

TECHTALENT CHARTER:

Benchmarking Report

2018



Message from the CEO

“

*We **must** change. To do so we must focus on **collaboration and practical solutions** to overcome challenges.*

”

We are delighted to publish the Tech Talent Charter Report. For the first time, we bring together sector-wide data so signatories can measure their own practice against others. We hope that by understanding the huge range of initiatives and schemes they can work with, they will create their own solutions to drive inclusion and diversity.

We are pleased to report that the representation of women in technical roles across our signatories is higher than other reported averages. The data shows that, across our signatories, the average number of technical jobs held by females is 26.13%. The overwhelming majority of our signatories have an active diversity and inclusion policy in place already (70.71%) or plan to roll out such policies in the coming year (27.27%).

The **data shows our signatories leading the way**, but it is clear we still have a long way to go.

We **must** change. To do so we must focus on **collaboration and practical solutions** to overcome challenges. Fortunately, we know our signatories are determined to continue to make changes and come together to really move the dial in 2019.



Debbie Forster MBE

CEO
Tech Talent Charter

Highlights

Our signatories span the full range of sectors within the UK economy, not just “tech companies”. They range from start-up “micro companies” to small, medium and large multi-national companies. This report is a useful indicator of the state of play across our very diverse range of signatories and the UK business industry as a whole.

There are three key highlights:



Think small then scale

From this report and from our regional events, we are seeing how much we can learn from smaller organisations.



Look at your outsourcing

We need to ensure that diversity and inclusion are embedded within supply chains.



Rethink support for retraining and returners

Balancing the dual challenges of using traditional routes and the gaps the talent pipeline

Range of signatory sectors

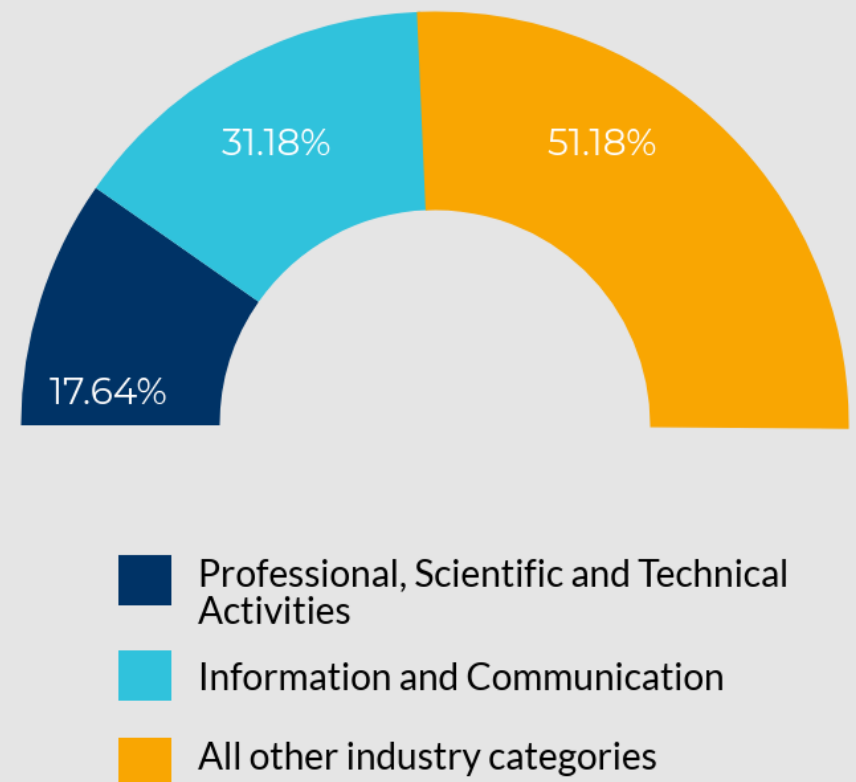
Our signatories are located across the UK and represent 13 different industry categories.

The 'tech sector' ('Information and Communication' and 'Professional, Scientific and Technical Activities' categories) represents 48.82% of our signatories. An additional **eleven** sectors ranging from Arts and Entertainment to Real Estate Activities account for the remaining 51.18%. Signatories span across the public, private and the "third"/not for profit sector.

This cross-cutting range of companies is a true testament to the fact that tech roles are now required across the UK's digitalising economy.

The data used for this report comes for 202 of our signatories; companies who had joined less than a month before the data exercise were not required to submit data (though several did).

Proportion of signatory responses by industry category



Range of signatory sizes

According to Tech Nation, there were 1.84 million UK digital tech jobs in 2017, including technical jobs in the tech sector and other sectors.

Tech Talent Charter signatories employ in total 570,053 employees, of which 147,316 are in technical roles.

