



# Diversity in Tech

An annual report tracking diversity  
in technology across the UK



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The Tech Talent Charter (TTC) is a non-profit organisation leading a movement to address inequality in the UK tech sector and drive inclusion and diversity in a practical and uniquely measurable way.

Our ultimate goal: that the UK tech sector becomes truly inclusive and a reflection of the society which it represents. We work at scale, addressing the tech ecosystem as a whole to drive change.

We focus on the how, not just the why of inclusion and we bring communities together and support the underrepresented.

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# Forward



**Debbie Forster MBE**  
CEO, Tech Talent Charter

<The Tech Talent Charter (TTC) is proud to publish Diversity in Tech 2019 – an annual benchmarking report tracking diversity in technical roles across the UK.

Over the last 12 months we have grown significantly, with our signatory base nearly doubling in size to 377 companies./>

In total the TTC represents 7.7% of the entire UK tech workforce across tech and non-tech sectors. This report is not only a snapshot of where our members are now, but is also a valuable tool to enable companies to benchmark their own progress against similar businesses. Our signatories represent 24 different industry categories, with large companies (250+ employees) forming 41.1% of our base, medium companies (50-249 employees) and small companies (10-49 employees) making up 23.6% and 19.2% respectively, and micro- companies (1-9 employees) composing of 16.1% of our signatories.

Our report uses data from 327 companies and is part of our TTC Toolkit – a set of free resources designed to help businesses improve their diversity.

Throughout 2019 we worked with signatories across the UK to uncover what was working and who they could work with in order to improve their inclusion and diversity. We have built this into our Open Playbook of Best Practice and our Inclusion and Diversity Directory.

Together with this report, these resources – our Toolkit – can help businesses understand what they need to work on, how they can do it and who they can work with in order to shift the dial on inclusion and diversity.

In our inaugural report, we highlighted the importance of collaboration. Today we are thrilled to announce that for the first time, the TTC is going to be working with companies in Leeds to create a collaborative regional ecosystem for those who wish to return to a career in tech. We hope to show that innovative and radical collaboration and a commitment to joining the dots can be a winning solution for businesses and communities throughout the UK.

For diversity efforts to be truly impactful we must build an inclusive culture for all. In our early days we focused solely on the lens of gender but many of our members are now asking for more. So, looking to the year ahead, we will begin to broaden our scope, looking to surface and share best

practices on ethnicity, age, disability, social inclusion, mental health, neurodiversity, and wider forms of intersectional diversity. It's been great to see some of our signatories already broadening their focus from diversity to inclusion and we will look to share what they are doing and learning along the way.

Our efforts to join the dots cannot succeed without your help. Since the TTC's inception, we have known that no single organisation, initiative or company can fix things alone. This report shows every type and size of company can and must become more inclusive and diverse. I hope your organisation, whether a start-up or large corporation, can utilise this alongside our wider toolkit to take away practical and sustainable insights.

# Key findings

24%  


Across our signatories women hold 24% of technical roles compared with the UK average of 16% (BCS).



Micro-companies (companies of 1-9 employees) continue to be the most gender diverse as in 2018, with women holding 42% of technical roles.



In certain tech disciplines women occupy a much stronger proportion of roles, with women holding 48% of technical roles in Quality Acceptance & Testing.



Of the Signatories who have a target for the number of women on shortlists, more than half were above the national average for the number of women in technical roles. This suggests that having a target for women is correlated with higher representation of women. It is noteworthy that 52% of signatories plan to bring in these targets for 2020 or already have them in place.



65% of signatories have a Diversity and Inclusion (D&I) strategy and an additional 25% plan to have one in 2020.



Of the 205 signatories doing better than the national average for employing women, 38% have a D&I strategy; only 26% of those below had one. This suggests having a D&I strategy is effective at improving the percentage of women in technical roles.



Of the 13% of signatories that have active retraining and/or returners programmes, 75% have above the average number of women in technical roles suggesting a correlation between these types of programmes and improved diversity. Companies that ran both returners and retraining programmes had higher diversity in technical roles at over 27%.



Over half (54%) of companies outsource some or all technical roles to a third party.



# Highlights: what we learnt from our signatories

## **Some tech disciplines are more equal than others**

The past two years have shown us that certain disciplines are more diverse than others. But there are disciplines such as Quality Acceptance (QA) & Testing that are showing a significant lead and could offer the opportunity for us to improve the diversity of disciplines that have previously been quite challenging.

## **Size matters**

For the second year running we have seen a clear trend that the number of employees in a company is correlated with diversity. Micro-companies are still leading the way with the highest representation of gender.

## **It's all about the culture**

When we look at the diversity of technical role holders, representation varies significantly for certain industries. It's not just about who has the skills, it's also about the inclusivity of the sectors that need them.

## **Companies are slow to embrace targets for women on shortlists**

Having targets for the number of women on shortlists has a marked consistent correlation with higher diversity. Despite this, adoption of this practice is still lagging.

## **High proportion of signatories outsource to third parties to meet their talent needs**

Over half of signatories outsource technical roles.

## **Training initiatives were the top choice**

The most frequently reported successful D&I interventions were Training & Education initiatives, but there is still more we can do to ensure that these strategies are effective.

## **Radical collaboration**

There are opportunities to partner with organisations to upskill and recruit diverse talent in a regional ecosystem.

## Spotlight on technical roles

We are pleased to say that the representation of women in technical roles across our Signatories is higher than other reported averages across the wider tech sector. According to the BCS, women make up 16% of the UK tech industry.

Amongst Tech Talent Charter Signatories women represent 24.1% of technical roles. This is a 2% drop from 2018, when women made up 26.1% of our Signatories' tech workforce, which is notably better than expected, due to the 61.8% increase in Signatories we have seen.



## Diversity in technical roles

Breaking down diversity by technical role type, we expected to see better gender balance in certain fields. User-Centred Design and Data both had significantly stronger representation of women in these roles last year and both areas maintained percentages above the average this year at 32%. However, a striking new outlier is in Quality Assurance (QA) & Testing, where an impressive 48% of technical roles are shown to be held by women.

We surveyed women working in QA & Testing to explore what attracted them to the field and what routes and pivots led them to this type of role. The research showed:

- > **86%** of the women surveyed characterised their uptake of a role in QA or Testing as 'accidental' or opportunistic.
- > **16%** reported that QA & Testing roles were taken up as a bridging move towards a software engineering role.
- > **23%** of individuals reported that they moved into QA & Testing roles as a result of an internal opportunity within their business.
- > **13%** reported that they took a QA role as a way to progress in their career because of various blockers to progression in other tech areas.

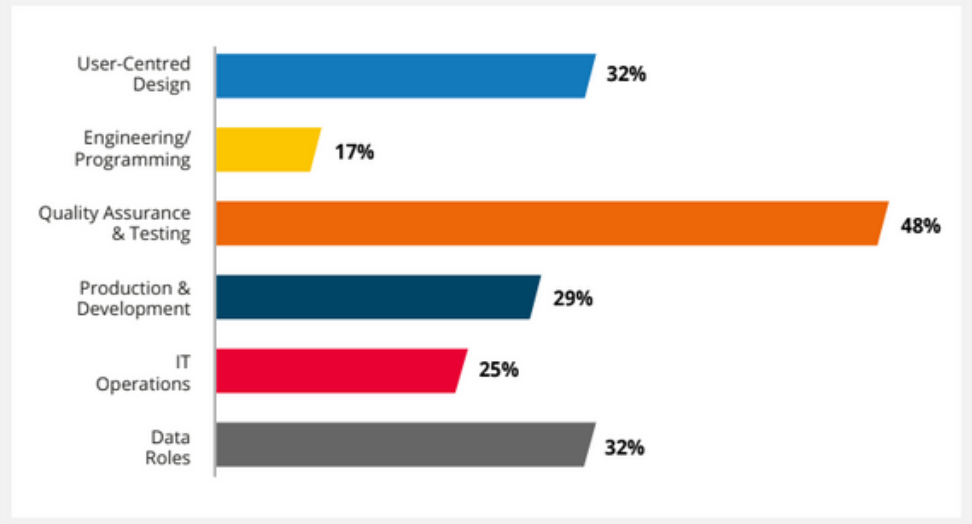
Our research highlighted different barriers to entry for QA & Testing roles compared to other technical roles. Amongst the people we surveyed, QA & Testing opportunities appear to have been more accessible to not only those with little or no tech skills or previous experience, but also women with degrees in Computer Science or IT who felt that they could not access other types of roles in the sector.

