

TECHTALENT CHARTER:

Benchmarking Report

2018





Message from the CEO

We are delighted to publish our TTC toolkit. For the first time, we bring together sector-wide data to allow members to measure their own practice against others, to learn from others to create their own solutions and to understand the huge range of initiatives and schemes they can work with to drive inclusion and diversity.

In this report we are pleased to note that the representation of women in technical roles across our signatories is higher than other reported averages across the sector. Our signatories are ahead of the curve and we are proud of this and of their work so far. It's good to see the majority of our companies either have policies or targets already in place or plan for this in 2019. They know that building an inclusive culture is crucial.

We're pleased that the **data shows our members leading the sector**, but it is clear we still have a long way to go. We must focus on **collaboration and practical solutions** to age-old problems like recruitment but also focus on **retraining and returners**. Fortunately, our members are determined to continue to make changes and to learn and work collaboratively, coming together to really move the dial in 2019.

"Our signatories are ahead of the curve and we are proud of this and of their work so far."

Debbie Forster MBE

Tech Talent Charter CEO

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 is made up of the following:



2018
Benchmarking
report



Open Playbook
of
Best Practice



Diversity
Map

Highlights

Our members span the full range of sectors, not just “tech companies”, and they range from start-up “micro companies” to small, medium and large multi-national companies. As such this report is a useful indicator of the state of play across our very diverse range of signatories and the sector as a whole.

There are three highlights particularly worth noting:



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

We are proud that our signatories are located across the UK and represent 13 different industry categories. The majority (48.52%) of our signatories came from the 'tech sector' ('Information and Communication' and 'Professional, Scientific and Technical Activities' categories) though we had representation from an additional **eleven** sectors ranging from Arts and Entertainment to Real Estate Activities. The signatories also span across the public, private and the "third"/not for profit sector and include the range of micro-companies to large multi-national organisations from across the UK. 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.

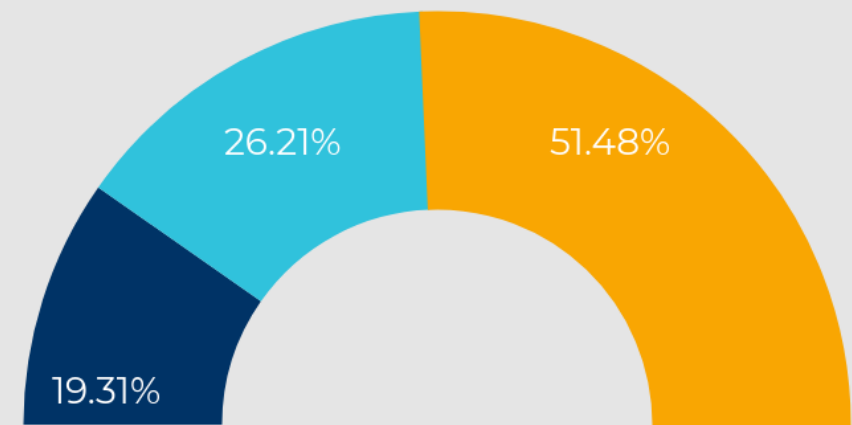
The Keys to Diversity & Inclusion

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).

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 TTC deems equally crucial to the success of any inclusion work - namely the leadership, the HR team and the tech team themselves.**

Proportion of signatory responses by industry category



- Professional, Scientific and Technical Activities
- Information and Communication
- All other industry categories

