GENTALENT KIT
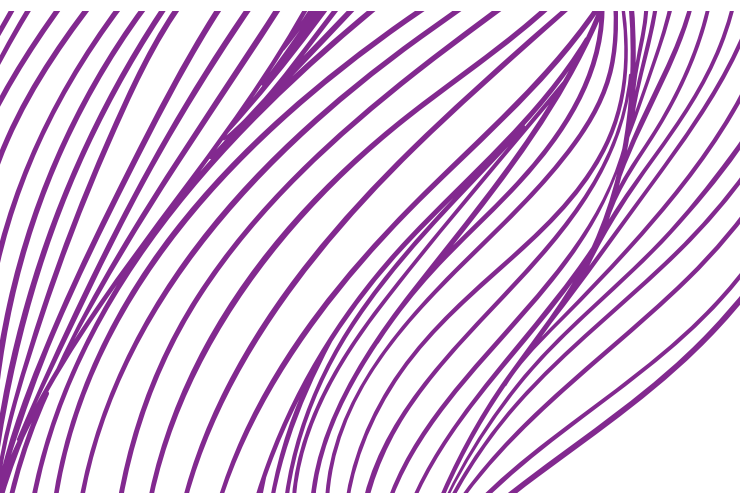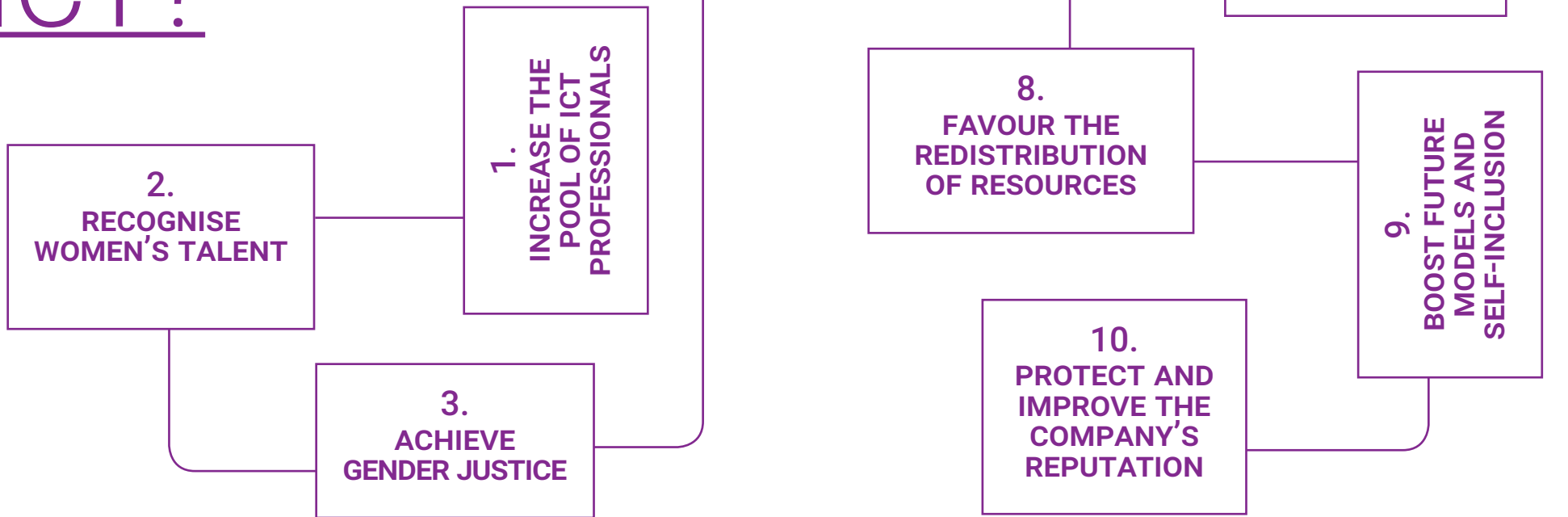
GUIDE TO THE INCORPORATION, RETENTION, AND PROMOTION OF FEMALE TALENT IN THE ICT SECTOR

WHY IS IT IMPORTANT TO HAVE WOMEN IN ICT?

4.
COMPLY WITH REGULATIONS

5.
REDUCE RISKS AND IMPROVE THE EFFECTIVENESS OF DECISIONS AND RESULTS

6.
IMPROVE IN INNOVATION

7.
CREATE A DIFFERENT KIND OF TECHNOLOGY

1.
INCREASE THE POOL OF ICT PROFESSIONALS

2.
RECOGNISE WOMEN'S TALENT

8.
FAVOUR THE REDISTRIBUTION OF RESOURCES

9.
BOOST FUTURE MODELS AND SELF-INCLUSION

3.
ACHIEVE GENDER JUSTICE

10.
PROTECT AND IMPROVE THE COMPANY'S REPUTATION

1 ___ Increase the pool of ICT professionals: the ICT sector is booming and constantly expanding, in Catalonia too. Demand for staff outstrips supply, and this also applies to women.

2 ___ Recognise women's talent: women currently make up the majority of university graduates, that is, highly qualified potential employees. So it is necessary to seek them out wherever they are and promote crossovers with ICT.

3 ___ Achieve gender justice: women should be able to participate in ICTs on equal terms, without discrimination. As a result, technology will become female as well as male, ultimately overcoming gender binarism.