< I was told that if I wanted a team lead role it was testing or nothing - the "boys" led the technical teams.\* />

On top of this, the opportunities presented tended to come from within an organisation or product area already familiar to the individual, effectively aiding the role transition. Most interestingly, one in six of those we surveyed were using their QA & Testing roles as a stepping-stone towards another tech career objective (more technical engineering roles or a tech leadership position).

On the other end of the scale, there are still certain tech specialisms where women are less represented. The greatest area of opportunity is within engineering/ programming where women only make up 17% of role-holders.

Figure 01. Percentage of technical roles held by women.



**From our research we can see that the learnings from QA & Testing can be summed up and potentially applied to other sectors:**

### 1. Hire from within

Existing familiarity with a business gives candidates an advantage and makes trying out a new technical role more attractive.

### 2. Create new hiring pathways for candidates

Consider how to facilitate lateral moves into technical roles for people who have not followed linear tech careers in their education or prior experience.

### 3. Look for experienced talent elsewhere in tech

Give people from other discipline areas the opportunity to learn and develop new skills within your company.

\*Response from an anonymous survey conducted by the TTC in Dec 2019: "Women & Other Underrepresented Genders in QA & Testing".



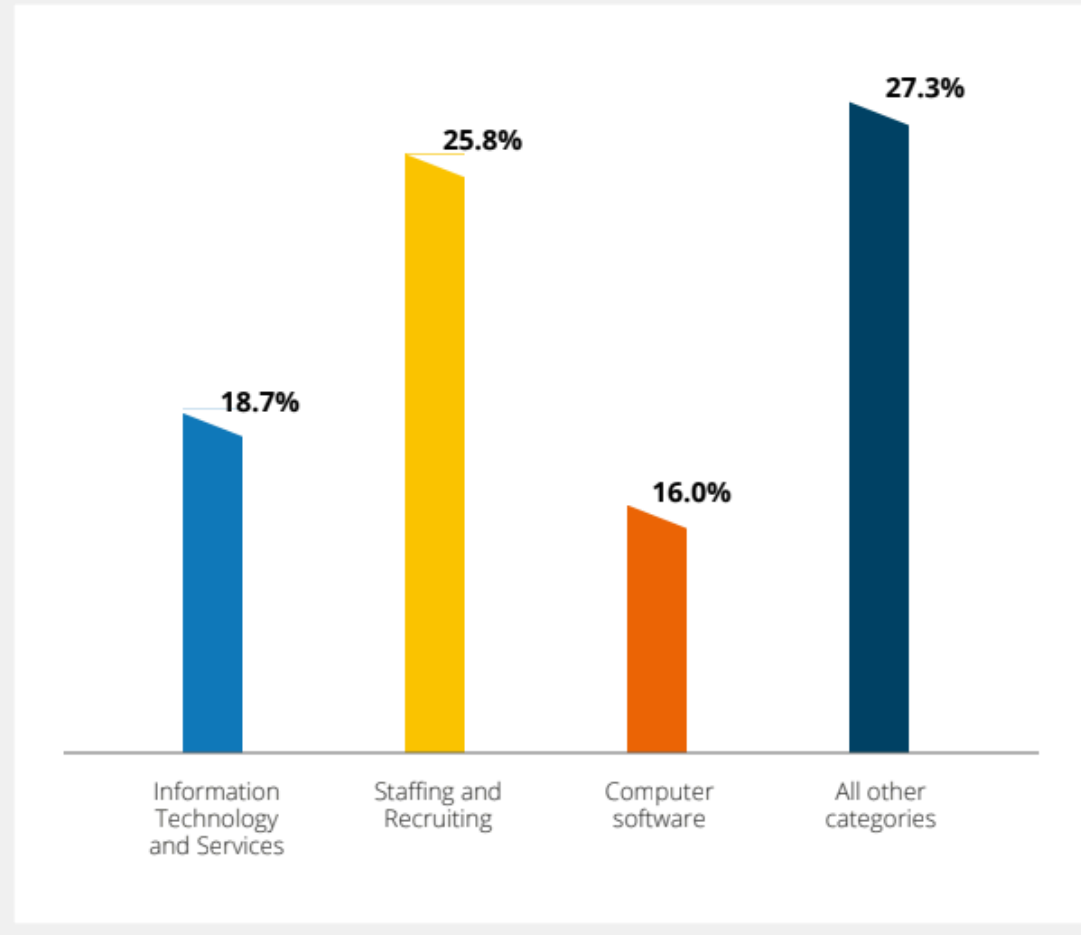
# Sector & culture matters

In addition to marked differences in diversity across various tech roles, we also found similar differences occurring between different sectors. Finance, Government Services and Telecommunications attracted the highest proportions of women with tech skills.

In comparison, IT & Services and Software Companies appear to have much tougher challenges in terms of gender diversity. This suggests that there are potentially systemic, cultural or inclusion issues that may be affecting diversity for companies in these sectors or that there are external perception issues.

Diversity does not work without inclusion, and it's clear that more work is needed to create and maintain an inclusive culture in certain tech industries. There is clearly opportunity for cross-sector learning.

**Figure 02.** Percentage of technical roles held by women in specific industry sectors.



< Ensuring recruitment teams are balanced, from a gender, experience and skills perspective throughout the hiring process will help tech organisations build diverse and inclusive cultures across their businesses. At CWJobs, we have created our own Women in Tech network, to improve our own gender balance.

This involves a mentorship programme so women can be coached by senior female co-workers, as well as running focus groups to best understand how we can support women better in the company. />

**Dom Harvey**  
Director, CWJobs

# Company size matters

The data we have collected shows clear differences between the size of an organisation and its gender balance for technical roles.

In 2018, we found that micro companies led the way with the highest representation of different genders and they continue to maintain a convincing lead.

# 41.9%

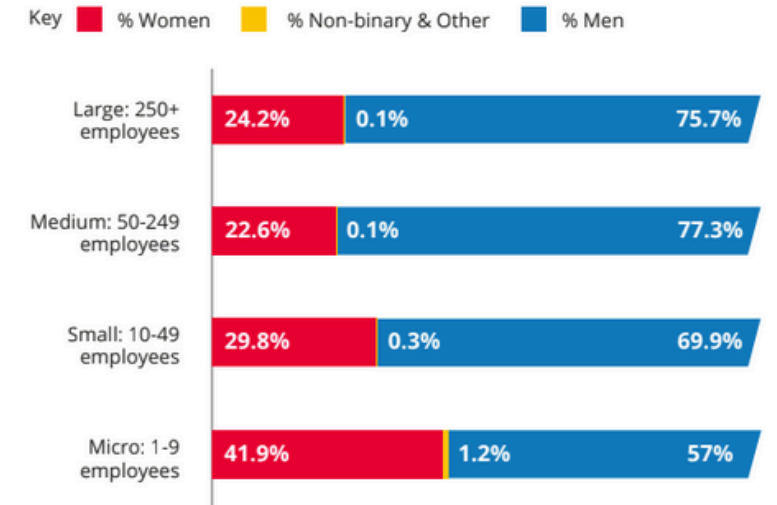
of technical roles in micro-companies (1-9 employees) were held by women this year.

Whilst micro-companies have less capacity to deploy investment-heavy diversity and inclusion policies, for instance mentoring or Returners programmes, they have the highest gender diversity when controlled for headcount.

