applied (three times as many as before anonymous recruitment) and an increase in the number who remained through all stages of the recruitment process.

Another way is to ensure a diverse recruitment panel. For instance, having a woman on the panel at interview stage, can put women interviewees at ease and reassure them that there is not a male dominated culture in the workplace. It can also support the elimination of bias in decision making, as there are more diverse minds making those decisions. All staff involved in the recruitment process should be trained to identify and challenge unconscious bias, as well as having wider equality and diversity training. Microsoft have recently made their online unconscious bias training freely available for companies (particularly small companies) to use and challenge themselves on overhauling their cultures.

Finally, it is critical to consider why decisions are being made about applicants or interviewees. The rationale behind more than one person interviewing or assessing applications is to ensure that there is fairness and consideration in the decisions made. For this reason panel members should be asked to justify and evidence the decisions they make. For instance, it is not good practice (however commonly heard of) for those on recruitment panels to state that “felt the person wasn’t right for the role” or “was not a good fit”. These views should be assessed for unconscious biases to ensure that fairness is upheld.

**Widening Recruitment Searches**

Most organisations will target their recruitment to key websites that either provide a platform for a large number of applications or are
specialist to their industry. Targeting social media and the social media platforms of organisations working with women is a way to promote to a non-traditional audience. Making use of online magazines, blogs, university careers departments and newspapers can attract attention from a wider audience and has the ability to attract a diverse way of thinking; for instance, an individual with a creative background may be what the employer is looking for. However, traditional industry recruitment (through large IT specific recruitment websites), is less likely to yield applications with this expertise. Employers should consider using their own online platforms to promote case studies and role models of women who are already working for the organisation as a tool to attract others.

Supporting the female student pipeline
In order to increase the number of women applying for digital technology roles, we need a pipeline of women who remain in digital technology long enough to qualify and gain experience in the industry. It is for this reason that many (particularly larger) employers engage in outreach activities in colleges and universities across Scotland – whether with light touch engagement such as a presence at career fairs or a more active relationship with a university through a more sustained presence throughout the year. Outreach activities can be an excellent way to create a pipeline not only into the digital technology industry but directly into your organisation.

By supporting women studying in the field employers can overcome misconceptions about what the industry is like to work in, what type of work and the progression routes available (for instance the assumption that digital technology careers require high-level knowledge of coding). These activities also allow organisations to make use of the diversity they have within them and to showcase the organisation through personal stories from employees. All of this creates an entirely different academic and career experience for women.

Examples of outreach activities:

<table>
<thead>
<tr>
<th>Offering female-only placements</th>
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</thead>
<tbody>
<tr>
<td>Through programmes such as Equate Scotland’s Careerwise placements, IT employers can offer short term paid placements for women studying IT subjects. Employers provide job descriptions and the positions are advertised for women from across universities in Scotland to apply for. On average over 400 applications are submitted each year.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Mentoring support for female students</th>
</tr>
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<tbody>
<tr>
<td>Employers can support female students by providing mentors (male or female) to student groups and academic departments. Mentors are employees of the IT organisation, and can provide short term 1-to-1 or group career insights for women and/or be a regular speaker at career events for the university or college. This can be done through organisations such as Girl Geek Scotland or Stemettes.</td>
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<table>
<thead>
<tr>
<th>Site visits</th>
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<tr>
<td>A number of employers open their doors to students and pupils from local schools, allowing them to see what is involved in the day-to-day working. Seeing the workplace, asking questions of staff and seeing digital technology in action is an excellent way to harness the interest of female students. This can be done a number of times throughout the year. Skills Development Scotland’s new MarketPlace platform allows employers to showcase these initiatives to schools and provides a means by which to promote site visits and outreach to school pupils.</td>
</tr>
</tbody>
</table>
How your organisation can take this issue forward

**Start-ups:** An organisation at start-up stage may not be pursuing new recruits. However, this does not mean that good practice should not be in place. Start-ups may want to consider free training they can receive to support their future equality and diversity practices. For start-ups to be successful the marketing of the organisation or product is key. If you are starting from a blank slate, you have the opportunity to prevent gender bias from the beginning by reviewing marketing materials (including your website) for gender stereotyped language, content or images.

**SMEs:** Small and Medium size employers are likely to be recruiting more frequently as they grow and will be looking for a variety of staff: graduates, apprentices and experienced management. As such, finding diverse recruitment channels becomes critical. SMEs should consider utilising alternative recruitment advertising which will capture the interest of non-traditional applicants. SMEs should also ensure that all staff involved in recruitment are fully trained on unconscious bias and have an appreciation of equality and diversity issues. Finally, whilst some of the more resource intensive mechanisms to engage with female Digital Technology students may not be possible, promotion and careers fairs and site visits are options which should be considered.

**Large Employers:** For larger employers having a complete gender analysis of recruitment processes and marketing literature is the best way forward to ensure there are no preventable barriers to potential female applicants. All staff involved in recruitment should be trained in equality and diversity awareness. Having a female panellist on the recruitment panel (as explained above) would be advised. Finally, where possible, large employers should invest resources in development opportunities with colleges and universities and engage in positive action measures (discussed in the following chapter).
1. Please describe the initiative your company took forward.
Our highly regarded intern program has been well established for several years. We maintain a high profile with several Scottish universities including doing talks to students that deliberately demonstrate the diversity across the company.

2. What were the key drivers behind taking this action?
Many of SIMUL8’s talented employees have come from our intern program, including our CTO and Director of Sales. By actively encouraging anyone, regardless of gender, to apply for intern roles at tech companies through the University talks and fairs we attend, we remove any bias in the recruitment process.

As there is also evidence that females don’t always sell themselves well in an interview, our intern program allows a much more natural setting for the individual to demonstrate their strengths and personality, as well as getting a feel for the real SIMUL8 and for the tech sector as we work together on their project.

3. What has been the impact of the initiative (short term impacts and expected long term impacts)?
By starting early and ensuring gender diversity at the recruitment stage, SIMUL8 has actively fostered and facilitated a, self-perpetuating, continually diverse environment where we have a balanced workforce, including an exec team that is 3/4 female.

5. Can you offer any advice to employers looking to do something similar in the future?
a) Build strong links with the universities that match your required skill sets.
b) Involve the members of staff whose university days aren’t far behind them as they’ll know how best to appeal to students.