Therefore, **the Tech Talent Charter represents 8% of the total technical workforce** in the tech and non-tech sector across the UK.

The data in this report comes from companies of all different sizes. This gives us a holistic overview of the gender breakdown of technology roles within the UK.

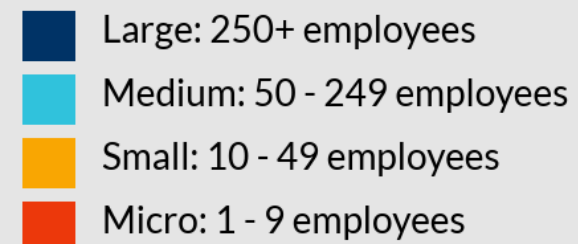
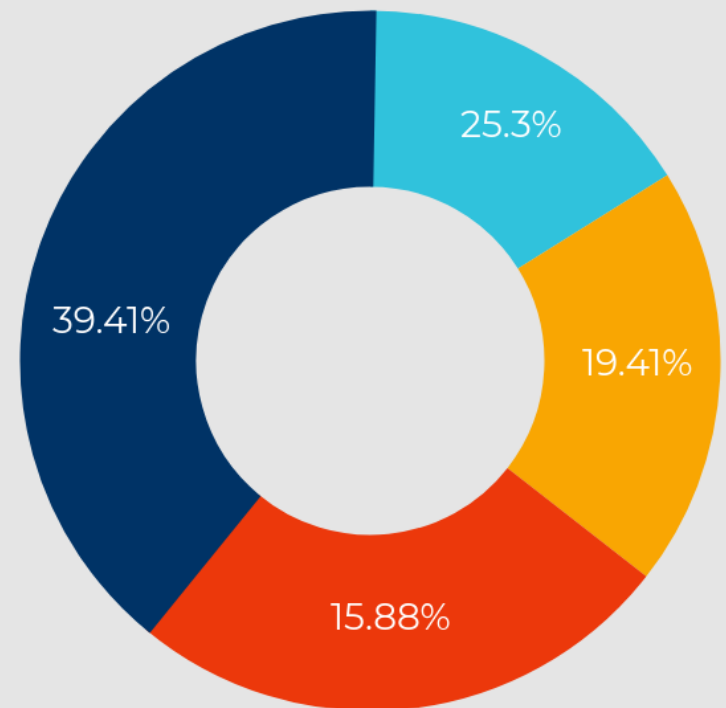
The breakdown by company size for this report is:

Micro companies (1 - 9 employees): 15.88%
Small companies (10 - 49 employees): 19.41%
Medium companies (50 - 249 employees): 25.3%
Large companies (250+ employees): 39.41%

Our data reflects, in line with the UK tech sector, that the majority of our signatories are micro, small and medium sized companies.

It is vital we are able to capture this group in our data so we have a full understanding of the ability of smaller enterprise to change the dial on diversity within their organisation.