4 ___ Comply with regulations: local, regional, national, and international guidelines and legislation all recommend or impose equality, non-discrimination, and progress in gender-related matters.

5 ___ Reduce risks and improve the effectiveness of decisions and results: experience shows that the incorporation of women on teams reduces serious risks and increases the effectiveness of decisions and outcomes.

6 ___ Improve in innovationó: we know that greater diversity and including women in teams boosts creativity and innovation, and thus the capacity to come up with original solutions to common problems.
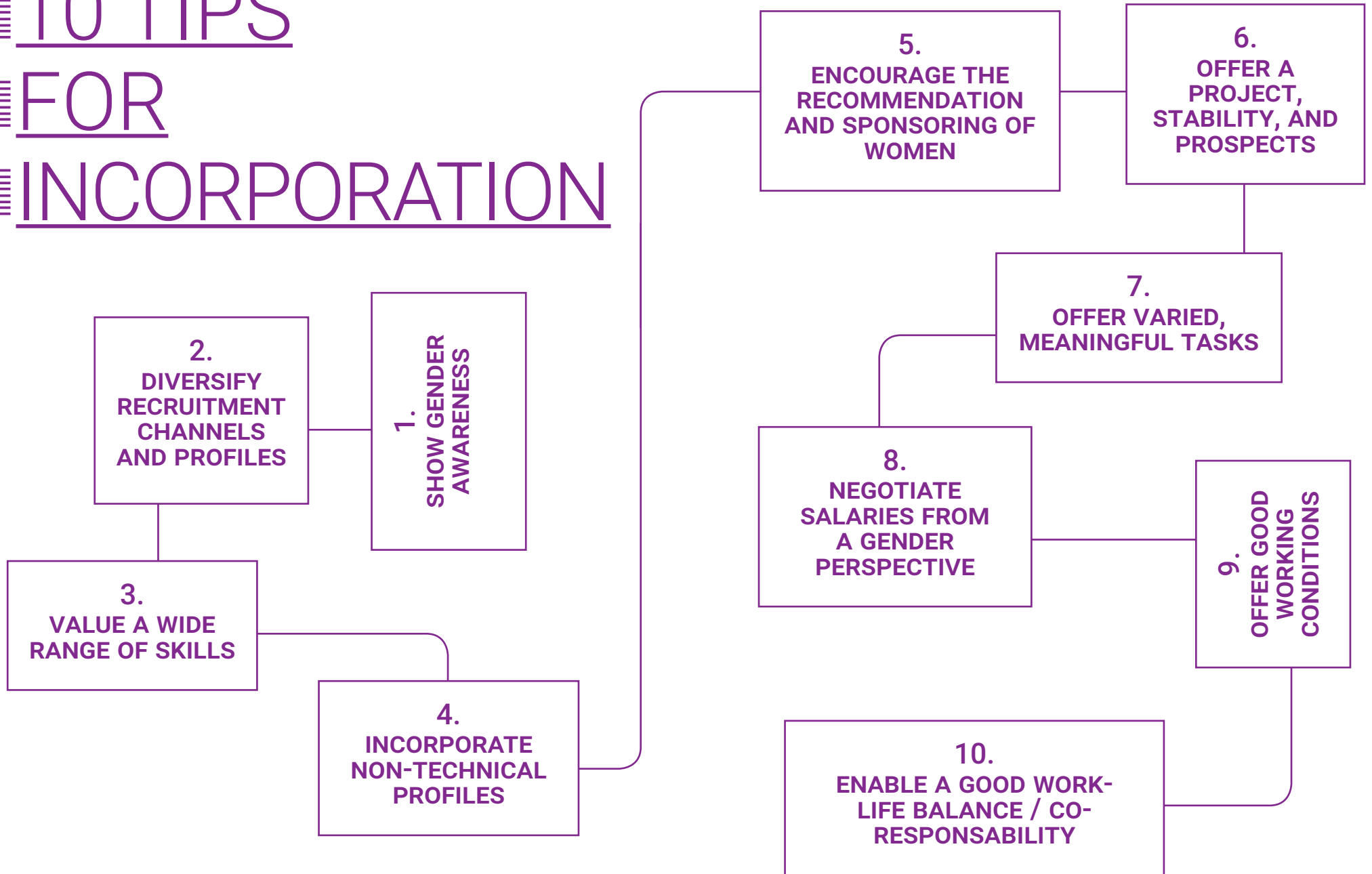
7 ___ Create a different kind of technology: it is necessary to develop people-centred, care-oriented, sustainable technologies, which have traditionally been women's concerns.

8 ___ Favour the redistribution of resources: experience shows that women tend to redistribute acquired resources (both funds and knowledge) more and better, to other members of a family or community. This is important for helping us move forward, together, as a knowledge society.

9 ___ Boost future models and self-inclusion: incorporating more women also makes them more visible. This will, in turn, generate new, more diverse technological role models and increase the diversity of future ICT profiles.

10 ___ Protect and improve the company's reputation: it no longer looks good, in the 21st century, to fail to support equality or to fail to accept joint responsibility with the people we work and live with in our society.