6. What are your future plans to further gender equality in the workplace?
We want to target people earlier than university and show school students what a fantastic sector Tech is. We carried out our first school work experience last year with a female student and would like to increase the frequency of these (if we can manage the associated bureaucracy)!

7. What advice would you give to other employers who wish to promote gender diversity within their business?
You won’t achieve gender balance with only one initiative – you have to think about this as an eco-system which requires attention in many areas. So, as well as attracting people, you need to retain them through development, progression, mentorship. However, developing one aspect of this eco-system will lead to progress in another, building momentum for a continual cycle of diversity in the workplace.
1. Please describe the initiative your company took forward.

Securing improved levels of female applicants at the interview stage of our apprentice recruitment process.

This was achieved by making alterations to the ways in which we have historically selected for interview. The historic process involved applicants applying online, application forms being screened, online tests being completed and the top scoring applicants then being selected for interview on a 3:1 applicant:vacancy ratio. The gender initiative involved following this same process but also adding a number of additional interviews for all those females who passed application screening and online testing (i.e. met all of our pre-qualification criteria) but who did not make the initial pool of interview candidates (i.e. they fell outwith the top scoring applicants) based on the 3:1 ratio. This initiative ensured that all females who met our entry-criteria and passed screening secured an interview. Adding these as additional interviews meant that no other candidates were losing out on an interview as a result of the female applicants being interviewed. This approach served to drive higher numbers of females into the interview process (where they were fairly assessed alongside their male counterparts), the effect of which has resulted in an increase in the number of females being offered positions on our programmes.

2. What were the key drivers behind taking this action?

The need to redress a gender imbalance on our apprenticeship programmes and across our wider business is a key driver. Diversity of thought is also a key pillar in our approach to D&I. In order to continue to develop the most complex warships in the world we need to attract and retain key talent, as well as inviting new ideas in to the business. One way in which we achieve this is to strive for a more representative gender balance, particularly in our apprentice programmes.

3. What were the cost/resource implications of taking this action?

Additional resource was required by way of increased numbers of female assessors on interview panels. In addition, the approach adopted increased the number of interviews conducted and hence introduced additional time.

4. What has been the impact of the initiative (short term impacts and expected long term impacts)?

The short term impact of this initiative has been the delivery of double digit female apprenticeship numbers on our programmes in the last three years (2014 = 11%, 2015 = 10%, 2016 = 14%). In the year prior to the introduction of this initiative we achieved 4% female apprentices across our programmes.

With increased numbers of female apprentices now on programme we have a far larger pool of female ambassadors to help to sell our offering to other females. As the numbers increase the hope is that it becomes the norm for females to view BAE Systems as an apprenticeship employer of choice.

6. Can you offer any advice to employers looking to do something similar in the future?

Don’t delay! The STEM challenge for our industry and the country at large is significant, and introducing an increased number of female apprentices on to our programmes has served to bring diversity of thought and a different dimension to our business.
7. What are your future plans to further gender equality in the workplace?

Our wider business has a range of plans in place to further gender equality in the workplace. On the apprenticeship side of life, we will continue to target more and more females in the pursuance of future cohorts which have closer to a 50:50 gender split. While striving for a more representative gender balance is inherently important at BAE Systems, we also strive for a diversity of our female applicants, making sure that women from the black and minority ethnic (BAME), lesbian, gay, bisexual and trans (LGBT), religious and faith communities, as well as women with disabilities, are represented in the business.

8. What advice would you give to other employers who wish to promote gender diversity within their business?

The benefits of improved gender diversity are clear to see for all. Reap the rewards of this movement for your business, your workforce and for society. Identify your key allies within the business who will promote this agenda, ideally securing a Senior Lead. Remember that it’s just as important to have your male employees and senior leaders talking about gender diversity as your female talent.

9. Are there any other examples of good practice in your organisation (specific to gender equality) that you wish to share?

In my world of Early Careers & Skills we have hosted a number of unique events targeted at addressing the gender diversity issue. These range from Female Only Work Experience Programmes to ‘Girls Into Engineering’ activities/challenges. The majority of our female apprentices are also STEM Ambassadors and serve to sell the opportunities to young females alike.
1. Please describe the initiative your company took forward

This will be the third year we have recruited Modern Apprentices. We are an accredited SQA training centre and train our apprentices internally. Until now, all our successful apprenticeship applicants have been male; however, this year, we hope to recruit at least one female apprentice.

We run an outreach programme to recruit young people to develop careers in IT. We do this through class talks in schools and through attendance at Careers Fairs. We have also established a good relationship with the local Developing the Young Workforce Industry Group – part of the Chamber of Commerce – to gain access to even more school careers fairs.

By ensuring that two female employees always attend these fairs, including a female coder, we try to encourage girls to consider a career in technology. We target girls and ask if they are interested in technology – invariably they say no! We talk through all the ways that technology impacts on their lives, and help them to see how they use it day-to-day, including apps on their phones, social media, and so on.

For school leavers, there is no formal entrance requirement to a Modern Apprenticeship with CompanyNet – they don’t need any qualifications. We like college leavers to have a college-level qualification, for example a National Certificate, but the most important thing is that a candidate has a keen interest in technology and willingness to learn. We believe this is one way to break down barriers to a career in technology.

We also provide pre-interview mentoring to potential candidates to help them prepare and develop the right skills, and to give them the best possible chance at success.

2. What were the key drivers behind taking this action?

The main driver for this programme is that it is good business sense – by investing in Modern Apprentices, we are investing in the future of the company. We aim to have a constant stream of apprentices coming through, building year on year. Our school visits also help plant the seed of a technology career with girls who otherwise might never consider it.

3. What were the cost/resource implications of taking this action?

The main costs associated with the outreach programme are the time spent out of the business when staff are out on outreach activities, and creating printed materials such as leaflets about apprenticeships. This has meant that at times other initiatives have had to be put on hold. We do see it as worth the investment, though.

4. What has been the impact of the initiative (short term impacts and expected long term impacts)?

Through our outreach activities, we already have one girl who intends to apply for an apprenticeship, and we are offering her pre-interview mentoring. We aim to have a constant stream of apprentices coming through, building year on year.

5. Can you offer any advice to employers looking to do something similar in the future?

Get out there and do it. Be proactive. Don’t wait for young people to come to your stall – get out there and talk to them!
There’s a real need to challenge perceptions of what it takes to work in IT, and what people can get out of it. Out of 30 employers at a Careers Fair, we are usually the only IT company, so just making the effort to take part is an important step. It’s important to us to break down the barriers and show there are no restrictions on who can work in IT.