Breakdown of signatories by company size



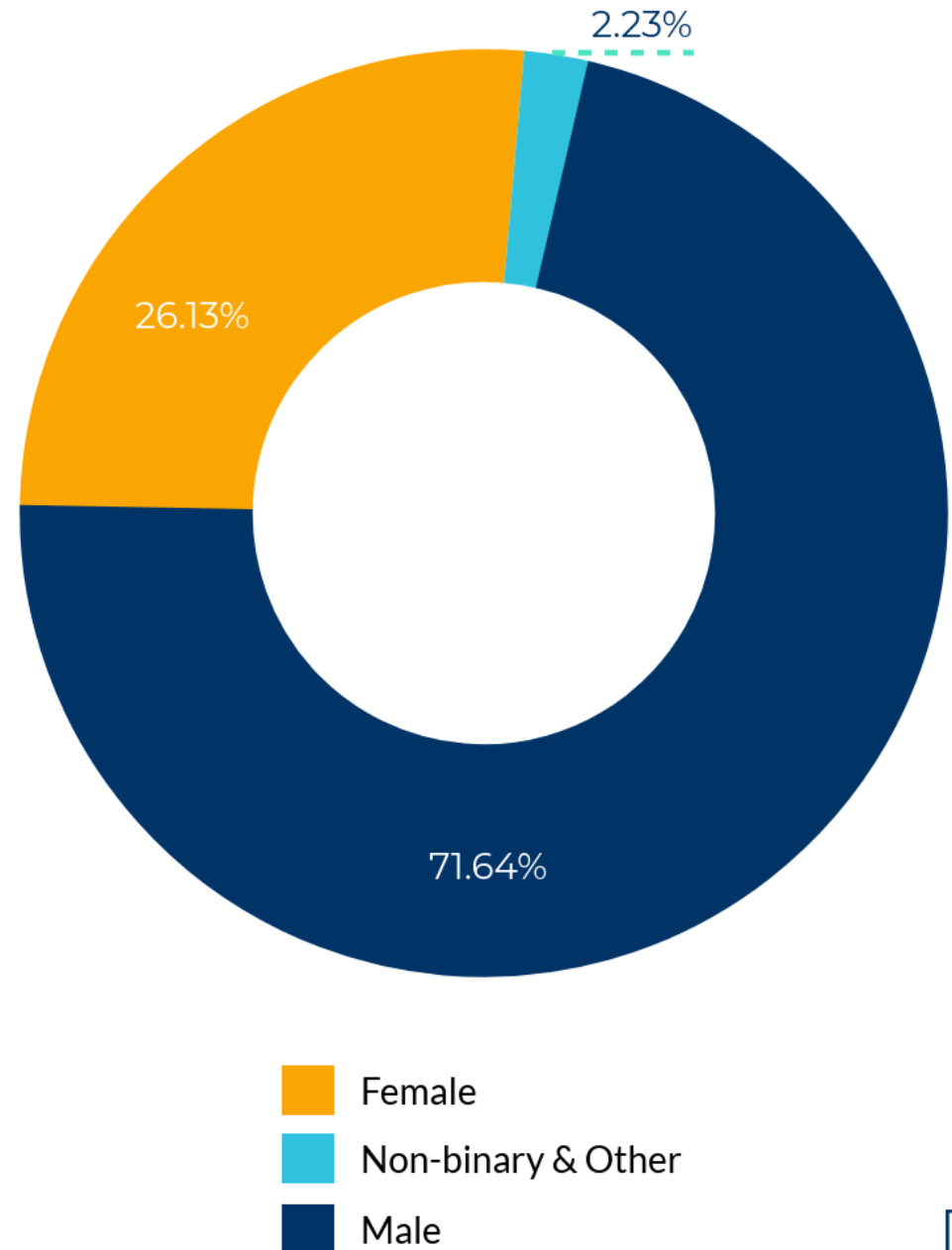
Findings

Technical roles - all signatories

Across our signatories, **females hold 26.13% of the technical roles**; males held 71.64% and the remaining 2.23% are held by non binary & other individuals.

Looking at the workforce of signatories more broadly, **women made up 34.9% of our signatories' entire workforce** compared to the wider digital tech workforce average of 19%.