Range of signatory sizes

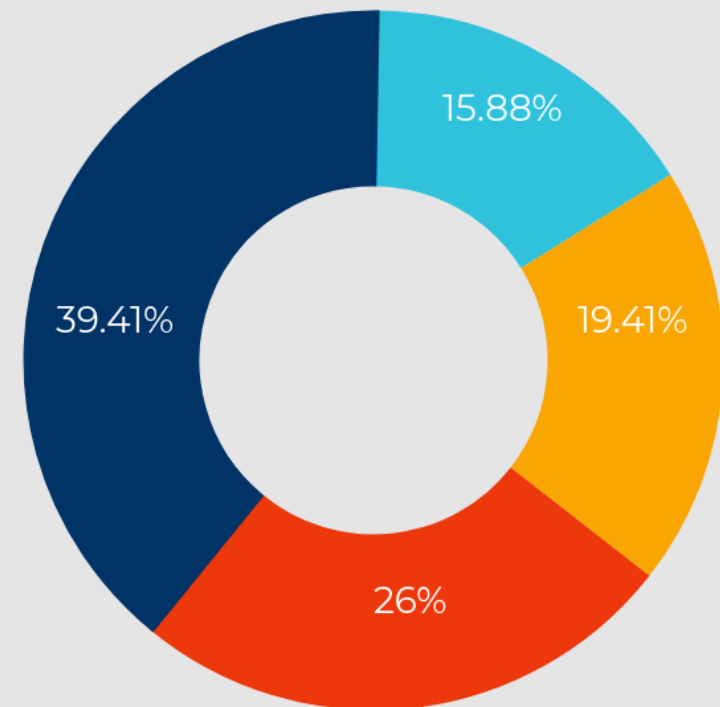
Who we represent. According to Tech Nation, there were 1.84 million digital tech jobs in 2017 across the UK economy, this includes technical jobs in the tech sector and technical roles in other sectors. TTC signatories employ in total 570,053 employees, of which 147,316 were in technical roles. Therefore, **the TTC represents 8% of the total technical workforce** in the tech and non-tech sector across the UK.

Just as the TTC represents a full range of company sectors, this report takes data from a wider range of companies of all different sizes. We are proud of the size spectrum of our signatory base and the holistic overview this gives us of the UK tech sector. Our size breakdown was as follows:

Micro companies (1 - 9 employees): 26%
Small companies (10 - 49 employees): 19.41%
Medium companies (50 - 249 employees): 15.88%
Large companies (250+ employees): 39.41%

We are proud to note that, much like the UK tech sector, our signatories were majority micro, small and medium sized enterprises. 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



- Large: 250+ employees
- Medium: 50 - 249 employees
- Small: 10 - 49 employees
- Micro: 1 - 9 employees



Clarifications

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, members 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.*

Key findings

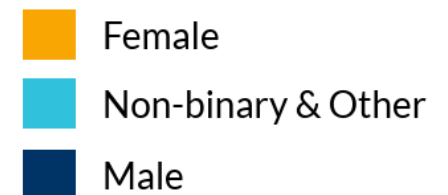
Technical roles

- all signatories

Across our signatories, women held **26.13% of the technical roles**; men held 71.64% and the remaining 2.23% are held by individuals who do not identify with these gender categories.