Businesses need to think about what is really required to start a job, and how much can be learned on the job. Having originally rejected an applicant for a technical role on the basis that her degree was arts-based, she persisted and applied the following year. On successful appointment we found that her arts background gave her a different outlook and approach, to the vast benefit of the company. We realised how closed-minded we had been in having such narrow criteria for shortlisting potential candidates, and the potential talent we were excluding. We are now a lot more open-minded. So my advice to other employers would be ‘hire for attitude, train for skills’!
**Positive action** is when an organisation voluntarily takes steps to help or encourage certain groups of people with different needs, or who are disadvantaged in some way, to access work or training.

**Positive discrimination** means treating one person more favourably than another on the grounds of that individual’s protected characteristics – e.g. giving someone a job because they are a woman.

Positive action is perfectly legal whereas positive discrimination is not. It is important to understand this difference as many employers lack confidence in pursuing positive action measures as they fear that employees who do not benefit from the measure may consider legal action. However, provided all positive action measures are evidenced and evaluated, there is no reason for employers to feel hesitation in implementing them. Aside from being legal, employers should consider positive action measures as a duty if they are serious about equality and diversity in their organisations.

Positive action measures can be implemented to prevent under-representation of protected characteristics. These are based on the following as stated in the Equality Act 2010: age, gender and gender reassignment, pregnancy and maternity, marriage and civil partnership, sexual orientation, disability, religion or belief (including a lack of religion or belief), race (including colour, nationality and ethnic or national origin).

The Equality and Human Rights Commission provides employers with information on what can and cannot be done to advance gender equality in the workplace. Their publication states: “European law goes so far as to permit national measures which give a specific advantage to women with a view to improving their ability to compete on the labour market and to pursue a career on an equal footing with men”.

**Examples of Positive Action Measures**

- Female-only work experience, graduate placements or returnships (short term placements that do not guarantee a job).
- Coaching and mentoring for women
- Women’s networks
- Continuing Professional Development opportunities targeted at women
- Female-only outreach programmes such as code clubs.

**Evidencing the Need for Positive Action**

Positive action is a bold and proven way to increase the recruitment and retention of women. However, before pursuing any specific initiatives that focus solely on female employees, it is crucial to evaluate your employee demographics and investigate what initiatives have worked in organisations that are similar in size and industry. To ensure that female-only initiatives are welcomed by all employees and to alleviate fears of employers, a strong evidence base in necessary. Chantal Davis, Professor of Law, Equality and Diversity and Director for Research into Equality and Diversity at the University of Chester, has outlined questions which should be asked to create that robust evidence base for positive action measures:

- Is there a particular under-represented group?
- What is the evidence of that under-representation?
- What is the cause of that under-representation?
- How will the measure address the under-representation?
• Are any other groups disadvantaged by the introduction of the measure and, if so, who?
• If groups are disadvantaged, what plans are in place to alleviate negative impacts?
• Is there another more effective (or less adverse to other groups), way for the organisation to address the under-representation (i.e. proportionality)?
• For what period of time will the measure be in place? What arrangements are in place to review the impact of the measure?

A number of universities, colleges and employers have invested in positive action measures. Below are a few examples of these for employers to consider:

City of Glasgow College has developed a women-only entry into engineering and construction course, which allows women to qualify with an HNC and then move into either further studies at the college or on to engineering degrees at university. The course has been hugely successful and is over-subscribed.

The University of Edinburgh has invested in the Aurora Programme, a women-only leadership initiative which provides training, CPD and support for women in higher education to progress in their careers.

Computer Application Services (CAS) in Scotland have invested in female-only placement schemes for three years and have increased female interest in working in software development. The placements are paid and focus on third year female students.

GE has had a women’s network for female technicians and engineers since 1997 which supports over 100,000 women in 43 countries. The network provides CPD, networking opportunities and takes part in outreach activities to identify future female talent.

Google has a women’s network “Women@Google” which works across all international Google offices, organises conferences and provides mentoring and courses to support and retain women in tech. The company also has a specific outreach strategy focused on girls and young women which funds initiatives such as the Geena Davis Institute and GirlStart.

IBM have invested in a “re-entry” programme for women who have had a career break. This programme allows women to work in a 12-week internship for experienced technologists working on high-level projects with a senior-level mentor. The company has also organised female-only recruitment drives and graduate campaigns.

Dell has a Women Entrepreneurs’ Network which links women across the globe who are starting up tech projects or companies and also hosts a two day women’s summit with over 200 women learning about progression in technology careers.

How organisations can take this issue forward

Start-ups: Whilst start-ups may not be in a position to recruit through positive action measures, there is an opportunity to include such measures in their plan of growth. Ensuring that there is investment opportunity in the future of the company to consider paid placements for women students is recommended. Furthermore, engaging in partnerships with fellow start-ups or larger employers to deliver women into technology events should be considered.

SMEs: SMEs may find that women-only placements for students are a cost effective way of sourcing additional support for their organisation. Furthermore, financial assistance can be received through the Santander University internship grant. SME’s would certainly benefit from retention activities supporting women in the workplace as staff turnover can be highly expensive for small/medium sized organisations.

Large Employers: Larger companies with more than one woman working in them should consider investment in a women’s network and providing CPD opportunities for women to assist recruitment and retention. Furthermore, positive action through female-only placements (for students and women returning to digital technology related work) and female-only leadership training should be strongly considered as a way to ensure there is a continuous pipeline of talent coming through to all levels of the organisation.

All companies have access to free legal advice with the firm HBJ Gately through Equate Scotland. This service provides 20 minutes of free legal advice to those employers seeking clarification on how positive action measures can be implemented in their companies.
4. Can you offer any advice to employers looking to do something similar in the future?

Success depends on being realistic about what the organisation can gain from the exercise and also about the necessary resources needed to make this successful for both parties. Tasks need to be carefully selected to be both challenging and achievable within a 12 week window, and employers must devote time to supervising the placement properly in order for both parties to derive maximum benefit.

5. What are your future plans to further gender equality in the workplace?

Marine Scotland is intending repeating its involvement in CareerWISE 2017.