% of females, non binary & other and males in technical roles



Findings

Technical roles -by size

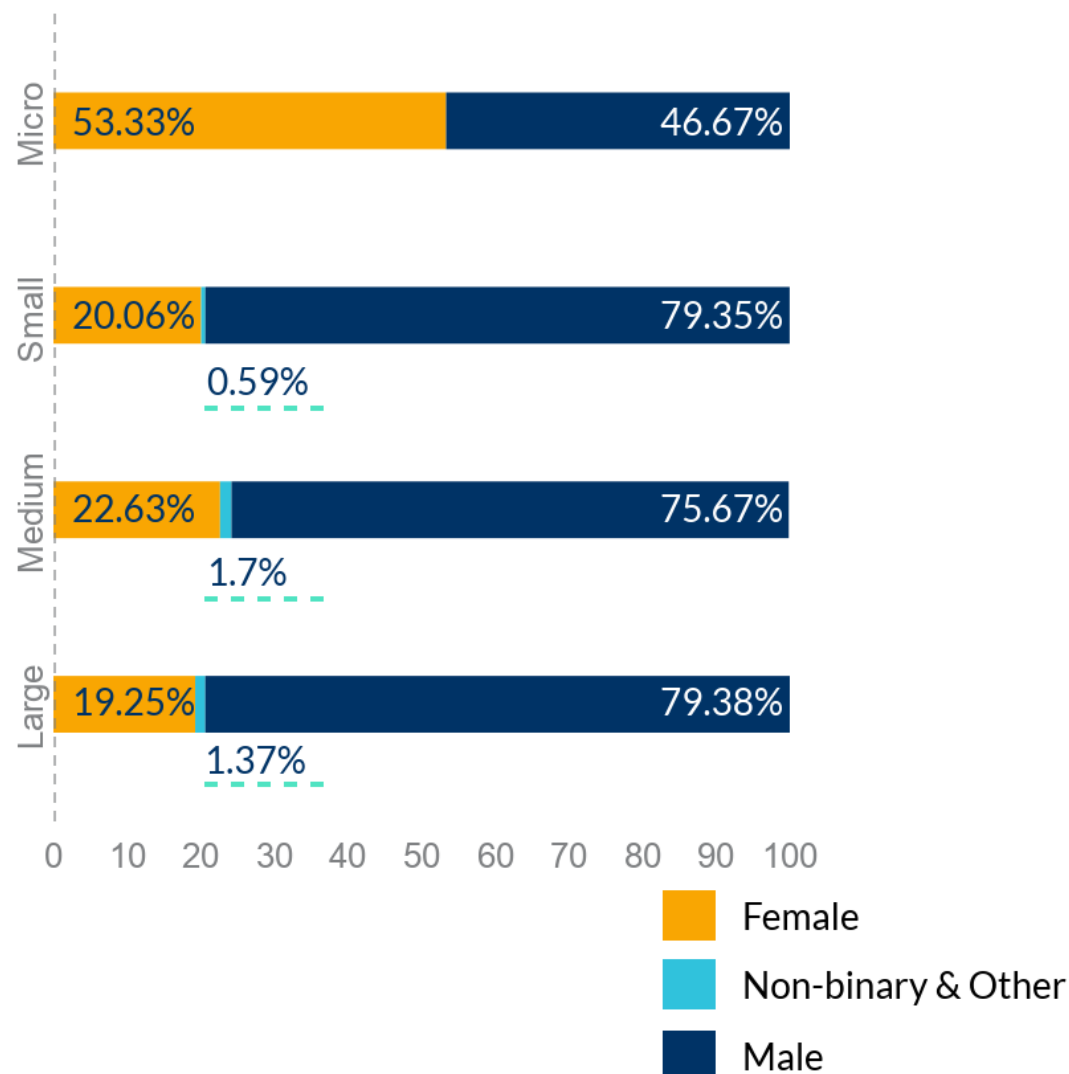
Smaller companies lead the way

Overall, our signatories have more women in tech roles than the wider sector, and this looks even more promising when we break this down by company size.

There is a clear correlation between the size of an organisation and its gender representation in technology roles. **Micro companies lead the way with 53% women**, followed by 20-23% for SMEs, followed closely by **large companies at 19%.**

There is no reason to think that a company is too small to think about diversity. In fact, for companies of all sizes, there are clearly advantages for them to "think small, then scale," encouraging smaller innovations, testing and then scaling with the successes.

% breakdown of technology roles according to company size



Findings

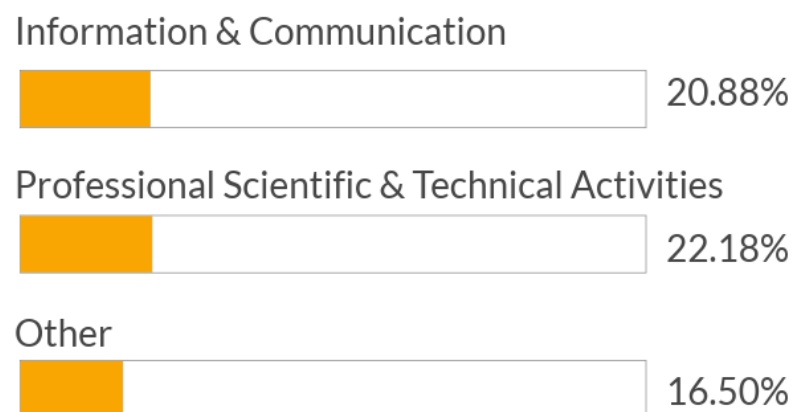
Technical roles -by sector

It is interesting to note is the disparity between gender breakdown across different sectors.

There are clear disparities of gender diversity amongst the total workforce of a sector and the total technical workforce. When we dive into the technical workforce specifically, the 'tech' sectors overtake other industries with Information and Communication having 20.88%, Professional Scientific and Technical Activities having 22.18% compared to an average of 16.50% across the other industries.

Though all these figures present a need for improvement in the future, there are clearly lessons other industries can learn from the tech sector in 2019 on how to attract female technical talent.