Interviewing a large staffing and recruiting organisation as to why this may be the case, they reported that small tech companies fare better because organisational structures are flatter. This makes implementing process and cultural change easier and faster. Without the bureaucracy of established companies, start-ups can be more encouraging of gender diversity.

At the other end of the scale, medium-sized companies with between 50-249 employees have the most room for improvement, with the representation of women in technical roles averaging at 22.6%. Whilst large companies (250+ employees) are similarly challenged, this group reported a notably increased proportion of women in technical roles since last year, up by 5% from 19.2% to 24.2%.

**Figure 03.** Percentage breakdown of technical roles according to company size.



< D&I policies require genuine buy-in at the top and it feels easier to get the buy-in necessary in smaller businesses – often it's driven from the top. />

**Dania Lyons**  
Customer Engagement Manager, Mortimer Spinks



51.6%

**of senior business leader say the biggest obstacle to diversity in technical roles comes from receiving too few applications from diverse candidates.**

Gender diversity steeply drops off amongst signatories once a company grows beyond 10 people. A diversity & inclusion training company highlighted that in a small company where everyone is contributing and valued, when more people are added, competition for projects increases and it can become harder to maintain the culture.

Supplementary data from Attest, supports these findings, with C-Level respondents & Founders from companies larger than 10 employees noting that one of the biggest problems at scale is that their culture doesn't appeal to a wide range of people.

This was additionally confirmed by Incite Solutions Limited (ISL) Recruitment's research which saw that scale-ups can find it harder to keep the same culture once they expand.

The change in diversity as companies scale up brings them in line with the wider recruitment market and talent pool where we know attracting diverse talent can be a challenge. Attest's data shows 51.6% of senior business leaders see the biggest obstacle to diversity in technical roles comes from receiving too few applications from diverse candidates – with the next most important issue being that companies do not have the resources to handle gender diversity.

Developing from a small company where leaders and contributors work closely together, to one that requires middle-management can also have an impact on the culture of the workforce. When it comes to culture and management style, 80% of the respondents in ISL's research said their manager has a significant impact on their level of happiness.

Growing companies need to focus not only on robust hiring processes and innovative recruitment tactics, but also building a strong leader-driven culture with inclusion at its core, so that as they scale, the characteristics that attracted their diverse team are not lost in the process of growth.



80%

**of the respondents in ISL's research said their manager has a significant impact on their level of happiness.**

< Startups typically add employees by hiring people they know or strong referrals from their network. So a diverse team of 4 will each be able to access their personal network, which will have a good chance of replicating the diversity they represent.

Once they reach a tipping point, both in terms of employee growth rate and exhausting the supply of their network, they need to consider a new set of tactics. They need more people than their (diverse) network can cope with. />

**Alan Furley**  
Director, ISL Recruitment



# What gets measured gets done: diversity targets for shortlists

Part of the Tech Talent Charter pledge is to adopt inclusive recruitment processes, working towards a goal that, wherever possible, women are included on the shortlist for interviews.

Despite this TTC pledge, just 29% of signatories have established a target for women candidates on hiring shortlists.

Having targets for the number of women on shortlists has a marked consistent correlation with higher diversity. Of those that do have a target in place, 64% were above the national average of 16.4% women in technical roles. It is pleasing to see that of the companies who do not currently have targets for the number of women to be included in shortlists for interviews, 23.5% are planning to change this.

When putting together a shortlist of qualified candidates, the Government Equalities Office recommends making sure more than one woman is included, as shortlists with only one woman do not increase the chance of a woman being selected.

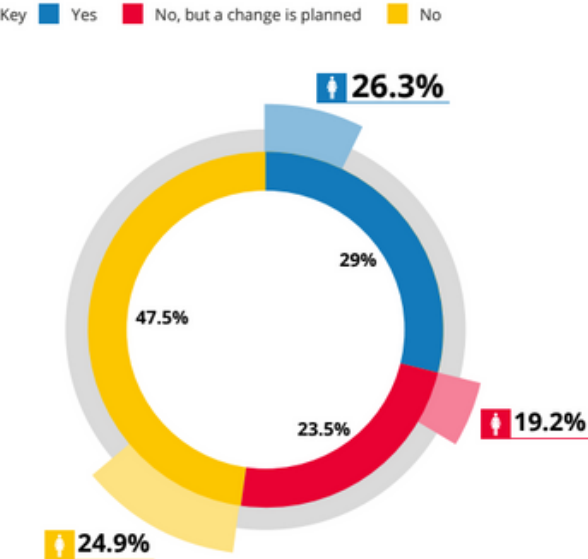
A recent study showed that if you have only one woman on a four-person shortlist she has statistically zero chance of getting the job, whereas by adding just one more woman, it is more likely that you'll consider hiring a woman. If the best candidate is a woman then using a representative shortlist which has more than one woman makes a substantial difference to her chances, and if the best candidate is a man then he would still be hired from the same shortlist.

This improves employers overall chance of hiring the best candidate while ensuring men are not disadvantaged. For shortlisting to be effective, it needs to contain two or more qualified women.

29%

of TTC signatories have established a target for women candidates on hiring shortlists.

Figure 04.  
Inner: Percentage of companies with and without a target for the number of women to be included in shortlists for interview.  
Outer: Percentage of women in technical roles in each segment.



52.5%

**of TTC respondents reported that they either already have or plan to introduce targets for the number of women on interview shortlists.**

For two years, we have seen a clear trend that those companies employing diverse shortlists have diverse teams. Whilst 47.5% of signatories do not plan to have targets for the number of women on shortlists, if companies that do intend to bring this in enact their plans, 52.5% of signatories will be using shortlisting strategies to improve diversity.

It's promising that companies are increasingly changing their processes to adhere to best practice on shortlisting, but achieving those targets can be a challenge.

< We aim to interview at least one woman for each role. That doesn't sound a lot, but the recruiting reality means that it is still a stretch. Our challenge is getting the applications in the first place. There's a tough fight out there for talent. />

**Beverley Hamblet-Bowes**  
HR Director, Nominet

We asked companies in the staffing and recruiting sector about the practical challenges of implementing targets for shortlists. The responses were indicative of systemic difficulties for recruitment in the tech sector:

- > **Shortage of diverse candidates.**
- > **Remuneration system that rewards placing candidates in roles as fast as possible.**
- > **Women candidates are less likely to apply for roles for which they do not meet all criteria compared to men who have the same skill-set (Harvard Business Review).**

It can be tough to ask companies to consistently refocus on the recruitment wheel, but to get the best out of the limited pipeline of tech talent, our research shows that the combination of putting multiple women on shortlists and alignment of these goals with staffing and recruiting partners can increase the diversity of candidates sourced and hired.

< Since 2016, we've required the many agencies that support our marketing and communications efforts to submit a diversity scorecard – with the aim of increasing the representation of women and underrepresented groups within HP agency teams and the creative sector at large.

We have also launched schemes such as the HP Funded Heads programme which creates a series of ambassadorial position within HP's reseller and channel partners, funded by HP. In the UK, all future investments are dependent on the channel partner putting forward an equal split of male and female candidates. />

**George Brasher**  
UK & Ireland Managing Director, HP

# Outsourcing

< Cisco has a number of programmes that look at the diversity of not only recruiters but all our suppliers on a regular basis. We have a Diversity Supply Chain programme with senior females participating as sponsors for smaller supply chain partners. We are committed to a diverse supply chain. />

**Hema Marshall**

Director Small Business UK and Ireland, Cisco

54%

**of our signatories  
outsource some or all  
of their technical roles.**

As with last year, we have seen a high proportion of signatories use outsourcing to third parties to meet their talent needs. Over half (54%) of our signatories outsource some or all of their technical roles. The companies that outsource some of their technical roles average more than 4.5x the size of the companies that do not outsource any of their technical roles. Interestingly, we found that companies that outsource technical roles reported better gender diversity in their in-house teams than national and TTC averages and we will seek to investigate the reasons for this in the coming year.