Marine Scotland Science is considering applying for an Athena SWAN charter award as part of work to improve the gender equality within a STEM Division of Scottish Government. In addition, unconscious bias training is being rolled out, particularly for selection panels, and Marine Scotland will continue to support and promote the Scottish Government Equal Opportunities and Diversity policy.

6. What advice would you give to other employers who wish to promote gender diversity within their business?

There is a great deal of evidence, case study material and research that indicates the existence of bias against women in STEM employment, and all possible measures should be taken to overcome this. Anonymous applications/cv would be a good start and are something the UK Civil Service are talking about. A requirement for gender balanced short lists would also be effective.
1. **Please describe the initiative your company took forward.**

Following the success of a bursary in Edinburgh, in September 2016, Amazon launched the *Amazon Women in Innovation Bursary*. This was created to help young women from less advantaged backgrounds fulfil their ambitions of a career in innovation and technology. The bursary is available to students at universities in cities where Amazon has a Development Centre, including the University of Edinburgh, King’s College London and Churchill College in the University of Cambridge. The bursary programme started in the 2016/17 academic year, and is part of the Amazon in the Community programme, which aims to help young people across the UK succeed in the digital world.

Amazon’s UK Development Centres support Amazon’s innovations used around the world, including:

- Inventing smart features like personalised recommendations using machine learning science in Edinburgh
- The development in Cambridge of Alexa, the cloud-based voice service, and Prime Air, a future delivery system designed to deliver parcels to customers in 30 minutes or less using drones
- Supporting product development and design from London for web and mobile applications used for Amazon Video.

The Amazon Women in Innovation Bursary offers funding of between £3,500 and £7,500 per year to a female student planning to attend one of the three chosen universities and taking up a degree that supports high-tech innovation, including Electronic Engineering, Robotics & Intelligent Systems, Informatics and Computer Science courses. Students from low-income households are eligible for the bursary, and each recipient is chosen by their own university.

As well as supporting female students’ living costs for up to four years, they are also paired with a female mentor from our Development Centre, and are given support in developing their business skills like CV-building and interview techniques. Bursary students are also eligible for potential work placements at Amazon’s local Development Centres.

Launching the bursary, Doug Gurr, Amazon’s UK Country Manager, said: “We want to foster the next generation of high-tech superstars in Britain and help people from all walks of life invent for the future. We hope that over time the bursary will make a big difference to many young women who one day will become future leaders in innovation.”

2. **What has been the impact of the initiative (short term impacts and expected long term impacts)?**

The bursary was initially launched in Edinburgh and has been running in the city for two years. It currently supports two second year students studying Informatics. Professor Johanna Moore, Chair of Artificial Intelligence and Head of School of Informatics, Edinburgh University, said: “Students in the bursary have benefited hugely, not only from Amazon’s financial support, but also from the opportunity to get experience and mentoring from professionals at the top of their game.”

The bursary is in its first year in Cambridge and London. The Cambridge student has been selected and London is currently confirming its student.
The expected long term impact is that these students will go into tech careers and act as ambassadors for other female students, encouraging them to consider this path.

In an interview with her local paper, one first-year bursary student, Claire Doherty, said: “While I was influenced by computing roles through my parents, a lot of young women don’t have that insight into the STEM world. I think there’s a lack of understanding about the variety of roles in this field and how interesting they can be to work in. Amazon’s bursary is great in that aspect – it’ll really help build interest for young women like me and show them that a career in STEM is something they should absolutely consider.”

3. What are your future plans to further gender equality in the workplace? Are there any other examples of good practice in your organisation (specific to gender equality) that you wish to share?

Beyond the bursary there are a number of active women’s affinity groups within Amazon that support a wide range of projects to attract, develop and retain the very best talent.

Women@Amazon is a global network that connects current and emerging women’s groups across the company. It provides resources and activities to help women across Amazon grow their networks and targeted recruiting/referral activities that help us attract new talent to Amazon.

Amazon Women in Engineering (AWE) is focused on making Amazon the best place to work for women in technical roles. The group works to actively promote diversity at Amazon, in particular for engineering positions. It also provides a network for women at Amazon – a way to share experiences, get exposure to career and development opportunities and participate in relevant events.
CASE STUDY

Company name: Sky
Company size (number of employees): Over 30,000 employees

1. Please describe the initiative your company took forward

Changes to our recruitment practices:

- Sky has rewritten all job descriptions, based on research on how men & women react to terminology
- It has instituted 50/50 balanced shortlists and interview panels are tracked.
- Last fiscal year 69% of vacancies were filled by women and 83% of vacancies had a gender balanced shortlist
- Sky holds recruitment events (e.g. partnering with Red Magazine) specifically to attract women

Our Get Into Tech programme:

Sky launched a skills initiative in 2016 to benefit women and the wider industry by providing free software training to 100 women per year with no prior technical experience through its Get Into Tech programme. The initiative was launched in recognition of the significant lack of gender diversity in the technology industry, and the fact that women are being put off careers in STEM because of pressures of family life combined with ‘biases’ in the workplace. The programme aims to encourage capable, talented women from all backgrounds into technical roles by providing a unique and supportive environment where women with no previous experience can learn the skills necessary to begin a career in software development.

The course is designed to be suitable for those with families returning to work, with evening and part-time course formats. By July 2017, 85 women across the UK will have completed the course. Those who have completed the course are able to apply for jobs in software development with Sky or elsewhere

2. What were the key drivers behind taking this action?

Our overall strategy is to drive business performance, to represent our customer base which is around 50% women, foster diversity of thought and drive innovation through different voices and ideas. In addition, our growth, and industry growth is within Technology where women are under-represented and we want to use our market leading position in Technology & Digital to advance gender balance inside and outside Sky.

3. What were the cost/resource implications of taking this action?

The majority of Sky’s investment has been running the Get Into Tech training courses, which we provide for free to all the women and young women attending. By mid-2017, Sky will have run seven courses, with the programme set to run again in 2017-2018.

4. What has been the impact of the initiative (short term impacts and expected long term impacts)?

Sky is now a recognised leader in supporting returners and families through workplace initiatives. It won the ‘overall top employer’ and the ‘top employer award for career progression’ at the 2016 Workingmums.co.uk awards. Sky also won the ‘best employer’ award at the 2016 WISE awards for its Get Into Tech programme.
CEO Jeremy Darroch says “Over the past 18 months we have placed a real focus on gender equality in our organisation, through our Women in Leadership programme. Today, 38% of our top 350 leaders are women – We plan to get that figure to 50% in the next few years and we have a strong plan to get there. The mandatory 50/50 interview shortlists and unconscious bias training we’ve introduced are forcing our recruiters to work harder to find the men and women who are best suited for each job. But most importantly the programme has forced us to confront the status quo, appreciate its limitations, and seek something better.”