% of roles technical roles held by women in specific industry sectors



Findings

Breakdown of Technical Roles

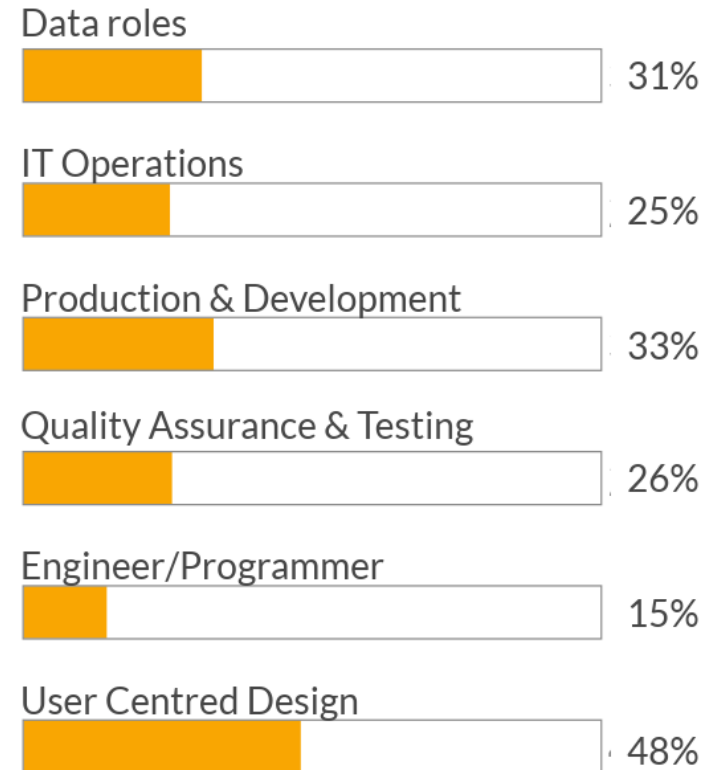
When broken down into job roles, it is clear that there remains specific technology specialisms where females are less represented.

User Centred Design had the highest proportion of women (48%) and Engineer/Programmer had the lowest proportion (15%).

We know that the engineering sector specifically struggles to attract and retain women, so the question is what can we do to change this?

There is positive work going on to change the approach and messages for school age girls, but as a sector we also need to work together to change the narrative of a "job in tech" for working age women as well.

% of technical roles held by women



Findings

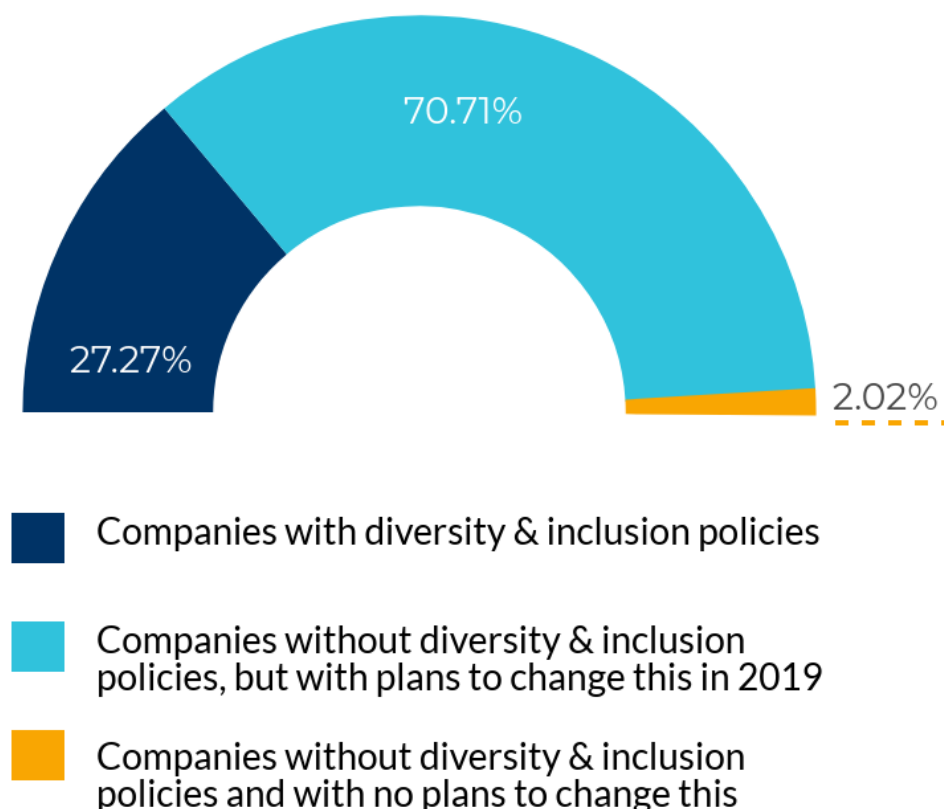
Policies

As well as compiling data on our signatories' gender makeup, we collated data on the efforts made by our signatories to rollout inclusion and gender diversity policies, to better understand their unique approach to diversity.

The overwhelming majority of our signatories have an active policy in place already (70.71%), or plan to roll out such policies in the coming year (27.27%).

We believe that, first and foremost, culture must come first, and be supported by policies. Equally, policies cannot take the place of "buy-in" from the whole workforce. Any policy that is implemented should align with a company's unique culture.