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

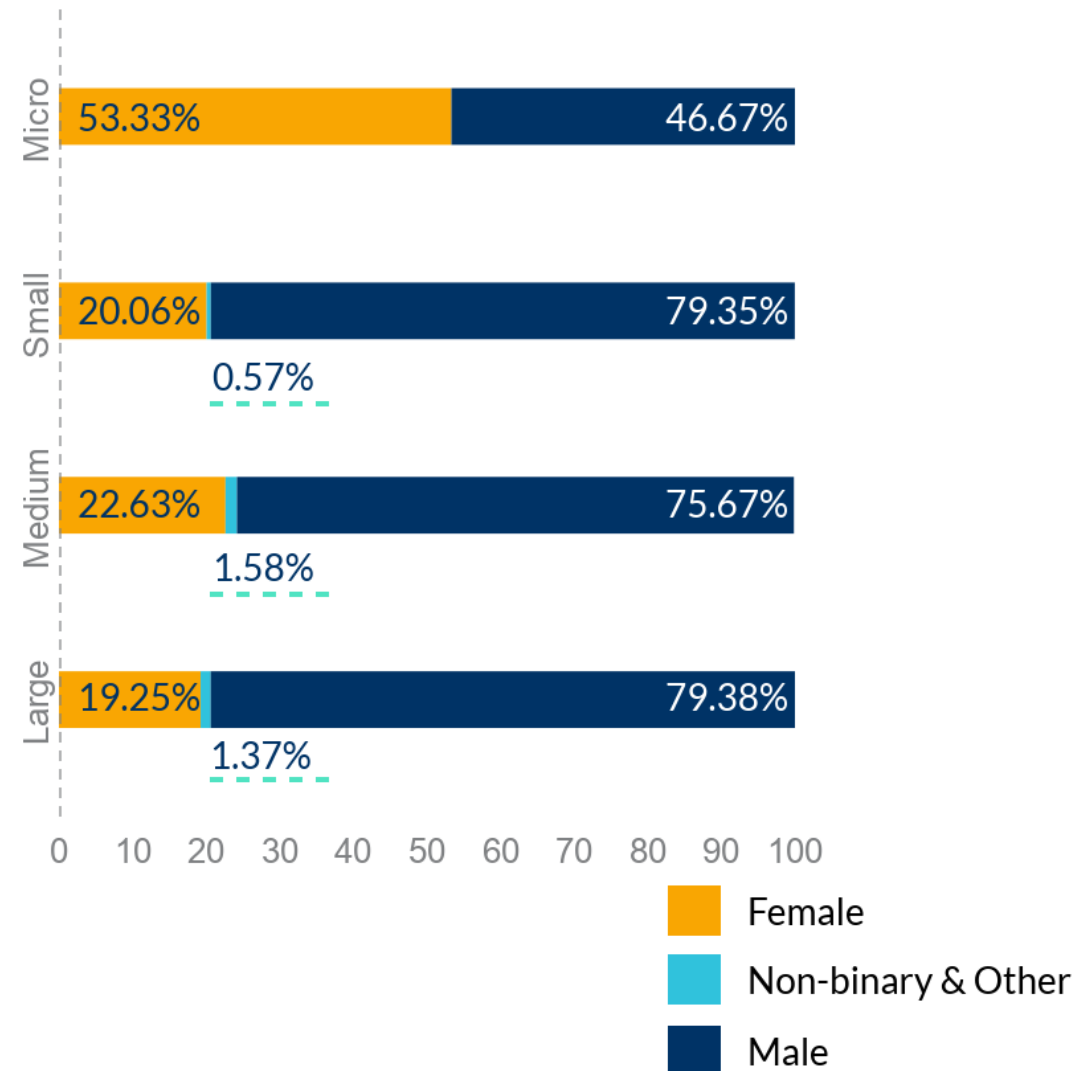
Smaller companies lead the way

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

The data we have collected shows clear differences between the size of an organisation and its gender representation in technology roles. Surprisingly, **micro companies lead the way with 53% women**, followed by **20-23% for SMEs**, followed closely by **large companies at 19%**.

So 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 to “think small, then scale,” encouraging smaller scale innovation and testing then scaling the successes.

% breakdown of technology roles according to company size



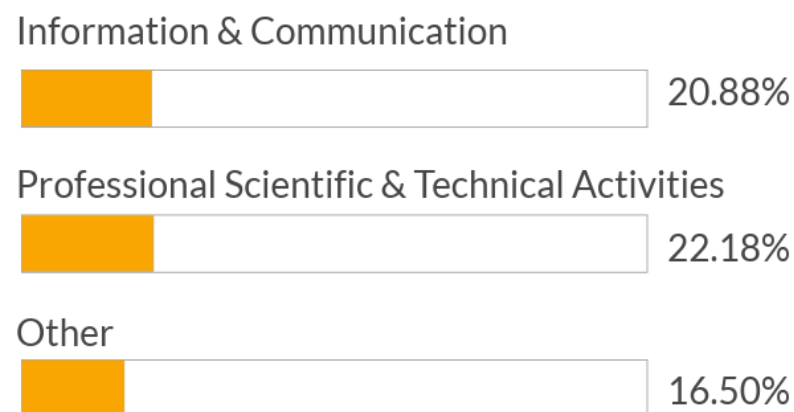
Findings

Technical roles -by sector

Breakdown by sector. We are keen to ensure that our reports are never viewed as a naming and shaming exercise but what was interesting to note is the disparity between gender breakdown across different sectors.