5. Did you experience any internal barriers or resistance and if so, how did you overcome them?

At times we have faced the challenge where employees believe there is ‘positive discrimination’ towards women. We’ve never shied away from addressing these conversations and the message to all employees is clear, our objective is to create a level playing field and there is a need to correct the in-balance that currently exists.
RETAINING WOMEN IN WORK

Staff turnover costs UK businesses £4.13 billion a year. Within this, the digital technology professions are most affected, with staff turnover in the industry costing approximately £1.9 billion a year. Digital technology employees take, on average, more than seven months to reach their peak, at a cost of £31,808 per employee.

High turnover is an expense which cannot be afforded by any industry, in particular in industries where there are so few women to begin with. In digital technology retention becomes even more important. Catalyst’s 2015 report on women in the private sector revealed that over half of the women who start off in Fortune 500 companies leave before reaching a managerial level. According to Cornerstone (2015), a talent management software company, the majority of these women either drop out of the sector completely or start to work for the employer’s up-and-coming competitor.

Setting Up and Sustaining Women’s Networks

Many large employers and representative bodies such as the Institute for Engineers and Technicians (IET), have women’s networks as part of their drive to recruit and retain women. These networks can contribute a great deal to a feeling of belonging by women to their employers and, in a wider sense, contribute to change in culture across digital technology.

In setting up a women’s network, it is important that the need is identified by women in the organisation themselves as the network’s activities need to be led by women and for women to be effective. If a need has been identified, women’s networks are made a success if they include the following:

- A team of women leading the network
- Planned events which provide development opportunities for women and include input from external female role models
- Buy-in from senior management of the organisation
- Ability to influence and discuss culture or policy within the organisation
- Sharing of network’s successes to all staff in the organisation

Mentoring

Many women in digital technology identify the positive impact mentors and role models have had on their progression in the sector. Indeed Cheryl Sandberg of Facebook states “mentoring and sponsorship are key drivers of success, research tells us these relationships make a difference; women with sponsors are more likely to ask for stretch assignments and promotion than women without mentors”. However, research also tells us (for example studies by Moss-Racusin in 2013) that opportunities for support and mentoring are more likely to be offered to men. Mentoring opportunities are ideal to offer to women at all levels in an organisation. However, the mentor does not necessarily have to be a women. Engaging a whole organisation approach in gender inclusion can be delivered by men and women being mentors for others. If mentoring is a route the organisation chooses, then it is of upmost importance that mentors are trained in what their role involves, how to provide the appropriate guidance and the issues
for women in particular in digital technology. Finally, organisations should ensure there is a detailed matching system to ensure that mentees get what they are looking for from the relationship.

Moving Women Up To Senior Roles
Professional development opportunities are cited by many women as a key driver to apply to, or remain in, an organisation. By providing spaces for women to develop, whether within the organisation or through an external training and development provider, employees are likely to be more satisfied with their employer and more productive. CPD is beneficial for all employees regardless of gender. However, it has been found that women are more likely to state that they need CPD opportunities to advance in their careers whilst men are more likely to be given CPD opportunities without asking for them. A 2015 report by the Learning and Work Institute found that women are significantly less likely to receive any employer training compared to men; men are more likely than women to receive a pay rise following training; and finally, women are given generic training, while companies pay for men to become better leaders. All of this impacts on women's ability to progress within a company. It is recommended that employers consider CPD that is being sought after by women for instance: leadership training, assertive management and training on seeking promotion opportunities.

It is also important to note that men are more likely to utilise social and informal networks as platforms for progression. In a male dominated environment, it is even more critical for progression opportunities and CPD to be formalised, in order to avoid exclusion of women through a lack of belonging or a feeling of social exclusion within the workforce.

Continuing professional development is an ideal way to support the progression of women to senior positions. However, beyond this, it is important for internal promotion processes to be open, transparent and fair. In order to balance the number of women and men at the top of any organisation, promotion opportunities and senior job advertisements should be promoted throughout the organisation, not simply to “favoured employees”. Finally, employers may want to consider events to explain and promote what senior managers and board members do to inspire women to apply for these roles within the organisation.

Supporting Women Back Into Work
For women who are away from the workplace, either through a career break, caring responsibilities or maternity leave, it is important that their employer creates an environment in which they are welcomed back and given the support to re-learn skills that they have not used in some time or to engage themselves in new aspects of the workplace that have emerged since they left. In a fast-moving sector like digital technology this requires more effort. Employers should implement return-to-work inductions which include a review of recent changes in the workplace and in the digital technology sector as a whole. Inductions should include the strategic priorities of the workplace and in what ways equality and diversity issues are being addressed. Furthermore, employers should consider return-to-work training which is tailored to digital technologies and allows employees to feel up to speed with their colleagues. Through the work of Equate Scotland’s recent returners’ project, women expressed the low level of confidence they had in returning to work after significant time away and the concern of the sector having moved on to the point where they felt their skills may not be up to the requirements of employers. Employers should consider mentoring and coaching support for women to enable them to grow in confidence and recognise the value of their skills to the sector.
Supporting Enterprising Women

Technology is one of the fastest growing sectors in the world; as such there are new ventures and inventions arriving daily. Supporting not only women qualified to be in digital technology but their enterprising spirit is essential to make the most of this growth and overcome occupational segregation. Women are under-represented in both technology and business enterprise. However, with support and employer-led intervention, both areas can complement each other in becoming more diverse. Employers may want to consider interventions to train and develop business acumen of existing female employees and/or sponsor and support women-led start-ups that have the potential to be future partners and support business growth strategies. According to Women’s Enterprise Scotland, “If the numbers of women-led businesses increased to equal those of men, our national bank balance would be at least 5% better off. That’s equivalent to a £7.6 billion boost to the economy, minimum.”

How organisations can take this issue forward

**Start-ups:** Whilst start-ups may be small, we cannot over-emphasise their importance to the Scottish economy and the growth of the digital technology sector. These organisations may wish to consider supporting female employees (or female entrepreneurs) by connecting into women’s networks of umbrella bodies or larger employers (such as the IET women’s network), to build the confidence and capability of employees.