Our research shows that diversity is an important outsourcing issue for both the client and service provider. Normally, diversity management resides with HR, but this is not the case for outsourced staff who are out of reach from the HR department. At the same time, the client has no obligation to deal with diversity or inclusion issues that may arise once outsourced talent has been onboarded. However, we are pleased to hear that a number of signatories have already taken strong steps to drive positive change through the supply chain.

We want to ensure that the Tech Talent Charter's messaging on diversity and inclusion is embedded within supply chains, whether that's through individual signatories or working closely with third party businesses.

< We take care to induct all our suppliers so that they understand the company culture, and our desire to get the best candidate for our roles. They are aware of our challenge to ensure that we attract applications from the widest pool of talent, and work closely to make that happen. />

**Beverley Hamblet-Bowes**

HR Director, Nominet

# What's working for signatories

This year we asked our signatories to indicate what they have found works best for improving diversity in their organisations.

Here are the top 5 most frequently cited successful D&I initiatives.

1.

## Training & Education

Signatories attribute success to training initiatives, mentoring programmes, return to work programmes and outreach programmes at schools and colleges.

2.

## Events

Companies believe they have had positive results from attending Women In Tech, WomenHack, SheCanCode, Women of Silicon Roundabout and other events.

3.

## Branding

Changing their branding to be more gender neutral and to target their recruitment efforts specifically at women.

4.

## Flexible Working

Success has come from reviewing their flexible working arrangements.

5.

## Sponsorship

Appointing D&I sponsors or committees to focus on diversity matters.



## Focus on training & education

The most commonly reported successful D&I initiatives were in Training & Education. Signatories referenced various types of learning experiences including formal classroom training, mentoring programmes, retraining and returners programmes and outreach programmes.

Almost every functional aspect of a diversity initiative requires some type of training and education. With 90.4% of our signatories with or planning to have diversity & inclusion policies, it is understandable that this a top priority.

90.4%

of our signatories plan to have diversity & inclusion policies.

Throughout 2019, we worked with members online and at our regional events across the UK, including Leeds and Gloucestershire, to hear what was working and to learn who was operating in this space to create an Open Playbook of Best Practice and Inclusion and Diversity Directory.

< The results show that there remains a huge opportunity to drive inclusivity across the tech landscape. At Lloyds Banking Group, we have a number of initiatives – retraining schemes, Apprenticeships, digital champions and returners programmes – which are helping to tackle this challenge, but working in partnership and learning from others is crucial. />

**Jemma Waters**

Head of Responsible Transformation,  
Lloyds Banking Group



## Build it and they still might not come...

However, although training was widely considered a helpful intervention, companies may still have work to do to ensure that women's uptake of training opportunities is maximised. In addition to our own data, we analysed Global Web Index data which showed that within the tech industry, training is consistently regarded more favourably by men than by women. Women's perception of training quality decreases as they progress into higher paid roles, whereas the opposite is true for men.

When we consider that women are still less convinced by the quality of training they receive at work compared to men, we may have more work to do in ensuring the training we provide is meeting the needs of women as well as men and facilitates career progression, growth and trust in an organisation's commitment to retain, retrain and value women. It's crucial to liaise with internal and external groups such as gender and minorities groups, to create a bespoke programme that works.

\*Data gathered using Global Web Index survey results between Q2 2018 - Q3 2019 based on 8.7k survey respondents who work in the tech industry in the UK.

Figure 05. Percentage of **women** working in the Tech industry who rank training as good/excellent by age group.\*

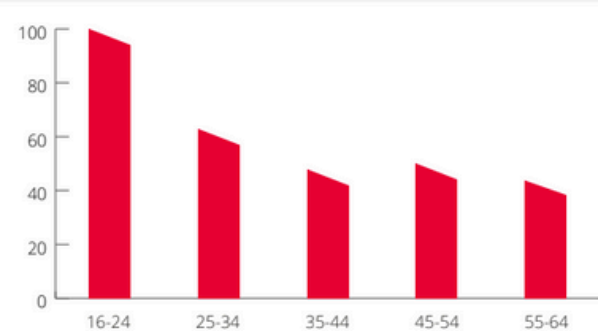
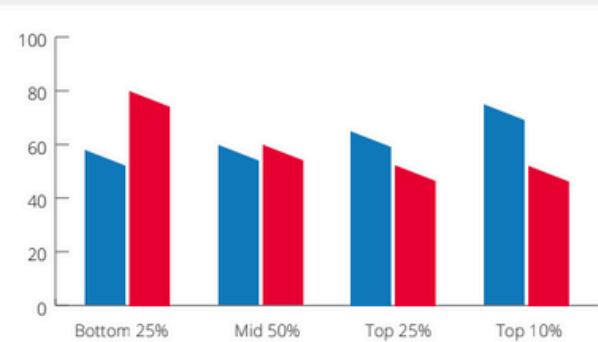


Figure 06. Percentage of **women** in Tech vs percentage of **men** in Tech who rank training as good/excellent grouped by earnings.\*



< Companies need the best talent simply to be competitive. It's really not a choice. We want – and need – to bring in diverse talent, and to do that we have implemented a six-part plan. />

**Beverley Hamblet-Bowes**  
HR Director, Nominet

# Case study

## Nominet: attracting diverse candidates in a competitive landscape

1. Changed the recruitment “shop window” to encourage applications for example by changing lists of ‘must have’ accomplishments to a summary of skills.
2. Ensured our website reflected the breadth of talent we have, and in particular our ‘women in tech’ role models.
3. Set up specific manager training to tackle any unconscious bias when it comes to recruitment.
4. Ditched the ‘one size fits all’ in favour of a flexible benefits package.
5. Funded initiatives that have a wider impact.
6. We measure our progress. Although not obliged as we are under the threshold, we follow best practice by tracking how we are doing in terms of gender pay gap, and will be reporting progress in our next annual report. We also look at the levels of applications we get from men and women.



## Retraining and Returners programmes

We know that offering opportunities to women returning to work after a career break is an important part of addressing gender diversity in the tech sector. Yet 49% of signatories do not have a retraining or returners programme and do not plan to change this.

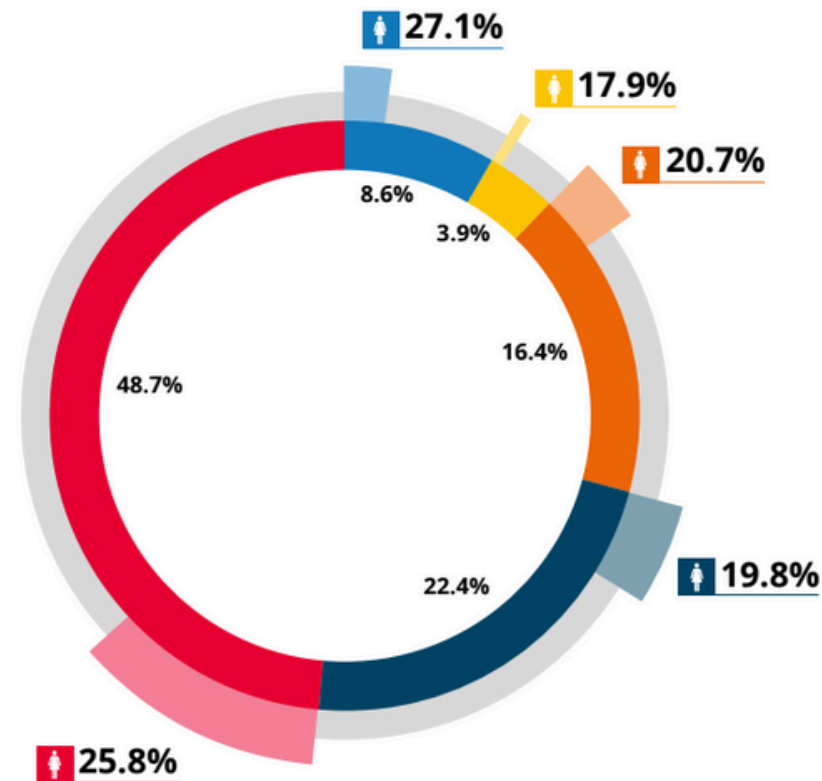
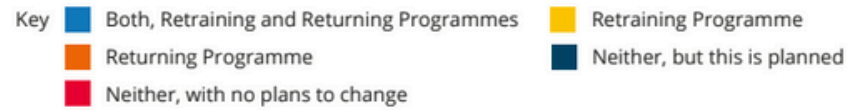
Of the 13% of signatories that have active retraining and/or returners programmes, 75% have above the average number of women in technical roles suggesting a correlation between these types of programmes and improved diversity. Companies that ran both returners and retraining programmes had higher diversity in technical roles at over 27%.