% of companies with and without diversity & inclusion policies



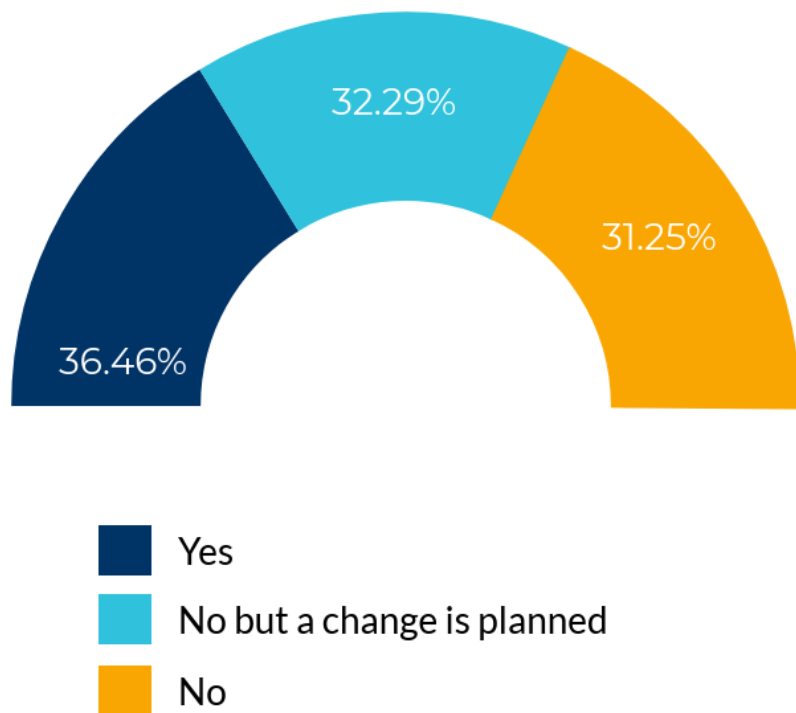
Findings

Shortlists

By investigating company approaches to setting targets for women in interview shortlists we want to surface how many companies are already proactively thinking about increasing the number of women in technology roles. Of those companies who were monitoring it, 66.45% of technical vacancies by signatories included at least one woman on the shortlist for interview.

One size doesn't fit all. As is visible from the comments on the next page. For the Tech Talent Charter, diverse shortlists are not about quotas in hiring practices, instead a diverse shortlist should be used as the final measure of successful diversity and inclusion policies within an organisation. The diversity of interview shortlists must be viewed as a tool to measure progress with and not a finish line. However, with over half of our signatories planning to monitor this in 2019, this could be an interesting statistic to watch.

% of companies with and without a target for the number of women to be included in shortlists for interview



Shortlisting insights

We gained valuable insights when asking our signatories open questions about their shortlisting policies and procedures:

We don't need a target, staff are already intrinsically motivated to include women in their shortlists.

We're an organisation focused on gender and diversity in the tech industry, this is baked into our culture, and targets would not affect our hiring process.

We are not targeting to attract women talent based on a headcount number, this is not what we believe to be quantitative but to create a work environment that encourages women talent to apply.

Why do you have no plans to develop a target for the number of women to be included in shortlists for interview?

We don't believe that it is necessary, we make a conscious effort to ensure that our advertising, attraction and sourcing promotes diversity and have seen that reflected in the applications already so we don't feel the need to set a target

With no shortage of female applicants/staff there hasn't been a need to focus on this in our recruitment, though we are striving to see women in more senior positions.

Our primary focus is always to recruit the best candidate and therefore we can only source from the available/capable talent pool.

We have a blind sifting policy for shortlisting and other approaches to encourage a diverse shortlist