**SME’s:** Continuing professional development and progression routes may not seem realistic for a small or medium size business. However, through partnerships and by making use of women’s organisations focused on career development such as Girl Geek Scotland and Equate Scotland, there are a number of places employers can signpost women in their organisations, to allow them to increase their confidence, knowledge and skills which in turn will increase the reputation and productivity of the organisation. Furthermore, SME’s may want to consider partnerships with larger employers to access CPD for female employees at subsidised rates.

**Large employers:** It is likely that larger employers will have some women working in the organisation and may have capacity to set up an internal women’s network. If there is enthusiasm for this from female employees, it is a highly recommended initiative. Furthermore, employers should consider developing their own CPD programme or investing in an external CPD provider who can specifically provide the skills development and support women may request working in male dominated environments. Finally, employers should considering a mentoring (or sponsoring) programme to encourage collaboration between employees, regardless of gender.
Current research shows that being a woman in our organisation means you are less likely to be promoted or engaged and more likely to leave our business. If you’re in a technology role, this is magnified.

Analysis of the gender breakdown in our technology division shows we are significantly below the level needed to contribute to the aspiration of increasing the number of women across our business by 2020.

So, we created the TechWomen programme. TechWomen goals are:

• Drive recruitment, retention and development of women in technology roles
• Foster an inclusive, supportive culture and environment enabling women in technology roles to thrive
• Ensure our TechWomen are visible, confident and in control of their careers

We knew we needed something very different in our technology division to contribute to this target – something that didn’t just concentrate on “fixing the numbers” but focused more on changing mind-sets, expectations and processes of this division to enable female progression.

The programme started in 2015 in our Technology Line of Business with the first cohort of 105 women. The 2nd TechWomen cohort was launched in July 2016 with 135 women from four lines of business.

There’s very clear accountability for the programme, initially led by our Chief Customer Officer then by the Group CIO (both women). The business areas made a significant financial investment in the programme as a demonstration of how seriously it is taking this initiative.

Senior leaders across the division are expected to take an active part in sponsoring, mentoring and supporting the women in the TechWomen programme.

Each woman receives a buddy from the previous year’s cohort to introduce them to the network, a mentor and coach to support individual skills and experience improvements and a sponsor to be a vocal and active advocate for them. We also look to create wider and shared accountabilities to help facilitate a fairer process for gender balance. We’ve invested in creating fresh, engaging content, developed and presented by external facilitators with backgrounds as diverse as NLP coaching, executive development drama/dance/singing and IT & change management. We run six full day module events throughout the year covering:

• Career planning & managing transitions
• Developing your personal brand
• Building confidence & gravitas
• Managing conflict & building resilience
• Networking effectively
• Business unit deep dives & technology futures.

Each event includes a “meet our leaders” sofa chat where they share their stories and a networking element. Between the events we deliver a podcast to embed the learning and takeaways from the module just attended and to set the scene for the module to follow.

All events are videoed and made accessible in bite-size videos along with their supporting content for those unable to attend or who wish to follow up on a particular area. We

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**CASE STUDY**

*Company name: BT*

*Company size (number of employees): 7,500 in Scotland*
record audio masterclasses with senior leadership, exploring personal career stories, challenges they have faced, fears they have overcome and where they looked for support when they needed it. Our senior leaders have also benefited and become more aware of the needs of women in the organisation and those who are working in a tech environment in general because of these mentoring opportunities.

A key element is the TechWomen “Pact” – an agreement between each member of the cohort and the business. This clearly outlines what the business expects from each cohort member and what, in turn, they can expect from the business.

We continually evaluate the effectiveness of the programme with pre and post participation feedback used to shape, evaluate and plan for the next cohort.

Of the 105 women in the first cohort, there were 28 promotions, no leavers and 2 external award winners. Feedback has been excellent – e.g. “this programme is built around OUR needs – it’s fantastic!”; “I appreciate the time to invest in us”; “being able to practice new skills in a safe environment has been really empowering”, “hearing the challenges our leaders have faced and overcome is very comforting and inspiring”, “I really value the senior level exposure this has given us”. 
1. Please describe the initiative:
We believe that women (in Scotland) have the capability to change the world of technology, and thus the world itself, and want to make sure that they are empowered to do so. We enable women in technology to form valuable networks, to define what they want to do, and to find ways to get the skills they need. We do this through face to face events, and virtual networking, and by joining up with other women in technology networks. We run a variety of events, and although most of these have been in Edinburgh and Glasgow we are now planning to travel a little further afield. Topics that we have covered include how to get started with mentoring, the importance of networking, the myths about confidence, and understanding blockchain (with lego!). We’ve been energised by, and learned from, a number of role models including CEOs, entrepreneurs, and even an ultra-marathon runner.

2. What activities do you do?
We organise a mix of events including
- Profiling inspirational speakers
- Soft-skills training such as networking and mentoring
- Coding taster courses
- Others such as the Guinness World Record-setting Appathon

3. How does the network link to the wider organisation?
Our goal and strategy is the same as that for BCSWomen. BCSWomen Scotland has representation on the BCS Women Committee (Sharon Moore is the Deputy Chair for BCS Women and also the lead for Scotland).

4. How do people get involved?
Women can become members by contacting the group directly and applying. Events are open to all members. They can get involved by connecting with the group on Twitter (@bcswomen), emailing sharon.moore@bcs.org or requesting to join the LinkedIn group.

5. How can employers engage with the network?
Employers can use BCSWomen Scotland as a platform to support women in tech by sharing our events with their employees and encouraging their participation. They can also get involved by providing us a space in which we can meet or by running events with BCSWomen Scotland, as we have done with Royal London, Lloyds Banking Group and others.
1. Please describe the initiative your company took forward

In 2014, we launched our Women in Leadership (WIL) initiative with a target of a 50% gender split in the top 400 employees. It is led by our CEO as a business initiative, hinging on the business case for greater diversity. All our directors are involved by being sponsors on the programme.

In two years, women in leadership at Sky has risen from 31% to 38% – thanks largely to some of the innovative initiatives that have been introduced to support women in the workplace.