10 TIPS FOR INCORPORATION

1.
SHOW GENDER AWARENESS

2.
DIVERSIFY RECRUITMENT CHANNELS AND PROFILES

3.
VALUE A WIDE RANGE OF SKILLS

4.
INCORPORATE NON-TECHNICAL PROFILES

5.
ENCOURAGE THE RECOMMENDATION AND SPONSORING OF WOMEN

6.
OFFER A PROJECT, STABILITY, AND PROSPECTS

7.
OFFER VARIED, MEANINGFUL TASKS

8.
NEGOTIATE SALARIES FROM A GENDER PERSPECTIVE

9.
OFFER GOOD WORKING CONDITIONS

10.
ENABLE A GOOD WORK-LIFE BALANCE / CO-RESPONSABILITY

1 ___ Show gender awareness: to attract female talent, companies must be aware of the importance of the gender variable at every stage of the selection process, from placing the ad to signing the contract. And make this awareness visible.

2 ___ Diversify recruitment channels and profiles: in order to reach ICT women, look for talent in various different sources and accompany the selection process with teams comprising a diversity of profiles.

3 ___ Value a wide range of skills: in addition to the usual, traditionally male skills, it is important to value other, equally important, traditionally female skills, including those related to care.

4 ___ Incorporate non-technical profiles: to promote the presence of women in such a dynamic sector, companies are increasingly choosing to incorporate non-technical profiles and provide specific ICT training to match their needs.

5 ___ Encourage the recommendation and sponsoring of women: it is important to actively, expressly recommend women to cover job openings at all levels. It may be useful to look in existing networks, or even to reward recommendations.

6 ___ Offer a project, stability, and prospects: women are generally interested in jobs that involve interesting projects, employment stability, and opportunities for growth. These aspects should be specified in the job description and during the selection process.

7 ___ Offer varied, meaningful tasks: all of us, men and women, prefer to work on meaningful projects. With this in mind, design interesting jobs that include challenges in different areas, with room for creativity.

8 ___ Negotiate salaries from a gender perspective: salaries are high in the ICT sector, and this should be taken into account from the start, in a relaxed manner, keeping in mind gender justice, in order to negotiate a good agreement and greater satisfaction for both parties.

9 ___ Offer good working conditions: ICT companies tend to treat their employees increasingly well. This includes providing a wide range of services, flexibility, and a pleasant work environment. These benefits should be specified in job advertisements.

10 ___ Enable a good work-life balance / co-responsability: companies should make it clear that private time is valued and respected, and that ICT jobs can adapt to the personal circumstances of employees.