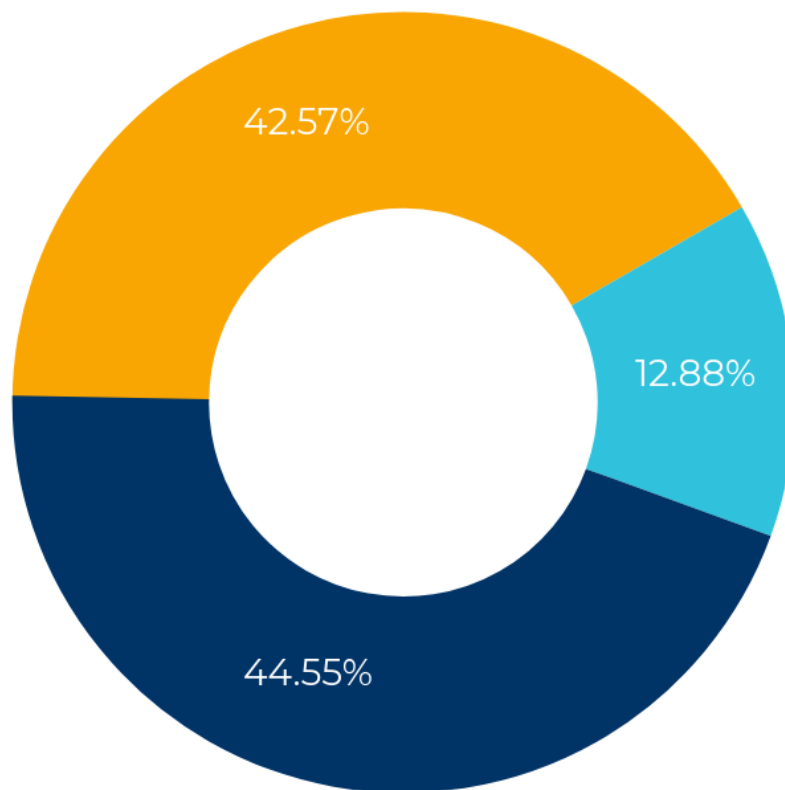
Findings

Outsourcing

Our data shows that over half (58.41%) of our signatories outsource all or some of their technology roles to a third party.

As the Tech Talent Charter develops and expands, it is our intention to work more closely with the outsourcing companies. Employers who are calling for meaningful diversity in their own teams have a responsibility to look at the supply chain, as those who are signatories of the Living Wage and other initiatives do.

% breakdown of technology roles according to company size



- All roles outsourced
- Some roles outsourced
- No roles outsourced

2019 & beyond

The aim of the Tech Talent Charter report is to map the current climate in order to set a benchmark for the future. We are pleased to see that our signatories are already ahead of the pace of change, but this is only the beginning. We have identified a number of calls to action for our signatories and other employers.

1) Commit to reporting accurate figures. Signatories noted that the process of reporting their data can be challenging, but that it is a useful exercise for better understanding their own staff and demographics. Much of the data we ask for is optional for signatories to provide, and next year we would love to see more signatories committing to collecting and providing this non-compulsory data.

2) Share with each other. Signatories have access to a range of opportunities where signatories can candidly share their experiences of how different types of diversity and inclusion impacted their businesses. Sharing ideas will also expose companies of different sizes to new ways of thinking. Diversity isn't a single company's problem: if we work together we will improve the landscape for everyone.

3) Explore local and regional solutions. We work hard to work with signatories beyond the "London bubble", and this is something that employers should also consider. Do your staff represent the community in which your office is based? Are there institutions you can partner with in your region to promote technical roles to a new talent pool? What can you do to promote place-based learning strategies?

4) Support returners and retraining. Return to work programmes are becoming more common in the tech workplace and we encourage our signatories to consider what their organisation can be doing to support diverse talent. Not all signatories may be able to implement a full Returners programme, but with the resources you have available, what can your organisation do to improve the retraining and upskilling of female talent?

5) Be employee driven. Our signatories clearly take diversity and inclusion seriously, but policy implementation must exist alongside shifts in wider business culture. The technology sector is a thriving and exciting industry, but how do we promote it as a diverse and inclusive industry for employees?

6) Change the culture and narrative. We are committed to communicating a new sector-wide vision of opportunities in tech for women and other under-represented groups, and we hope you will join us in this mission.

Deeper insights 1



Think small then scale

We often assume that small companies are too small or too busy to focus on inclusion and diversity.

Our signatories are exploding that myth. SMEs are agile and can make small shifts at pace to improve their company's approach to gender diversity. Diversity and inclusion do not always require top down, company-wide policies; small and realistic goals to facilitate larger future outcomes can be more effective.

We know from our events that large companies are finding real success in allowing smaller teams to trial, then "hack and pivot" solutions that can then be spread more widely. For companies of all sizes, there are clear advantages to encouraging smaller scale innovation rather than waiting for the perfect solution.



Look at your outsourcing

With the majority of our signatories outsourcing some or even all their technical work, we need to ensure that diversity and inclusion are embedded within supply chains.

We're starting this work by including recruitment companies in The Tech Talent Charter membership, but it is clear we now need to work closely with specific organisations providing outsourced technical support to many of our signatories.

Equally, our signatories need to offer the same level of challenge to their suppliers that they do to their recruiters and internal HR departments to ensure that they are held accountable for their diversity policies



Rethink support for retraining and returners

Our signatories are facing the dual challenges of using traditional routes to fill vacancies and the length of time it is taking for changes in the education system to affect the talent pipeline. Because of this, new approaches are essential.

We know many of our signatories are breaking new ground supporting women to return to the tech workplace and to encourage more to consider re-training to make tech their second career.

This is crucial and will be a main focus for the Tech Talent Charter's work in 2019.



Deeper insights 2

Learning across sectors and company sizes: Micro-enterprises often do not have the resource to deploy company-wide diversity and inclusion policies, like Mentor or Returners programmes, but our results show that they have the highest female representation amongst their respective workforces. As we move into our second year, we are excited to work more closely with our micro-signatories to get a better understanding of how they have achieved higher gender representation.