Our sponsorship programme:

Over 350 of Sky’s women have been selected for a sponsorship and development programme, where senior executives work closely with high potential talent to support them into management roles. All Sky directors are involved in the programme as sponsors – internal buy-in is ensured as the initiative is driven by CEO, Jeremy Darroch. Attrition of women on this programme is 5 times lower than the company average and a third of the women on the programme have been promoted or moved sideways.

70% of participants on the sponsorship programme now say that because of the programme they would be more likely to take a role outside of their comfort zone to increase transparency, a monthly email is circulated to the group from recruitment with senior job vacancies.

Working with returners and creating a family friendly workplace

The family care scheme Parents@Sky supports parents through the transition to working parenthood through workshops and webinars on topics like ‘coping with school holidays’, ‘working flexibly while maintaining visibility’.

Last year Sky launched ‘My Family Care’ which offers 6 free emergency care sessions (childcare, adult/elder care or school holiday cover).

- 2500 staff have signed up so far, 60% men
- Sky actively promotes this benefit to men as well as women to encourage the sharing of homemaking and childcare responsibilities

Our new campus has 80/20 staff to desk space to encourage agile working and features ‘gender neutral workspaces’. We have provided childcare vouchers, a tax-efficient way to fund childcare through benefits, to employees. We believe we have achieved true attitudinal change towards flexible working: employees are judged on performance not presence.

2. Can you offer any advice to employers looking to do something similar in the future?

- Get a senior sponsor: Our CEO, Jeremy Darroch, has been vital in pushing forward the Women in Leadership & Technology agenda. Along with the Exec team
- Set targets: They can be aspirational – but will give something to measure against to track progress
- Start with the business case: Ensure everyone understands this is a business initiative, and explain why
- Do your research: We have exchanged learning with other companies to understand what works and what doesn’t. We also asked our employees what they see as the challenge to aid in designing our strategy. We regularly
survey our sponsees, to track progress and to tailor the programme to ensure maximum benefit

- **Have a plan:** Lay out the different strategies you need to undertake to achieve your objectives, and identify who you need to engage. Define what success looks like for each strategy and ensure you measure this regularly. Make it long term; understand what you need to do to achieve sustainable change

- **Engage men:** Men need to be actively engaged, and advocates, to create real sustainable change. Ensure your messaging doesn’t alienate anyone. It is about inclusivity

- **Address notions of ‘positive discrimination’ head on:** Ensure it is about creating a level playing field, and use this in your messaging so people understand this is about correcting the imbalance that currently exists

- **Take a risk:** A lot of our strategies are trial and error, learn from the mistakes

- **Use senior role models:** Ensure senior women act as advocates, and share success stories with more junior women. Senior men are also important as role models for change

- **Make the culture inclusive for everyone:** Strategies such as smart working should be for all men and women

- **Partner with other companies:** Everyone is tackling this, learn from other organisations
Taking The Issue Forward In Your Organisation

This section provides planning worksheets and reflective questions to help you deliver a “Women in Digital Technology” strategy in your organisation. The following pages provide a starting point for organisations considering different approaches in this guide. Equality and diversity measures should be embedded into long term strategies and business plans of every organisation. These strategies should include (and ideally be led by) managers who are the point of contact for women in the sector and have responsibility in the delivery of a workplace culture.

Review the gender practice of your organisation:

1. **We review gender balance on our boards, senior management teams, technical staff, those with budgetary responsibility and new starts:**
   
   Level of implementation:
   - Never □
   - Has happened once □
   - Happens regularly □
   - Not applicable □

   Follow up required:

2. **We pursue women only positive action initiatives to address gender imbalance in our workplace:**

   Level of implementation:
   - Never □
   - Has happened once □
   - Happens regularly □
   - Not applicable □

   Follow up required:

3. **We review policies and procedures to ensure all staff are aware of them and that they are working in practice:**

   Level of implementation:
   - Never □
   - Has happened once □
   - Happens regularly □
   - Not applicable □

   Follow up required:

4. **We ask staff for their feedback on their workplace and analyse results by gender:**

   Level of implementation:
   - Never □
   - Has happened once □
   - Happens regularly □
   - Not applicable □

   Follow up required:
5. We analyse CPD uptake, promotions and role responsibility levels by gender:
Level of implementation:

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<th>Never</th>
<th>Has happened once</th>
<th>Happens regularly</th>
<th>Not applicable</th>
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<tbody>
<tr>
<td>Follow up required:</td>
<td></td>
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6. We have a flexible working environment and ensure that employees and applicants are aware of it:
Level of implementation:

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<th>Has happened once</th>
<th>Happens regularly</th>
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<td>Follow up required:</td>
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7. We reach out to female students and potential applicants through partnership working with colleges, universities and schools:
Level of implementation:

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<th>Has happened once</th>
<th>Happens regularly</th>
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<tr>
<td>Follow up required:</td>
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8. We have an internal and external communications strategy about the benefits of gender diversity and promote ourselves as a gender equal employer:
Level of implementation:

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<th>Has happened once</th>
<th>Happens regularly</th>
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<tr>
<td>Follow up required:</td>
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9. We evaluate our job descriptions, websites and marketing materials to ensure that our language is inclusive and non-biased:
Level of implementation:

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<th>Has happened once</th>
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<td>Follow up required:</td>
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10. All staff take part in unconscious bias training or training related to equality and diversity:
Level of implementation:

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<th>Has happened once</th>
<th>Happens regularly</th>
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<tr>
<td>Follow up required:</td>
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</table>
Top down, Bottom up – getting the whole organisation on board.