The number of signatories with retraining and or returning programmes is set to double next year if those planning to introduce these programmes are successful. By shining a light on returners, we can attract, retain, and progress more experienced and technically skilled women, easing the shortage of diverse talent throughout the pipeline.

Figure 07.

**Inner:** Percentage of companies with and without a retraining and/or returners programme.

**Outer:** Percentage of women in technical roles within each segment.



27%

of technical roles are held by women in companies that have both Returners and Retraining programmes.

< The value of returners programmes cannot be understated. They offer access to a largely untapped pool of talent that conventional recruitment methods often miss. We urge all signatories to offer alternative routes and pathways for women who are looking to get back into the workforce, and break down the barriers to returning to fulfilling tech careers. />

**Antony Walker**

Deputy CEO, techUK

< We launched an accelerator programme for graduates, apprentices and junior staff earlier this year, to provide a path for employees to transition into or start a tech career within our UK business. This is being rolled out in phases this year and next, providing an opportunity for six new technical roles. />

**Dom Harvey**

Director, CWJobs

# Radical collaboration

## A whole region joining together to solve a diversity problem

Doing a deep dive into regional variations to understand the nuances that exists across different places is important. Not only does it provide context as to which cities may be performing better in terms of diversity and inclusion, but it also allows us to learn from regions that are performing better.

Tech Nation did a regional tour for their Bright Tech Future Report to understand the requirements, successes and challenges of 13 tech clusters across the UK. The differences between locations shows the importance of taking tailored approaches based on regional needs.



< In Leeds we thrive on collaboration. This new project with TTC plays to our real strengths and ambitions as a city in putting technology, skills and diversity at the heart of a project which will support business growth and investment in the city whilst maximising opportunities for residents, and returners in particular. />

**Tom Riordan**  
Chief Executive, Leeds City Council





88,042

**digital tech job openings in Leeds in 2018.**

The TTC are delighted to be launching our first returners ecosystem in 2020 in partnership with Leeds City Council. This ground-breaking work looks to bring together local partners to share knowledge and pilot the creation of a mini-ecosystem around tech returner programmes in the area.

In 2018, Leeds had 88,042 digital tech job openings. This is where a practical venture that creates greater access, for both potential candidates and companies of all sizes, can support the local economy. The key will be ensuring that all the outcomes link into existing programmes and initiatives put in place by the Council and local sector partners, complementing returners programmes in the area.

After the TTC's Leeds event in June, sponsored by Channel 4, Lloyds and Accenture, there was appetite from the Council, local employers and training providers to collaborate in a new way to create opportunities both for businesses and the many people in the area who may have left tech as a career but who wish to return.

By mapping existing provisions and securing commitment for co-promotion and co-signposting of programmes, we can help people in Leeds secure roles upon completion of that training.

Partner companies will be sharing best practice and larger companies are committed to opening the programme to smaller companies to recruit from. This extends the great existing work already going on in Leeds and ensures new developments are sustainable and scalable at the regional level.

We will also be working to gather best practice in setting up and running schemes to support employers considering creating provisions themselves.

< When it comes to diversity and inclusion it's about brand humility. That way we can share how we change the overall landscape. />

**Hema Marshall**  
Director, Small Business UK and Ireland, Cisco

# Call to action

Here's what you and your organisation can do to help us build an inclusive future.

1.

Take steps to build a culture of inclusion by reviewing behaviour and internal processes via a D&I audit.

2.

Explore non-traditional training initiatives and alternative pathways that provide under-represented groups with a route into the tech talent pipeline.

3.

Set goals for and measure the diversity of candidates on hiring shortlists.

4.

Drive change through the supply chain by questioning suppliers on their D&I practice and metrics.

5.

Work closely with women and other minority groups to ensure that retraining and returners programmes are appealing, impactful and sustainable.

6.

Examine where there are opportunities to partner with organisations to upskill and recruit diverse talent in a regional ecosystem. Get involved with the Tech Talent Charter project in Leeds or contact us to register your interest in running a collaborative programme in your region.

# Benchmark yourself

The TTC Annual Data Report offers a snapshot of progress amongst the TTC signatory base, but it is also designed as a tool to assess a company's diversity in comparison to businesses of similar circumstances.

Our intention is that companies will review the following benchmarking diagrams, orient their own company performance on the diagram and then from their placement against their benchmark, seek to improve their performance in areas where they fall below average for companies of their size or industry.

## How to use these benchmarking graphs

### Step 1.

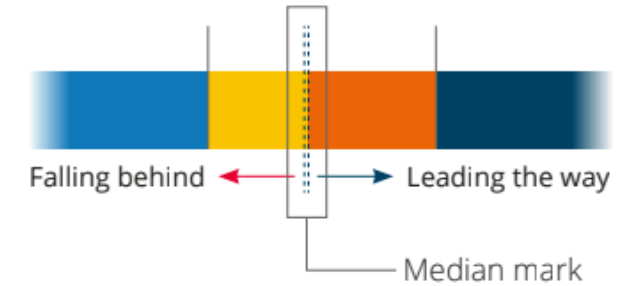
Collect your own company diversity metrics.

### Step 2.

Mark your metrics on the relevant graphs shown below and on the next two pages.

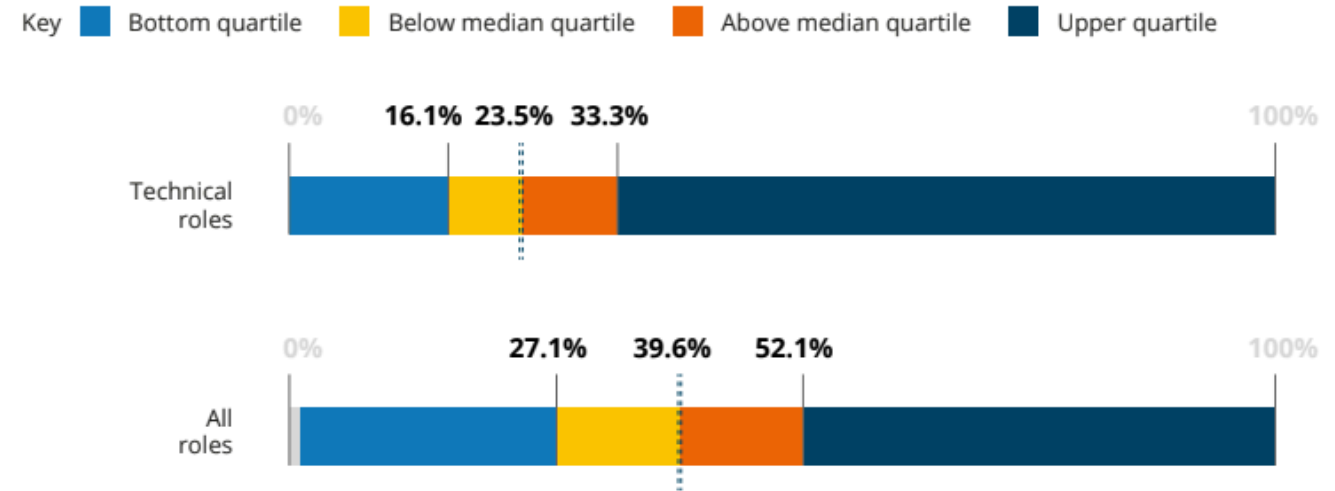
### Step 3.