10 TIPS FOR RETENTION
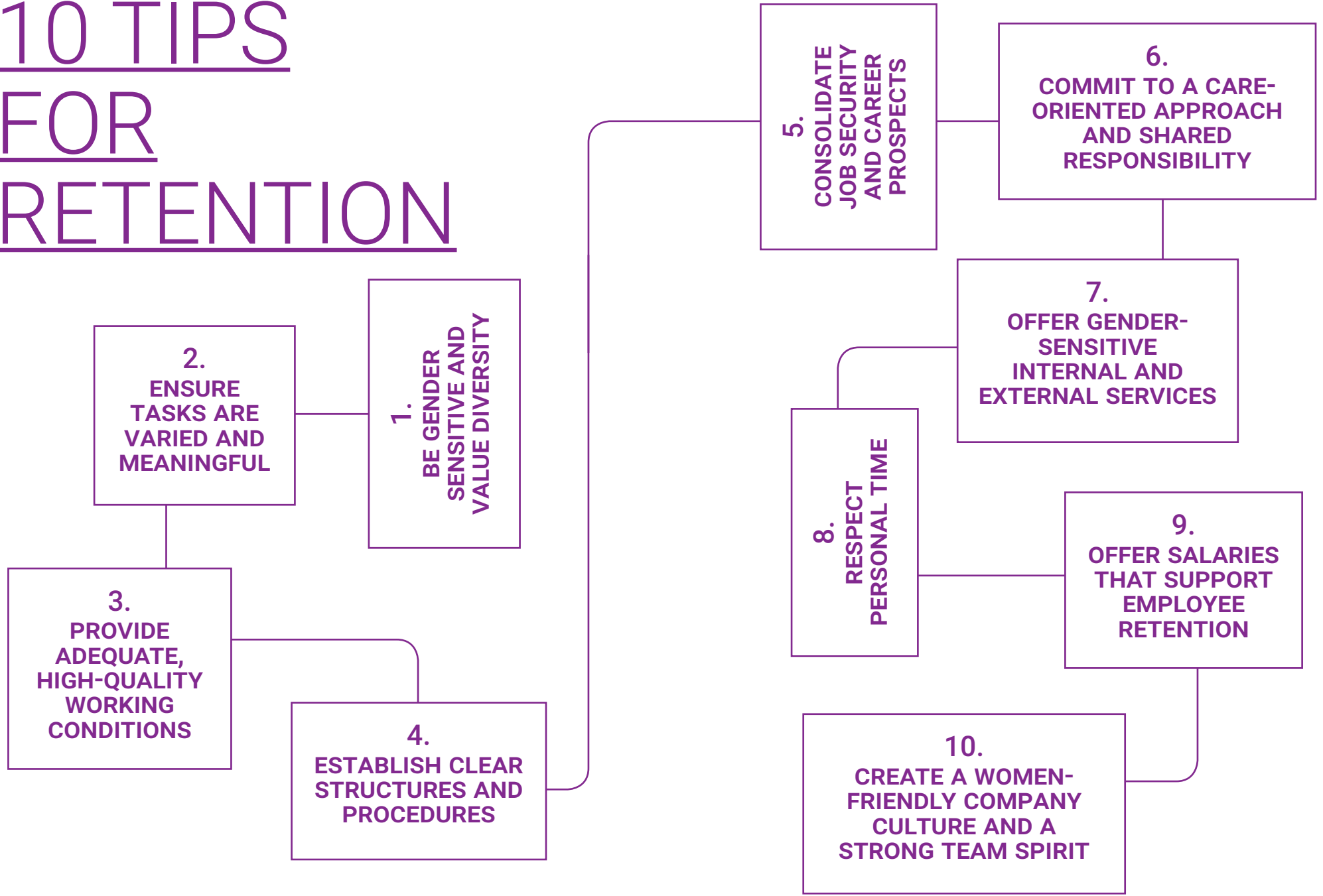
1.
BE GENDER SENSITIVE AND VALUE DIVERSITY

2.
ENSURE TASKS ARE VARIED AND MEANINGFUL

3.
PROVIDE ADEQUATE, HIGH-QUALITY WORKING CONDITIONS

4.
ESTABLISH CLEAR STRUCTURES AND PROCEDURES

5.
CONSOLIDATE JOB SECURITY AND CAREER PROSPECTS

6.
COMMIT TO A CARE-ORIENTED APPROACH AND SHARED RESPONSIBILITY

7.
OFFER GENDER-SENSITIVE INTERNAL AND EXTERNAL SERVICES

8.
RESPECT PERSONAL TIME

9.
OFFER SALARIES THAT SUPPORT EMPLOYEE RETENTION

10.
CREATE A WOMEN-FRIENDLY COMPANY CULTURE AND A STRONG TEAM SPIRIT

1 ___ Be gender sensitive and value diversity: companies should implement gender equality measures, place value on diversity, and commit to addressing discrimination of any kind.

2 ___ Ensure tasks are varied and meaningful: women and highly qualified staff in general value challenges and prefer to work on creative, innovative projects that make the world a better place. It is a good idea to create positions that meet these standards.

3 ___ Provide adequate, high-quality working conditions: productivity and innovation are more likely to emerge in pleasant, stable work environments in which workers are not subject to constant pressure.

4 ___ Establish clear structures and procedures: when improvisation and last-minute fixes are the norm, employees become highly dissatisfied. Companies should avoid these kinds dynamics and allow employees to organise their work and time.

5 ___ Consolidate job security and career prospects: although job security is generally assumed in the ICT sector, companies should also establish and formalise avenues for personal and professional growth, and provide the training required to make it possible.

6 ___ Commit to a care-oriented approach and shared responsibility: a company's responsibility to its employees should extend beyond work. Everybody wants to work for the companies that care for their staff.
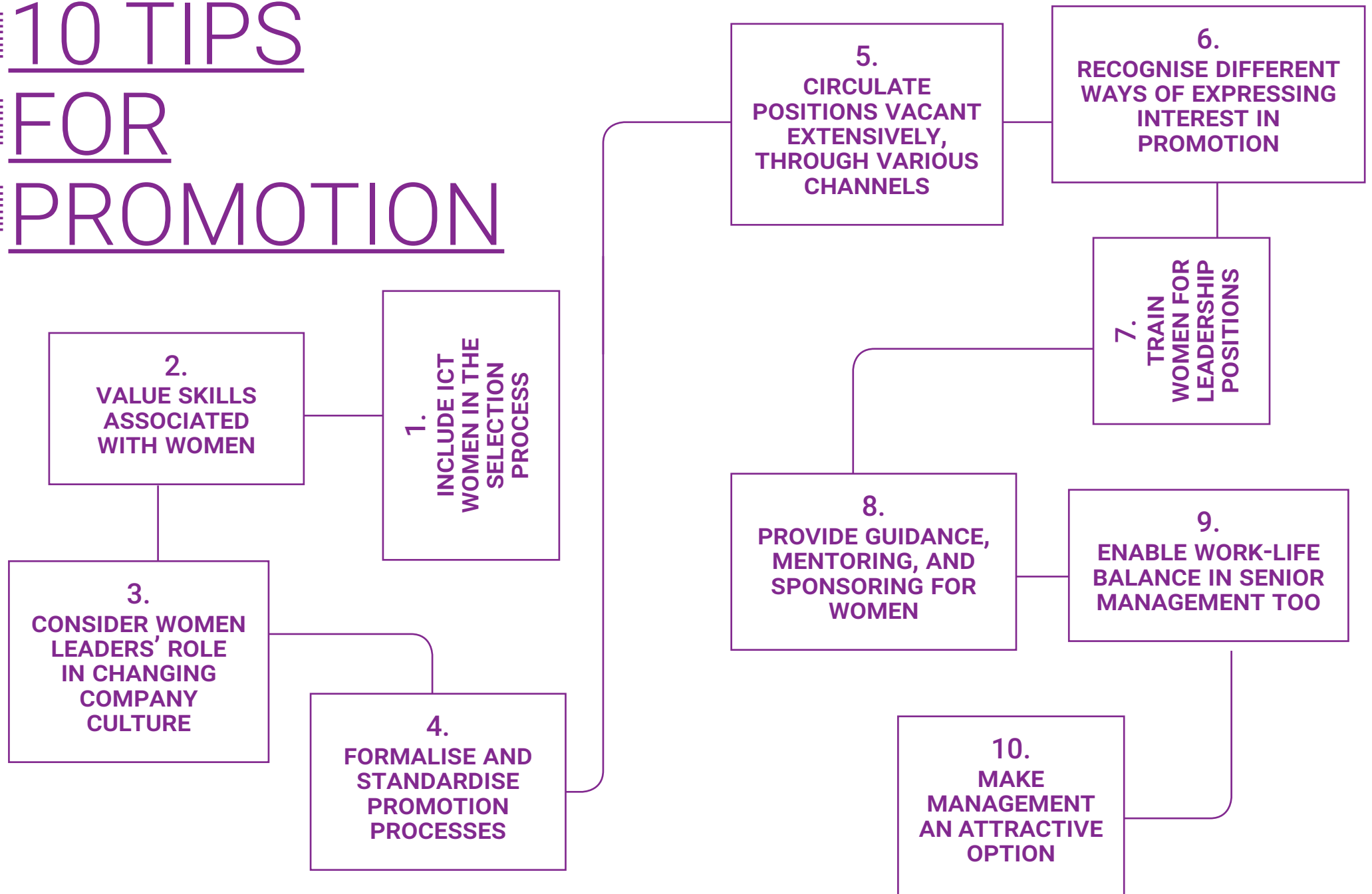
7 ___ Offer gender-sensitive internal and external services: the services provided inside and outside the workplace should take gender impact into account. This includes services that contribute to the work-life balance.