There were clear disparities between 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 16.50% in all other industries. Though all these figures need improvement in the future, there are clearly lessons other industries can learn in 2019 from the tech sector on how to attract female technical talent.

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



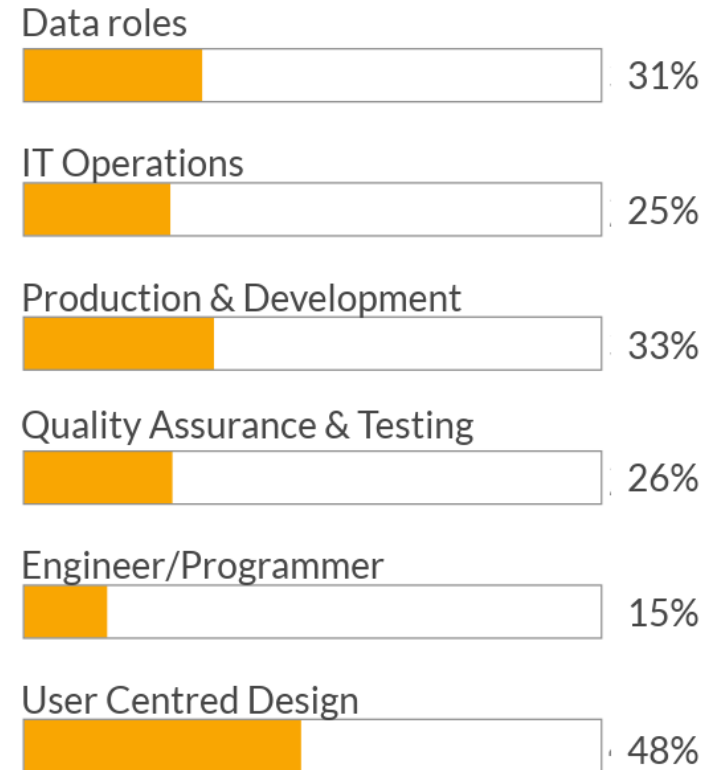
Findings

Breakdown of Technical Roles

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

User Centred Design had the highest proportion of women (48%) and Engineer and Programmer had the lowest proportion (15%). There were no surprises here, as it is well known that the engineering sector specifically struggles to attract and retain women.