Compare your scores to the markers. Are you above the median? If so you're helping to draw the industry forward! If you're below the median, you have more work to do!



## Benchmark yourself: diversity across all company roles and technical roles

Figure 08. Distribution of percentage of women in roles by quartile (all members).

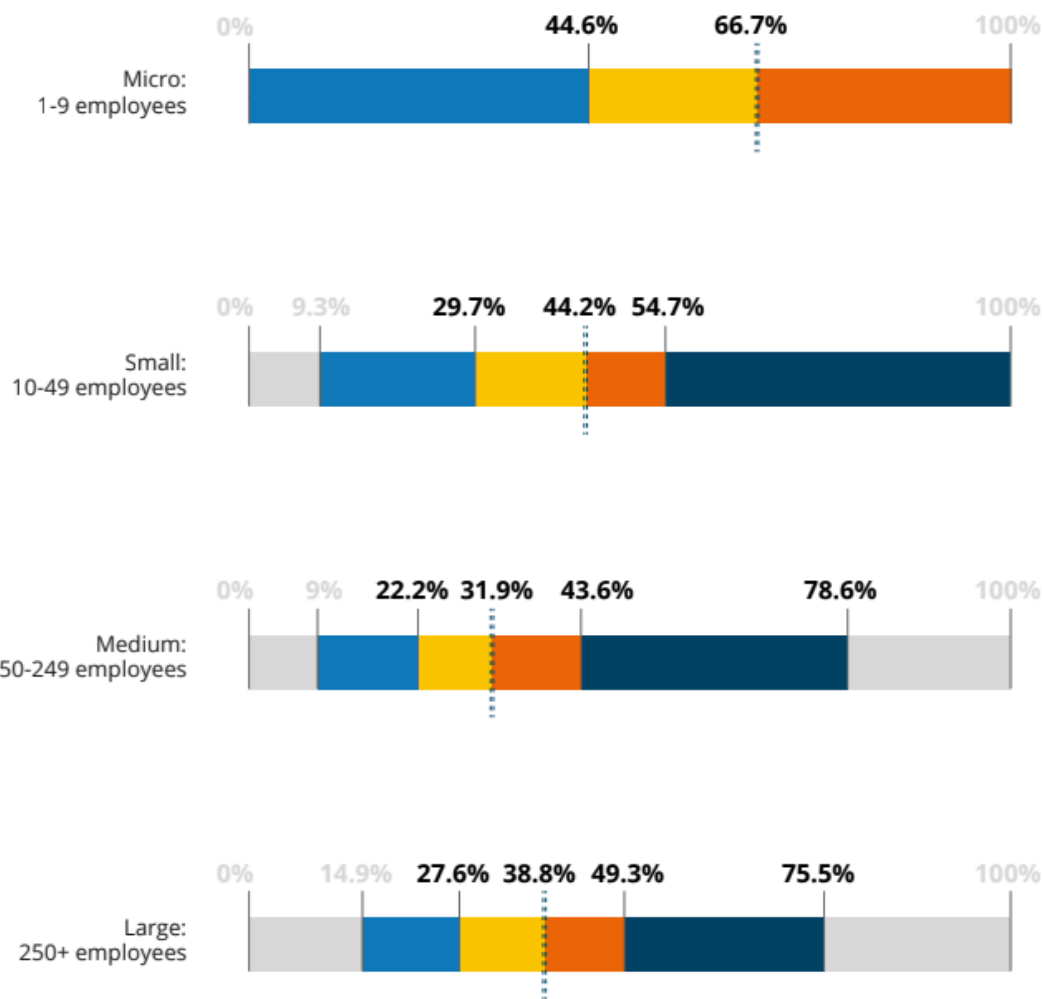
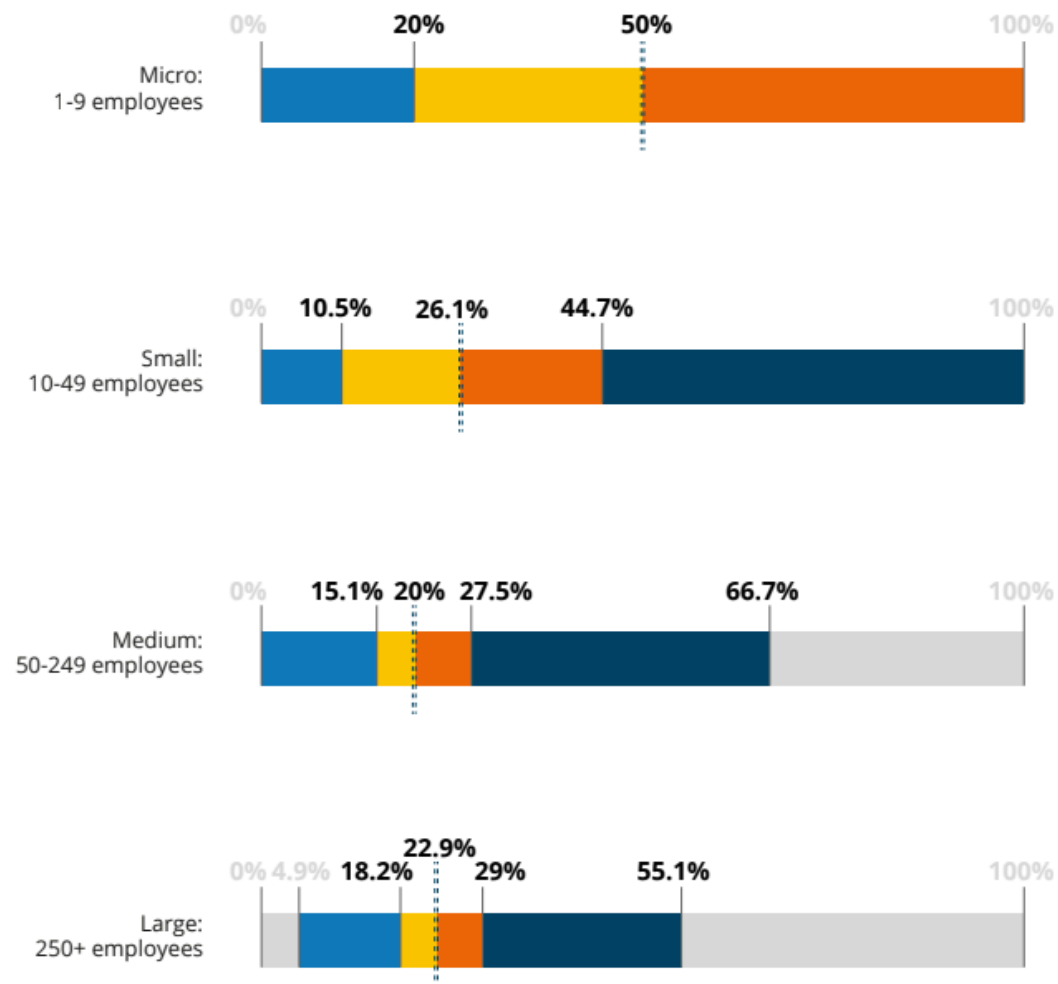


## Benchmark yourself by company size

Key ■ Bottom quartile ■ Below median quartile ■ Above median quartile ■ Upper quartile