8 ___ Respect personal time: flexible working hours should contribute to better results and more free time. But companies should ensure flexibility does not become unrecognised overtime, leading to employee dissatisfaction and problems achieving a work-life balance.

9 ___ Offer salaries that support employee retention: salaries are more than just an exchange for labour, they are also a retention tool. Regular salary increases and company share options can promote retention.

10 ___ Create a women-friendly company culture and a strong team spirit: company culture is one of the main reasons employees choose to stay at a particular company. To retain women, company culture must become women-friendly by focusing on improving the quality of life and work.

10 TIPS FOR PROMOTION

5.
CIRCULATE POSITIONS VACANT EXTENSIVELY, THROUGH VARIOUS CHANNELS

6.
RECOGNISE DIFFERENT WAYS OF EXPRESSING INTEREST IN PROMOTION

7.
TRAIN WOMEN FOR LEADERSHIP POSITIONS

2.
VALUE SKILLS ASSOCIATED WITH WOMEN

1.
INCLUDE ICT WOMEN IN THE SELECTION PROCESS

3.
CONSIDER WOMEN LEADERS' ROLE IN CHANGING COMPANY CULTURE

4.
FORMALISE AND STANDARDISE PROMOTION PROCESSES

8.
PROVIDE GUIDANCE, MENTORING, AND SPONSORING FOR WOMEN

9.
ENABLE WORK-LIFE BALANCE IN SENIOR MANAGEMENT TOO

10.
MAKE MANAGEMENT AN ATTRACTIVE OPTION

1 ___ Include ICT women in the selection process: this will help to encourage promotions from a gender perspective, and give potential female candidates points of reference in the company from the start.

2 ___ Value skills associated with women: traditionally female skills can enormously enrich management teams and facilitate innovation. The experience gained in family careers should be recognised too.

3 ___ Consider women leaders' role in changing company culture: the increasing presence of women in senior management is both an indicator and a tool for changing the culture of innovation-oriented companies.

4 ___ Formalise and standardise promotion processes: companies need to establish transparent, standard promotion procedures that place value on skills and merit rather than contacts, in order to avoid "old boys networks".

5 ___ Circulate positions vacant extensively, through various channels: in order to find the best candidate, companies should publicise job openings extensively in a transparent manner, in multiple channels, with an awareness of the impact of gender.

6 ___ Recognise different ways of expressing interest in promotion: not everybody expresses an interest in promotion in the same way, and some people may not be as straightforward and direct as expected. Companies need to be sensitive to other signs of interest.

7 ___ Train women for leadership positions: in order to increase the presence of women in senior management, female staff need to be trained in the required skills. Companies should offer management and leadership training to women too.

8 ___ Provide guidance, mentoring, and sponsoring for women: it is important for women to have professional guidance and support. Companies can offer specific mentoring programmes and actively visibilise and recommend women when opportunities for promotion arise.

9 ___ Enable work-life balance in senior management too: management jobs often appear to require employees to place work over all other aspects of life. Companies should offer options that allow employees to achieve a work-life balance at senior management levels too.

10 ___ Make management an attractive option: in order to harness female talent and explore innovative management styles, the work carried out by senior management should contribute to employees' lives, not detract from them.

More: measures for incorporation

Implement a gender perspective: consider the gender variable at all times. Analyse aspects such as employees joining and leaving the company and the horizontal and vertical division of labour, as well as training and salaries, from the gender point of view.

Use non-sexist language: avoid using the masculine form when referring to the whole team: include the female form too, or use gender-neutral terms. This is particularly important when companies advertise jobs that women are supposed to identify with.