% of technical roles held by women



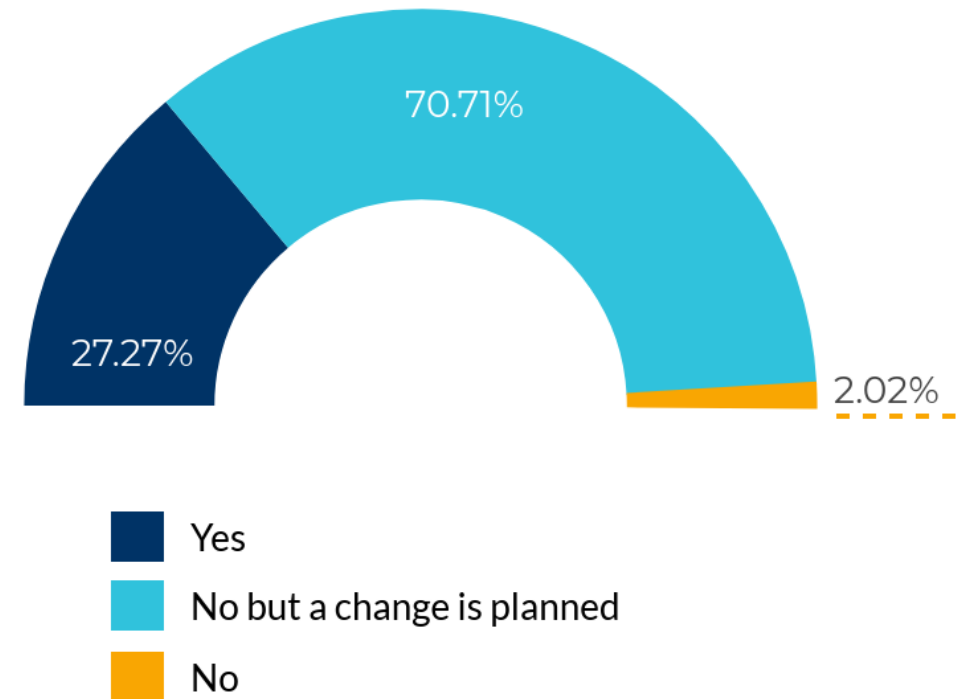
Findings

Policies

As well as compiling data on our signatories' gender data, we wanted to collate data on the efforts made by our signatories to rollout inclusion and gender diversity policies to better understand their 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, to be supported by policies. Equally policies cannot take the place of truly getting "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



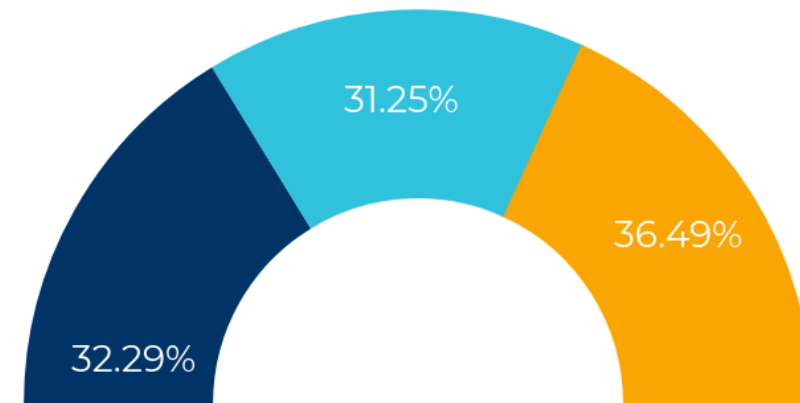
Findings

Shortlists

In the same vein, it was pleasing to see how many companies are already actively setting targets to increase the number of women in shortlists and/or those who plan to do so in 2019. Of those who plan to do so in 2019, 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, this is a grey area for our signatories and a range of opinions were expressed through the data collection. 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



- Yes
- No but a change is planned
- No

Shortlisting

Insights

As mentioned, one size never fits all and 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