**Figure 09.** Distribution of percentage of women in 'technical' roles (by company size).

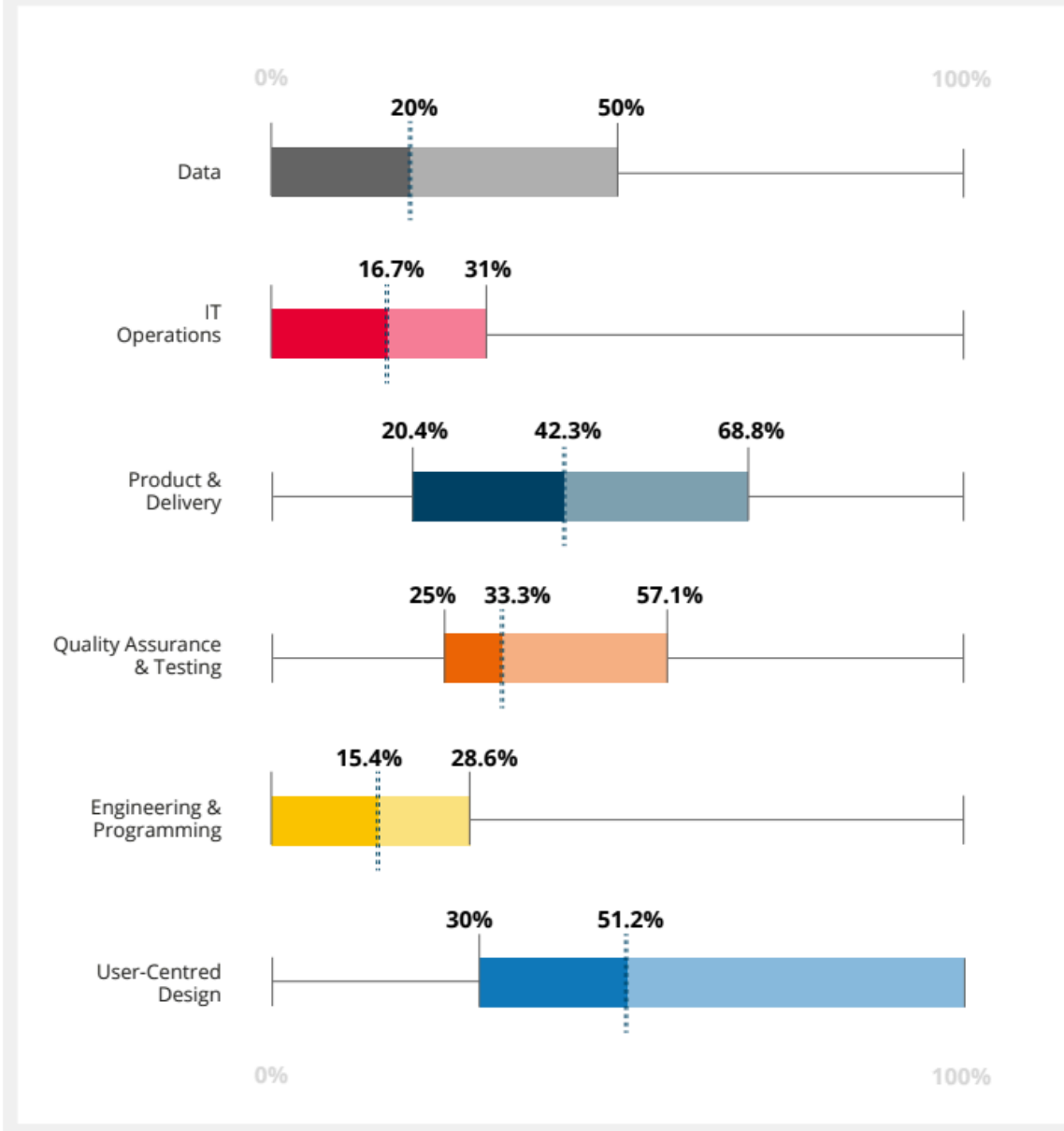
**Figure 10.** Distribution of percentage of women in all roles (by company size).





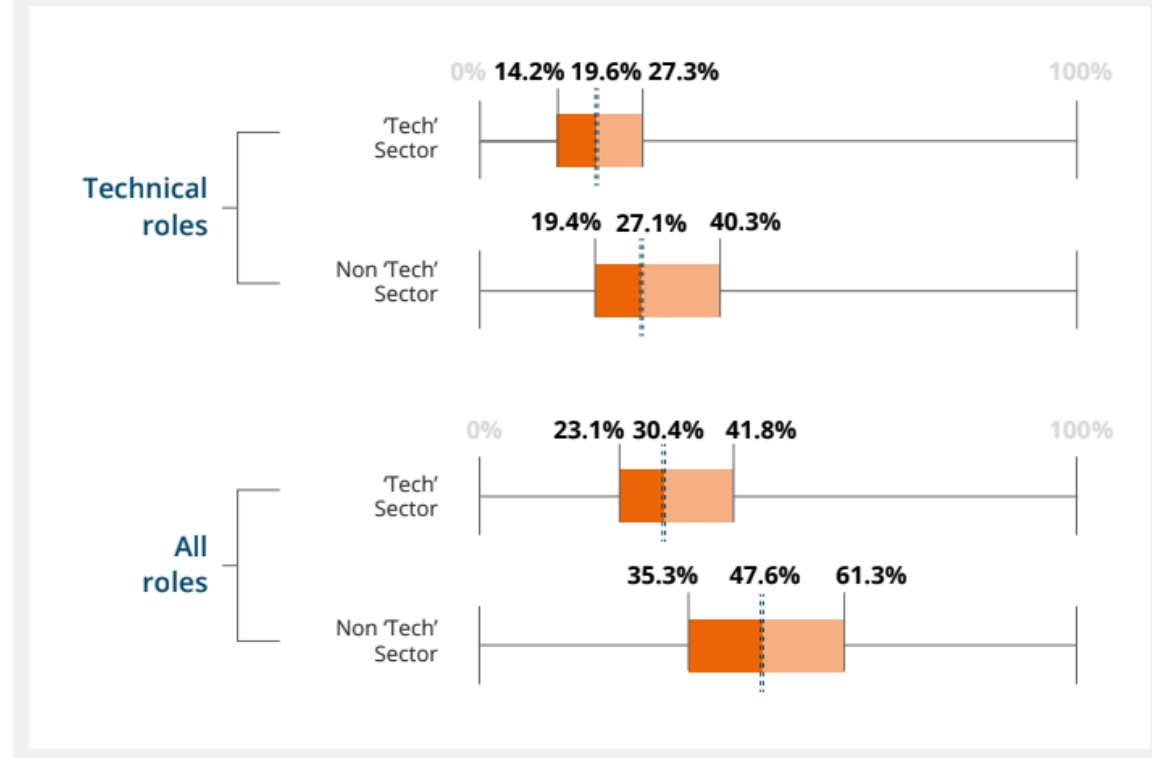
## Benchmark yourself by role area

Figure 11. Distribution of percentage of women in 'technical' roles (by job family type).



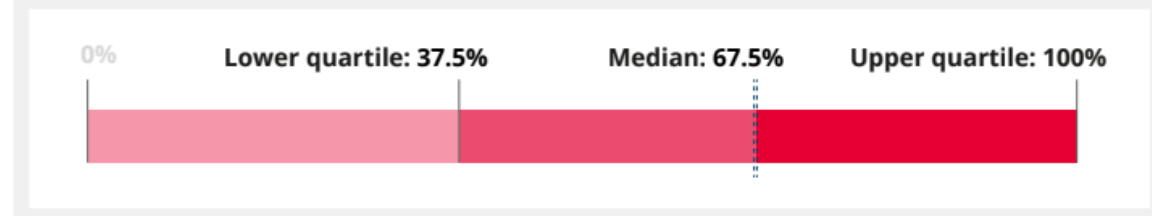
## Benchmark yourself by 'tech sector' or 'non tech sector'

Figure 12. Distribution of percentage of women in roles by sector.



## Benchmark yourself by frequency of women on shortlists for roles

Figure 13. Distribution of percentage of appointments in 'technical' roles with at least one woman in shortlist.