Design a gender equality plan: design and implement an equality plan as a road map to the incorporation of women in all areas and at all levels.

Boost the presence of women in selection processes: women should make up at least 40% of the teams involved in selection procedures. This promotes the gender perspective and, at the same time, potential candidates see themselves represented in the company.

Design selection processes that include many different points of view: because different points of view can detect different skills.

Reject discriminatory practices: even though sex discrimination is prohibited by law, it still happens in practice, in selection processes too. Companies should build a discourse that discredits and penalises sexism. It is easier to achieve this in diverse environments, where staff mutually support each other.

Recognise and harness the power of recruitment: recruiters have a powerful, crucial role to play in achieving gender justice. It is important to be aware of this power and to use it. This means increasing the number of female candidates and choosing them whenever possible.

Give diversity as much weight as other criteria: when companies place value on diversity, being a woman becomes an important selection criteria in male-dominated sectors.

Recognise the value of all skills: skills such as commitment, maturity, organisational capacity, resilience, serenity, empathy, and stability are often considered less valuable in the world of work than "hard" technical and leadership skills.

Recognise the value of all experiences: selection processes usually only take into account previous work experience, even though many important skills are acquired in other areas, such as care-based experience. These skills clearly enhance the work environment and the way many tasks are carried out.

Recognise the value of women's stability: experience shows that women tend to avoid certain changes at work, and that their possible role as mothers often makes them less interested in labour mobility or promotion. Some employers also find that women are more stable and loyal to company goals.

Incorporate non-technical profiles: some companies find it useful to incorporate non-technical profiles and provide specific training. This is happening in recruiting processes in related fields like science, and also in the arts and humanities when filling design and innovation positions and in the social sciences for information analysis jobs, to name just a few. Implementing strategies to attract talent without specific ICT training can also reduce the gender gap.

Encourage the recommendation of female candidates: companies often reward recommendations to cover new job openings. They can also provide incentives for recommendations of women and the use of networks that are not male-only.

Offer an interesting project: instead of simply advertising a vacancy, specify that the job involves interesting work for a worthwhile project, and opportunities for personal and professional growth, aside from job security.

Employee loyalty in the case of dismissal: if a candidate leaves another job to join the company, the terms should specify that severance pay calculations in the case of dismissal will include the

years she worked for her previous employer.

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Design diverse tasks: companies should avoid creating jobs that involve monotonous tasks, and offer positions in which work is carried out on various levels.

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Negotiate salaries appropriately: in order for salaries to be negotiated between equals leading to agreements that both parties are comfortable with, companies must take the first step and give appropriate indications.

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Collaborate with universities to attract female talent. Companies can work with university employment services, organise MeetUps and/or talks, and offer mentoring programmes and professional orientation in various disciplines, including those in which women outnumber men.

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Write attractive job advertisements that mention flexible working hours, social benefits, services, job security, a salary scale, interesting work, and opportunities for growth. And, of course, use non-sexist language and images.

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Organitzar MeetUps in order to find and train female talent, and

to create a space for more informal sharing and interaction.

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Strategies for attracting talent should continuously stimulate men and women, so that people can continue to cultivate their creativity.

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Fight gender stereotypes, such as the idea that young women are more inexperienced and less qualified than men the same age, for example. Female students get better grades.

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Female computer engineers and programmers are in high demand. Aside from their programming knowledge, companies find that women also have more management skills and greater empathy. As such, they can often find many opportunities for growth in companies; even more than men.

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Mentor students: companies find it hard to recruit female talent, and women students are often unsure about possible career paths. Mentors are in a good position to recruit female talent, and mentored students have the opportunity to learn from other women about how the ICT sector works.

More: measures for retention

Regular salary increases as a strategy for rewarding loyalty. It is important to follow an equitable model, and not offer pay rises only to the employees who vigorously demand them.

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Link salaries to personal development, so that the company becomes involved in the personal and professional goals of employees, rewarding their efforts with a financial bonus.

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Offer flexible remuneration, covering employees' transport costs, per diems, or care-related expenses, as required for eligibility for tax benefits.

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Offer company share options to strengthen employee loyalty. The longer people work at the company, the more shares they will be entitled to.

Offer a wide range of social benefits such as restaurant vouchers, child care, transport, parking, fresh fruit, cold drinks, and coffee.

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Offer additional services such as in-house masseurs, nutritionists, and psychologists.

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Offer health care programmes such as nursing and/or telecare services for dependants of staff members.

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Offer special rates for products and services such as health insurance, chemists, and gyms.

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Manage and facilitate other duties: employees prefer to work for companies that offer time or assistance to carry out administrative or bureaucratic procedures.

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Create a career plan that specifies selection requirements and guidelines as well as measures to ensure access and career progress for diverse profiles. Ensure that the company implements and monitors this career plan from a gender perspective.

Promote international mobility for interested employees, if possible. Younger staff in particular seek international professional experience.

Offer flexible working days: in practice, flexibility may vary. Some companies offer a margin of an hour or two as start and finish times, or lunch breaks ranging from half an hour and two hours. Others have no fixed working hours at all and work to meet targets. In all cases, companies should be aware that flexibility is a double-edged sword and can add more stress if it is not properly implemented.