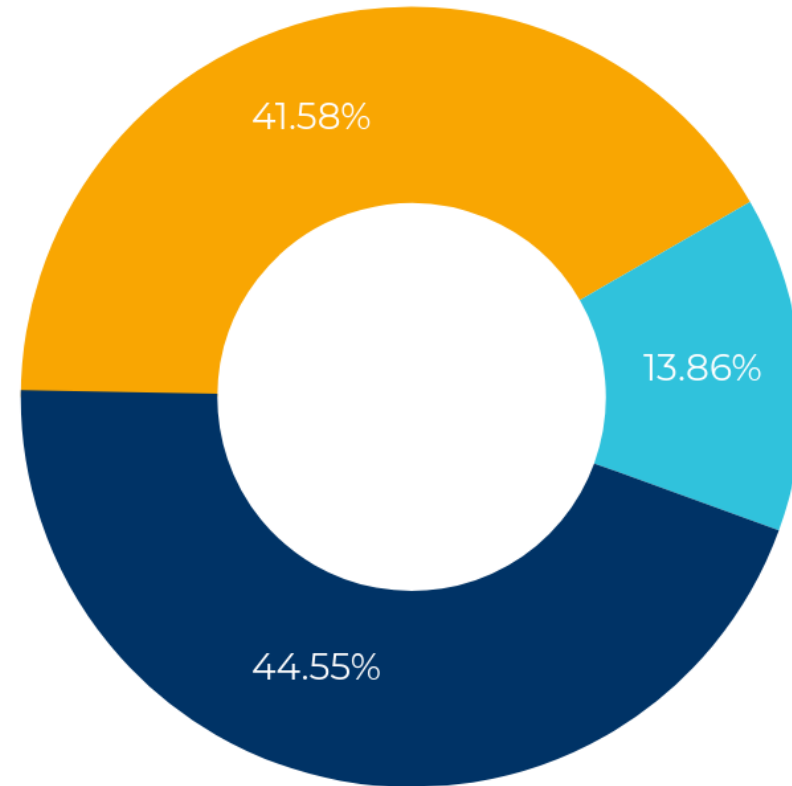
Findings

Outsourcing

What was clear from data collection was that over half (58.41%) of our signatories outsource all or some of their technology roles to a third party.

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

% breakdown of technology roles according to company size



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

Regional focus

Breaking out of the London bubble in 2018 Throughout 2018 the Tech Talent Charter brought together businesses, recruiters and community leaders to discuss openly the challenges and opportunities for diversity in tech. This needed to happen beyond London.

Bringing people together proved important as it 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. Then participants worked to co-create solutions to common problems - the feedback from these sessions led to the development of the Open Playbook for Best Practice. Throughout the year we have mapped diversity initiatives to surface what is already happening in each region. We now have over 300 initiatives listed on our Diversity Map.



Regional success

Looking to 2019 The purpose of the Tech Talent Charter is to catalyse action. We have seen great success in the regions we have visited in 2018. This success has been driven by signatories based in these regions who are passionate about creating positive change. The events in 2018 were a vital first step, but we will expand this in 2019. We are working with Atom bank help to form our first TTC regional steering group in the North East and we're pleased to see Nominet to begin working with new signatories Oxford IT Services and Oxford Brookes University this year.

We're also working with partners like Nationwide to plan our second larger scale event in the South West to work with the local employers, universities, Local 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 TTC 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."



2019 & beyond

We are extremely proud of all our signatories and the outcomes of our first report. The aim of the report was to map the state of play to act as a benchmark for the future, we are pleased to see that our members are already ahead of the pace of change. However, this is only the beginning and we are making a number of calls to action for our signatories and other employers.

1) Improving data collection. Signatories noted that whilst some of the data collection was challenging, it was a useful exercise for better understanding their own staff and demographic. Much of the data we required was optional for signatories, we would love to see more signatories collect this data ahead of next year.

2) Learning from sharing. TTC signatories have access to range of opportunities for signatories candidly share their experiences of different types of diversity and inclusion policies. This also allows companies of different sizes to share experiences and exposes companies to new ways of thinking. This is such an important tool for employers! In 2019 and beyond, we encourage employers to work collaboratively and share insights for the benefit of all. Diversity isn't a single company's problem, we can all work together and we can all benefit.

3) Local and regional solutions. As mentioned, the TTC has worked hard to push beyond the 'London bubble' and in doing so have worked with local networks across the country. This is something employers should consider also. 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) Deep dive into supporting returners and retraining. As return to work programmes, 'Returner' or 'Retraining' programmes, are becoming more common in the tech workplace, we encourage our signatories to consider what their organisation can be doing to support the retraining and upskilling of diverse talent. It's true, one size does not fit all, and therefore all of our signatories may not be able to implement a Returners programme. But with the resources you have available, what can your organisation do to improve the retraining and upskilling of female talent?

5) Changing the narrative. Our signatories are spread across the tech sector and other sectors that employ technical staff elsewhere, it is clear that they take diversity and inclusion seriously. But how do we ensure that culture change is happening alongside policy implementation? The technology sector is a thriving and exciting industry, how do we shift the narrative around diversity and inclusion in the tech sector to prove to prospective employees that this is a good place to work? What can the TTC do to communicate a new sector-wide vision of opportunities in tech to women and other under-represented groups?