Micro companies:	53.33% of technical roles held by women
Small companies:	20.06% of technical roles held by women
Medium companies:	22.63% of technical roles held by women
Large companies:	19.25% of technical roles held by women

Changing the narrative of tech: The data sadly follows existing narratives that identify women have historically been promoted into design and creative roles in tech, rather than into operational ones.

As recent figures show that girls make up a higher proportion of design and technology GCSE students than computing and engineering ones, we recognise the need to inspire change in the wider educational landscape if we are to truly redress this imbalance.

Regional focus

Open discussions about the challenges and opportunities for diversity in tech need to happen throughout the UK, beyond the London bubble.

Tech Talent Charter events throughout the country created the necessary space to:

- Identify common challenges
 - Develop a strong sense of purpose
 - Create opportunities for regional collaboration and create regional solutions
- Understand the existing diversity ecosystem and identify gaps and opportunities
- Raise the voice of the underrepresented
 - Share best practice and collaborate on new approaches

We started our regional focus in Oxford, before heading north to Newcastle and then Manchester. Working in partnership with local networks like Manchester Digital and sponsors including Nominet, Atom bank, Accenture, Cisco and Browne Jacobson, each event brought together a panel of speakers who shared their insights and advice. Participants then worked to co-create solutions to common problems and the feedback from these sessions has led to the development of Tech Talent Charter's Open Playbook for Best Practice.

Throughout the year we have mapped diversity initiatives to surface what is already happening in each region, and we now have over 300 initiatives listed on our Diversity Map.



Regional success

The purpose of the Tech Talent Charter is to catalyse action and we have seen great success in the regions we visited in 2018. This has been driven by our signatories based in these regions who are passionate about creating positive change.

We are pleased to see existing relationships grow, such as Nominet working with our new signatories Oxford IT Services and Oxford Brookes University. In 2019 we will build on this success, working with Atom Bank to form our first Tech Talent Charter regional steering group in the North East. We are also working with partners like Nationwide to plan a large scale event in the South West to work with local employers, universities and Digital Skills Partnerships to create a “vision for the South West”. As well as continuing to deepen our existing regional links, 2019 will see the Tech Talent Charter going into new regions like Leeds, Coventry and Scotland to ensure that we continue to connect the dots and to work outside the “London bubble.”



Tech Talent Charter

Toolkit

This benchmarking report is part of an evolving toolkit which has been developed by, and for, Tech Talent Charter signatories. The toolkit, available on the Tech Talent Charter website and via the links below, is made up of the following:



2018
Benchmarking
report



Open Playbook
of
Best Practice



Diversity
Map

Clarifications

The data used for this report comes from 202 of our signatories; companies who had joined less than a month before the data exercise were not required to submit data (though several did).

It is important to note that in the preparation for the report, 70 signatories (20% of our number at that time) were unable to provide the required data for this report. After much discussion it was agreed that these companies were removed as signatories.

Failure to submit the data typically resulted because there was a breakdown in communication with **the groups that the Tech Talent Charter deems equally crucial to the success of any inclusion work - namely the leadership, the HR team and the tech team themselves**

Technical roles: In the report we asked respondents to provide details on 'technical' roles. The report guidance stated that:

The definition of 'technical job' will carry an element of discretion and variation across the Tech Talent Charter Signatories. For example, a professional such as a lawyer could be sufficiently specialised in software IPR as to be considered technical within the firm.

Job Families: In the data-gathering, many companies reported difficulties in assigning roles to the Standard Occupational Classification (SOC - from the Office for National Statistics) job categories. For the purposes of this report, signatories went for a "best fit" approach. Looking ahead, we will feed back to the Office for National Statistics the need to revise categories to reflect this fast moving sector.

Non-binary/Other: As this report centres around gender representation, it is worth noting that the Tech Talent Charter respects that 'non-binary' and 'other' are separate identities. However, the proportion of individuals covered by the report that identified with these two categories was such a small cohort that we have merged for the purposes of succinct data. Looking ahead, we would like to encourage our **signatories to consider how they are supporting gender diversity and inclusion beyond the binary definitions.**

Thank You

The report was made possible by support by our headline sponsor, techUK, who both funded us and seconded India Lucas to us as a report writer.

We've also been supported by Tech Talent Charter sponsors BAE Systems and the Department of Digital, Culture, Media and Support.

Thanks to our signatories' hard work to gather and submit the data. at a busy time of year.

We'd like to thank Attest both for hosting the data but also for the great support in the compilation and analysis carried out by Beth McGarrick and Sarah Levisaur.

Thanks also goes to Amali di Alwis of Code First Girls for advising on the initial design of the report and to Cat Ainsworth and Annie Legge from DOT PROJECT for project management and coordination.

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CHARTER:**