Flexible working hours: younger people in particular often prefer to work less than 40-hour weeks. And other profiles also prefer a shorter working week. It can be a good idea to offer the option of working 35 hours or less.

Count only free time as time off and/or holidays and subtract the hours that staff spend on duties or care-related activities.

Reorganise the workload if necessary: if, for whatever reason, an employee ceases to be available 24/7 or for work-related travel, the company may redefine the position and remove travel, or split the workload so that 50% is carried out by one profile and 50% by another.

Offer daytime working hours: women in particular tend to prefer to work during the day.

Explore telecommuting formulas which can range from one or two days a week in some jobs to the option of total telecommuting in others, including the possibility of working remotely from some other location.

Organise meetings, dinners, and non-work activities during working hours with gender awareness. Ideally, the entire team should be able to attend regardless of their responsibilities, activities should not use up free time, and the type of leisure activity proposed should not lead to gender bias.

Formally implement policies that favour a work-life balance and shared responsibility, to ensure that all employees are aware that they exist and can be used without penalty.

Offer varied work towards an interesting project: the nature of the work and of the project can influence an employee's decision to stay. If the job involves variety on different levels, and the team is committed to the project in a meaningful sense, there is a greater probability of people staying, particularly women.

Respect individual tempos: stress and pressure at work are among the main reasons for leaving a job. Companies should set achievable targets according to the capacity and conditions of their employees.

Work with worthwhile leaders: to retain staff, team and company management must be top-notch technically, but above all at the personal level.

Foster group dynamics: positive intragroup dynamics improve the production process through mutual support, and they also increase the satisfaction of team members.

Promote a less male-dominated company culture: technology companies are strongly male-dominated, which means there are less inputs from women. The working environment can be uncomfortable or even hostile, particularly for women. There is an urgent need to increase the presence of women at all levels and positions, which will also lead to a more women-friendly business culture.

More: measures for promotion

Internal promotion for women: most promotions involve moving up in the same company, so it is a good idea to specifically encourage women's access to internal promotion.

Advertise job openings widely: all job openings should be published and circulated through channels that women have access to. For example, companies can post them on their intranet, and email them to all staff, as well as using more specifically female networks.

Involve women in selection processes: including ICT women in promotion processes promotes gender awareness in promotions and shows candidates that the company already employs women in ICT positions.

Transparent promotion policies: employees should be informed of the requirements they are to meet in order to be promoted. The promotions process should be transparent and accessible. This will prevent direct appointments of contacts and the use of the same old networks.

Use objective criteria to structure promotion policies: some companies have a highly structured promotion policy. Others promote most employees, almost automatically, on a periodic basis. And still others specify certain requirements employees must meet in order to be eligible for promotion.

Be aware of the impact of gender in promotion policies: good promotion policies include a gender perspective. In other words, they seek to ensure that women are promoted into senior management and provide criteria, tools, and measures to increase their presence.

Offer leadership opportunities: leadership has traditionally been a male skill. As such, women tend to feel that it does not concern them, right from the start. It is useful to offer leadership opportunities based on experimentation and different management styles.

Recognise different ways of expressing interest in promotion: not everybody expresses their interest in promotion in the same way. It is important to take into account employees who appear less openly ambitious, and encourage them to consider leadership roles.

Offer a range of promotion options: when employees join a company, they do not always know what they want or where they want to end up. So it is useful to keep various avenues open. For example, it is good practice to make horizontal and diagonal promotion available, as well as the standard vertical kind.

Train for promotion: companies should provide training for their staff, whether or not promotions are tied to particular skills. It is particularly important to train staff in aspects such as leadership, team management, finance, and creating friendly work environments.

On-demand training: workers are more aware of their own training needs with a view to promotion. It may be a good idea to allocate part of the budget to on-demand training.

Monitor training from a gender perspective: some companies take it upon themselves to monitor the participation and success of training programmes from the point of view of gender, so as to design and implement specific measures if necessary.

Business mentoring/Professional orientation: some companies have found it difficult to involve women in management tasks. To overcome this problem, they set up specific mentoring programmes in which female employees are asked what direction they would like to develop in. An expert (the mentor or his/her contacts) then offers help and guidance.

Specific employee orientation sessions: some companies do not have specific mentoring programmes, but they spend time and effort on career orientation. For example, organising regular sessions for joint analysis of the specific strengths and weaknesses, improvement strategies, and promotion and long-term goals of each employee.

Promote a work-life balance: senior management jobs are associated with a total commitment to work, and the subordination of all other aspects of life. Companies should implement measures that help senior managers achieve a better work-life balance (such as telecommuting and flexible working hours).

Make management appealing: many companies note that women are not interested in promotion because they do not find senior management tasks sufficiently engaging.

Introduce collaborative leadership with flexible time management: some companies support the presence of women in management by implementing a more collaborative leadership, in close contact with staff and day-to-day work, and allowing flexible time management.

Monitor promotions from a gender perspective: some companies take it upon themselves to monitor promotions from the point of view of gender, so as to design and implement specific measures if necessary.

**Support women in management:** in male-dominated worlds like ICT, senior management is even more male-dominated. Some companies design and implement specific strategies to support women in management, such as detecting and fighting discrimination in formal and informal environments, offering specific training, and creating peer networks.