Deeper insights 1



Think small then scale

It is often assumed that small companies are too small or too busy to focus on inclusion and diversity. Our members are clearly exploding that myth. SMEs are often fast-moving and agile and can make small shifts at pace to improve their company's approach to gender diversity. From this report and from our regional events, we are seeing how much we can learn from smaller organisations. Diversity and inclusion do not always require top-down company-wide policies; small and realistic goals to facilitate larger future outcomes are more effective. We know from our events that large companies are finding real success in allowing smaller groups/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 members outsourcing some or even all their technical work, we need to ensure that diversity and inclusion are embedded within supply chains. We've begun this by including recruitment companies in our membership, but looking ahead at the Charter's development, it is clear we now need to work closely with 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.



Rethink support for retraining and returners

Finally, our signatories are facing the dual challenges of using traditional routes to fill existing 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 members 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 TTC's work in 2019.



Deeper insights 2

Learning across sectors and company sizes : Whilst micro-enterprises often do not have the resource to deploy company-wide diversity and inclusion policies, for example mentoring or Returners programmes, 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. In particular, we look forward to identifying the aspects of culture, employee engagement and operations that appear to provide a platform for optimising diversity within these smaller businesses and taking these learnings to a wider audience of larger firms.

Changing the narrative of tech: The data we have collected also follows pre-established narratives that suggest women identify more strongly with design and the creative elements of tech over operational roles. There is also real work to be done in raise awareness of the range of companies who rely on great tech talent. There are clear trends between the data we have collected and data collected earlier in the talent pipeline, now strengthening the thesis that creativity and technology can not only complement one another, but the combination of both being offered side-by-side can attract a more diverse pool of candidates, therefore improving business performance. To take advantage of this potential benefit, the language used in role descriptions must accurately reflect both elements. Recent figures show that girls make up a higher proportion of design and technology GCSE students than computing and engineering^[3], and this has the potential to encourage negative knock-on effects for the tech industry if women are not supported into roles that encourage creativity and technical excellence in future job roles and employment choices.

Best practice

Sharing what works. The Open Playbook for Best Practice is an open source document with tips and insights from businesses and recruiters sharing what has worked well in their diversity journey.

Each section was created by one of our regional event themes. Interestingly, whether the event focused on recruitment, retention or returners, the theme of building an **inclusive culture** was considered essential to make real impact. Also, while we initially thought that the focus for 2018 would just be recruitment and retention, in each event, the issue of supporting those who have left tech and how to encourage and support those who wish to retrain and enter tech as a second (or third) career became an area of huge interest and discussion. We will therefore be **staging a series of events to address retraining and returners in 2019.**

Thus, while the Playbook will continue to expand as more and more members share what they are doing and learning, we now open it for all our members to use. It covers four key topics: **Culture, Recruitment, Returners & Retraining** and **Retention & Growth** and contains a section on other resources that are available for members to use.



Culture

Build an inclusive culture



Recruitment

Ensure diversity is embedded into your recruitment



Retention & Growth

Keep and grow your talent



Returners & Retraining

Support returners and embrace retraining

Our partners

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 TTC sponsors BAE Systems and the Department of Digital, Culture, Media and Support.

The logo for techUK, featuring the word "tech" in a bold, dark blue sans-serif font, followed by "UK" in a smaller, lighter blue sans-serif font.

techUK



Department for
Digital, Culture
Media & Sport

Department for
Digital, Culture
Media & Sport

The logo for BAE Systems, consisting of the words "BAE SYSTEMS" in white, uppercase, sans-serif font, centered within a solid red rectangular background.

BAE Systems



Thank **You**

This report wouldn't have been possible first without our signatories' hard work to gather and submit the data. We thank them for their work on this 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 DOT PROJECT for project management and coordination.