# Our signatories

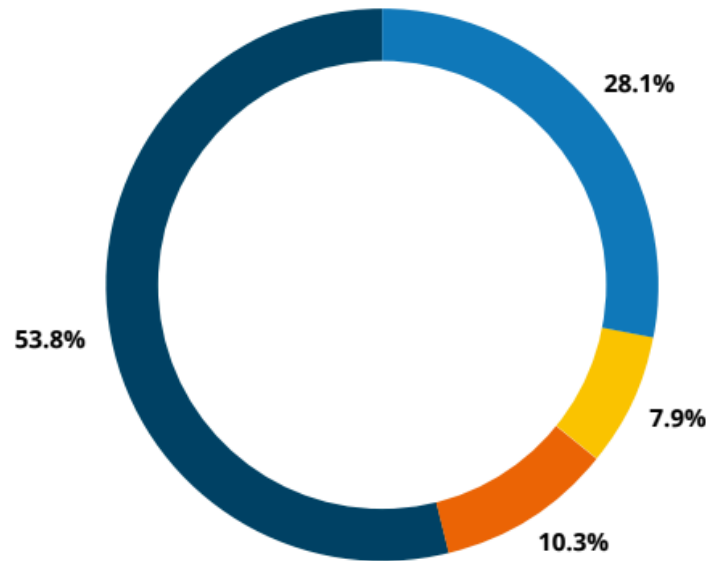
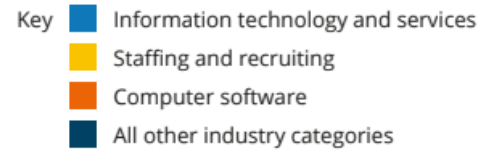
## Demographic and sectoral breakdown

Tech Talent Charter signatories span the full range of business sectors and are not just technology or digital focused organisations. They also include businesses of all sizes from micro companies to start-ups to small, medium and large multinational companies.

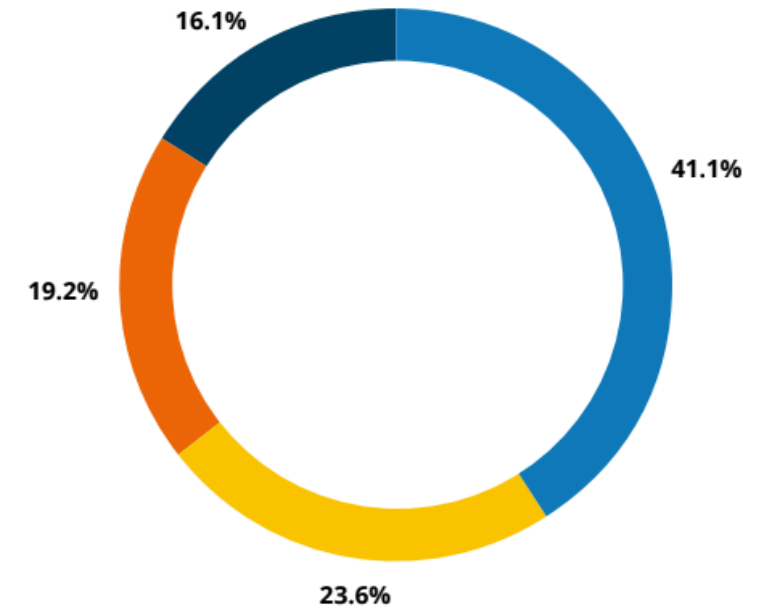
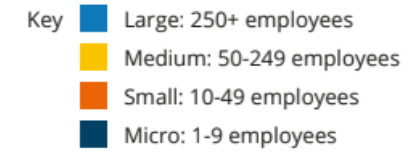
We are proud that our signatories are located across the UK and represent 24 different industries categories. 38.4% of our signatories are from tech companies, 7.9% from Staffing and Recruitment and 53.8% from all other industry categories.

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

**Figure 14.** Proportion of signatory responses by industry category.



**Figure 15.** Breakdown of signatories by company size.



# Methodology

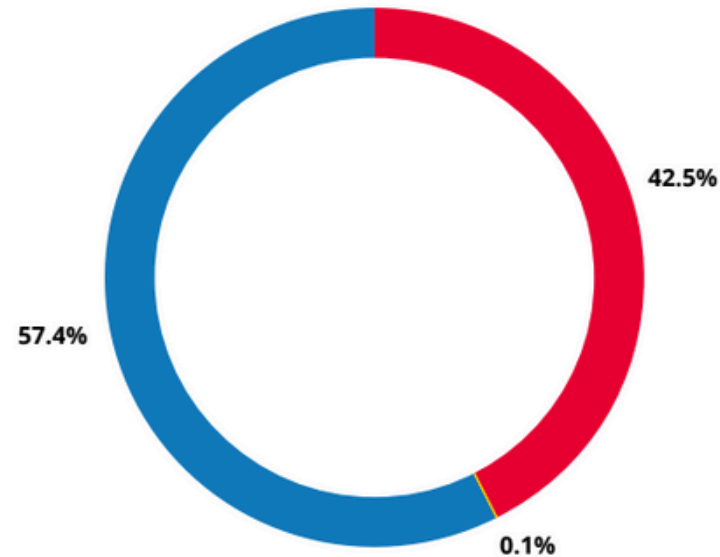
1.87 million people worked in digital technology in 2018 according to Tech Nation. Tech Talent Charter signatories employ 704,634 people of which 143,155 are in technical roles. Tech Talent Charter represents 7.7% of the total tech workforce in tech and non-tech sectors across the UK.

**42.6%**

of the total roles (technical and non technical) reported by signatories were held by women.

**Figure 16.** Percentage of women, non-binary & other and men in all roles.

Key ■ Men in all roles  
■ Women in all roles  
■ Non-binary & Other in all roles



## 2019 Research data set

As our second year draws to a close, the Tech Talent Charter has 377 signatories and counting. For the purposes of data collection however, we have worked closely with 327 of our signatories, with 292 cross-sector organisations to collect the data between 2nd September and 30th September. The Senior Signatory, Principal or Data contact for our organisations were asked to fill in the survey. The survey submission was split into a mandatory section and an optional section.

To become and remain a Tech Talent Charter signatory, companies must commit to providing the mandatory data. Those organisations who did not were removed from the signatory list. As signatories vary each year, the Tech Talent Charter has been mindful to showcase a contrast between snapshots. The 2019 report provides a useful indicator of the state of play across our very diverse range of signatories and the UK business industry as a whole.

44% of companies did not share optional data. In the future, the Tech Talent Charter will move certain optional questions to the mandatory section to ensure integral data can be gathered and explore how to amend the questions to obtain more meaningful data.

## Connecting the data dots

This year we were delighted not just to be able to analyse our signatories' data but to begin connecting this data set with those held by external organisations and to draw on additional expertise, giving us a richer, deeper set of insights than last year.

We hope to continue to 'connect the dots' in this area more and more in future years.

## Data collection

All organisations collected and reported their own data, which was protected by NDA. The data was loaded to a secure platform, analysed and interpreted by Attest, a consumer growth platform. Attest also provided additional proprietary data from C-Level and Founder respondents. These were gathered through their insights platform, which enables companies to make data-driven decisions by surfacing insights and visualising them through their interactive dashboard.

## Insight creation

In partnership with Lloyds Banking Group, we then ran a hackathon with their internal analytics community and data innovation team. We were also joined by data scientists, innovation specialists, and analysts to understand the key trends and opportunities for action. Building upon the signatory dataset, broader secondary research and data inputs were brought in via social insights platform Pulsar and Global Web Index to build a richer contextual picture. The resulting report has been co-written by Nimmi Patel, techUK and Lexie Papaspyrou, Tech Talent Charter.



# Thank you

This report was made possible thanks to the generous support of many organisations and individuals.

Many thanks to our sponsors:

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We are also extremely grateful to have received pro bono support and resources from:



Responsible Transformation & Group Analytics Teams



With additional thanks to:

[Global Web Index](#), [Pulsar](#), Beth McGarrick (Attest), Sarah Levisieur (Attest), Jemma Waters (LBG), Cat Fraser (LBG), Nimmi Patel (techUK), Holly Smith (Databricks), Jacqui Smith (LBG), Caroline Hargreaves (British Cardiovascular Society), Diana Akanho (Tech Nation) Sundiatu Dixon-Fyle (McKinsey) and Serena Tay.







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# Diversity in Tech 2019