Recognise traditionally female skills: particularly when it comes to promotions, employers tend to value skills associated with male leadership. Some companies, however, also recognise and value traditionally female skills and experience such as cooperation, care, and communication.

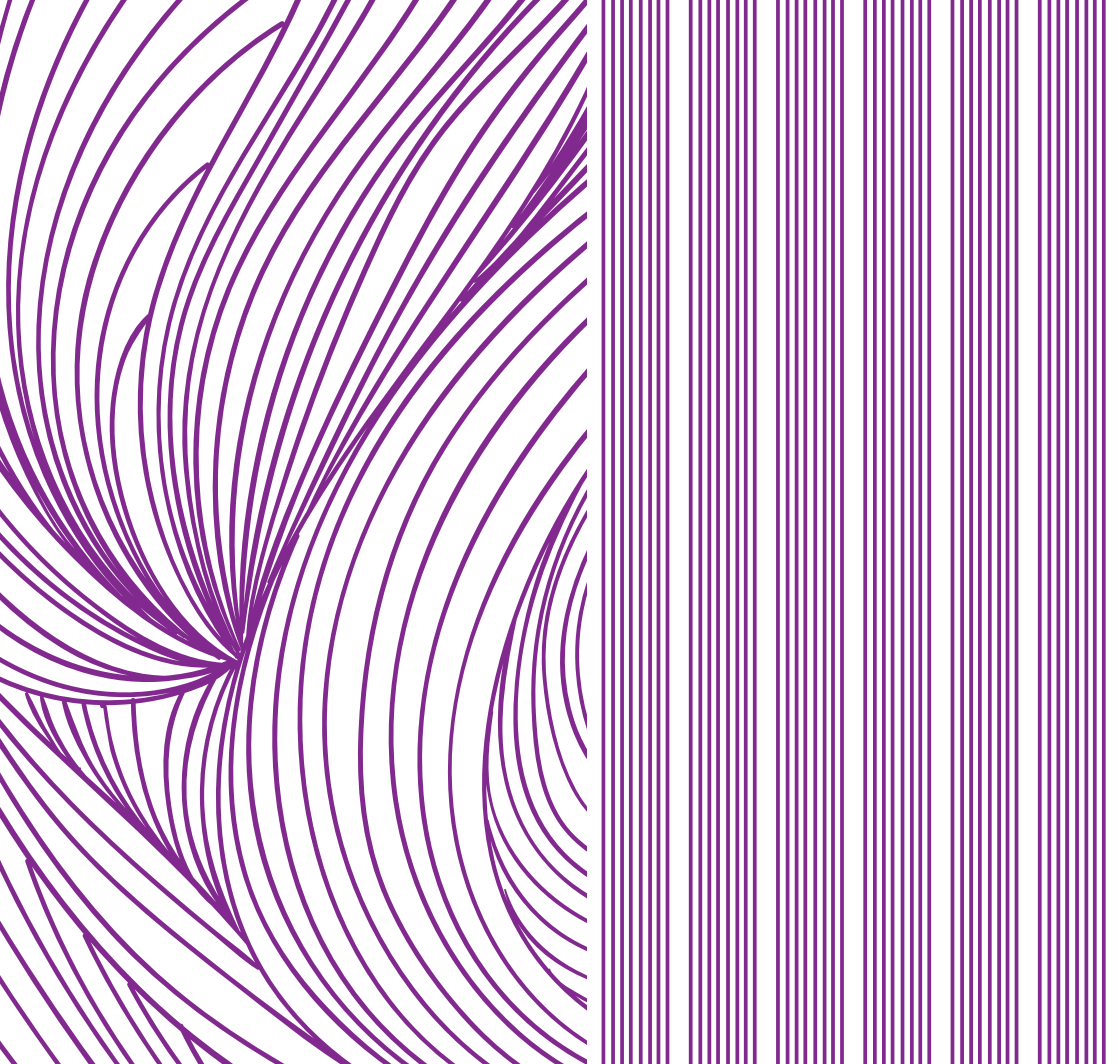**Gender-neutral leadership profiles:** all employees, particularly women, should be made aware that a leader is not just the person calling the shots. Management is also about having ideas and collaborating appropriately with the rest of the team to make them happen.
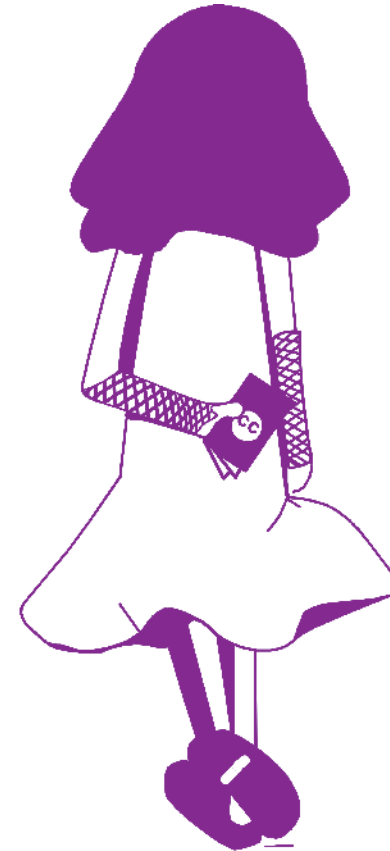
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