Use this worksheet to start the conversation within your organisation. It is critical to get people across the organisation involved to ensure that real change is made and that the experiences of women are included in any initiative that employers take forward:

<table>
<thead>
<tr>
<th>Who do we need to talk to?</th>
<th>What do we need to talk to them about? (This should include their experiences, what their expectations are and how they think this can benefit the business).</th>
<th>What role will they play in taking this forward? (When people are given active roles across an organisation, they are more committed to a strategy).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Leadership</td>
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<tr>
<td>Middle Managers</td>
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<tr>
<td>Equality and Diversity champions/HR</td>
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<tr>
<td>Women in the organisation</td>
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<tr>
<td>Women students we hope to employ</td>
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<tr>
<td>Entry level employees</td>
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<tr>
<td>Employees with caring responsibilities (of all genders)</td>
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</table>
### Reviewing policies and how they build your workplace culture

This worksheet is to support analysis of your employment policies and to what extent they influence and improve the culture for your employees. These are the questions you should ask about your processes to ensure they are delivering what the policies intend:

<table>
<thead>
<tr>
<th>Policies</th>
<th>In this section, you should list the key policies you wish to review: equality and diversity policies, flexible working, parental leave, harassment and bullying etc</th>
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</thead>
<tbody>
<tr>
<td>How are employees informed about these policies?</td>
<td></td>
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<tr>
<td>How are managers supported to respond and use these policies?</td>
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<tr>
<td>What impact should these policies have on workplace culture?</td>
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<tr>
<td>To what extent is the intended impact being achieved?</td>
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<tr>
<td>What evidence do you have of impact and how is this evidence being gathered?</td>
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<tr>
<td>What more needs to be done to move policies into practice?</td>
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</tr>
</tbody>
</table>
### Reviewing Micro Gender Inequalities In The Workplace

This worksheet provides examples of micro inequalities. Liaising with the female employees in the workplace, it may be helpful to review if these micro inequalities have been experienced and what action can be taken to prevent their recurrence.

<table>
<thead>
<tr>
<th>Example of micro inequality</th>
<th>How it can be overcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women rarely chair meetings</td>
<td></td>
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<tr>
<td>Women are talked over during meetings</td>
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<tr>
<td>Administrative tasks are taken on by more women than men (despite it not being their job)</td>
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</tr>
<tr>
<td>Language used in the workplace is sexist</td>
<td></td>
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<tr>
<td>Women feel unable to challenge micro inequalities</td>
<td></td>
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<tr>
<td>Social events which are exclusionary to women</td>
<td></td>
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<tr>
<td>Taking input and questions from more men than women in meetings</td>
<td></td>
</tr>
<tr>
<td>Ignoring of emails or trivialising responses from women</td>
<td></td>
</tr>
<tr>
<td>Negative assumptions from colleagues around caring responsibilities and part time working</td>
<td></td>
</tr>
</tbody>
</table>
Further Information

British Chartered Institute for IT
BCS, The Chartered Institute for IT, is committed to making IT good for society. They use the power of their network to bring about positive, tangible change. They champion the global IT profession and the interests of individuals engaged in that profession for the benefit of all. BCS deliver their mission through the exchange of IT expertise, by supporting practitioners and by setting standards and frameworks: http://bcswomen.bcs.org/scotland-branch/

Changing the Chemistry
Changing the Chemistry (CTC) is a multi-talented group drawn from a wide variety of backgrounds. Their aim is to increase diversity on all types of Boards, as evidence suggests that increasing board diversity improves the performance of organisations and can also benefit the wider economy. www.changingthechemistry.org/

Developing the Young Workforce
- Local Hubs
Developing the Young Workforce is a Scottish Government strategy which aims to better prepare young people from age 3-18 for the world of work. The strategy is delivered through local hubs which aim to encourage and support employers to engage directly with schools and colleges, and challenge and support employers to recruit more young people into their workforce. Through local groups employers can develop contacts with local schools and college and host events, site visits and career fairs. http://www.employabilityinscotland.com/developing-young-workforce/

Employers Network for Equality and Inclusion
The Employers Network for Equality & Inclusion is the UK’s leading employer network covering all aspects of equality and inclusion in the workplace. Their four strategic themes are: Excellence in D&I Practice, Global D&I Culture, Inclusive Leadership and Unconscious Bias. www.enei.org.uk

Equate Scotland
Equate Scotland helps employers create workplaces where women are welcome and can develop sustainable careers. Employers can use their services to help them recruit and retain women in science, technology, engineering and the built environment. Through training, language reviews, policy development and consultancy they help employers deliver on gender equality strategies. www.equatescotland.org.uk

Equality and Human Rights Commission
The Equality and Human Rights Commission in Scotland is working to eliminate discrimination, reduce inequality, protect and promote human rights and build good relations, ensuring that everyone has a fair chance to participate in society. EHRC provide advice and guidance to the public and private sector on equalities duties. www.equalityhumanrights.com/en/commission-scotland
Girl Geek Scotland
Girl Geek Scotland (GGS), formed in 2008, is a community that enables women working in the creative, computing and enterprise industries to develop a career-long mutual support network through dinners, fundraisers, business breakfasts, research projects and skills workshops. www.girlgeekscotland.com

ScotlandIS
ScotlandIS represents and supports businesses and organisations creating and delivering digital products and services. ScotlandIS has been the driving force behind the development of the ICT and Digital Technologies Skills Investment Plan, published by SDS and now in the early stage of delivery. This aims to reinforce and improve all aspects of the skills pipeline, from the school curriculum to work place skills development. www.scotlandis.com

Scotland Women in Technology
Launched in September 2010, SWiT is made up of influential technology industry professionals in Scotland representing Dell, Cisco, Hewlett-Packard (HP), IBM, Skills Development Scotland, Oracle, Scottish Enterprise and Perceptive Partners Communications. SWiT’s goal is to attract, inspire, empower and retain women in the technology industry by developing a network to help grow their contribution in the IT business. www.scotwomenintech.com

Skills Development Scotland
Skills Development Scotland is the national skills body supporting the people and businesses of Scotland to develop and apply their skills. Our Skillsforce (OSF) is the national hub for employers, with support for staff training, funding, recruitment and Modern Apprenticeships, bringing everything together in one web service. It is also the place to access one-to-one support from Skills Development Scotland’s expert employer engagement advisers. Find out more: www.ourskillsforce.co.uk

STEMNET
STEMNET runs the UK’s only network of STEM Ambassadors: over 30,000 brilliant and inspiring volunteers. Across the UK, STEM Ambassadors volunteer their time and support to promote STEM subjects to young learners in a vast range of original, creative, practical and engaging ways. www.stemnet.org.uk/regions

Think Equality, Think Business
This is an online self-assessment tool created by Close the Gap. The tool is for small and medium businesses who want to find out how their business can benefit from improved gender diversity. The tool enables employers to assess current employment practice and provides tailored advice and guidance on how small changes to the way employers run their business can make a big difference to the workplace. www.thinkbusinessthinkequality.org.uk

Women’s Enterprise Scotland
Women’s Enterprise Scotland is a not-for-profit Community Interest Company which works to create an entrepreneurial environment where women-led businesses can flourish. They provide a “gender proofing” service to make sure businesses have inclusive digital content: www.wescotland.co.uk
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