DIVERSIT CHARTER APPLICATION LEVEL GUIDE

Level guide and inspiration for applicants

Contents

1   SUMMARY

The European Digital Women Diversity Charter, also known as the DiversIT Charter certification, is built in three progressive stages - Bronze, Silver and Gold. It constitutes a roadmap to increased activity, support and visibility around the attraction and retention of women in technology for all types of applicants.

National informatics societies, companies, educational establishments and other organisations (hereafter called 'applicants'), are encouraged to apply for the Charter certification and undertake the stages in the DiversIT Charter in order to build and use all possible means to encourage full diversity in IT professions.

This document outlines the specific areas or 'themes' and is meant to guide the applicants in selecting which Charter level to try for. It also serve as a guide as to the types of activities that assessors will be looking for, as well as an inspiration for the applicants for actions to implement in their workplace.

2   THEMES

Each stage - Bronze, Silver and Gold - is broken down into the following areas of activity or 'themes':

1.   The company, association or higher education institution's women's group
2.   Activity in support of Women in IT
3.   The actions being taken on Gender Equality in compensation and job roles (Policies)
4.   Interaction with other stakeholders
5.   Internal and external education
6.   Monitoring
7.   Objectives and KPIs

Each themed section in this document contains a set of Bronze, Silver and Gold activities which might be happening within an applicant's organisation. This document could also be seen as a guide for applicants to build their projects on Women in Technology, but the advice is not intended to be exclusive or exhaustive and innovative ideas are welcomed.

<u>Applicants should not be discouraged if they lack activities in a particular theme, especially when applying for a Bronze or Silver certification.</u> The assessors take into account the overall picture of activities and initiatives. When assessing applications, the size of the applicant's organisation is also factored in – e.g. it is understood that a small organisation might not have the same scope of activity as a large one.

The CEPIS Women in IT Task Force is happy to clarify any questions the applicants might have, whether before or during the application.

3   THEMES AND ACTIVITY SUGGESTIONS BY AWARD LEVEL

3.1   Women's Group

Applicants should be able to show evidence of the items from the Bronze, Silver and Gold awards below at each relevant level. Suggestions for activities are as follows:

3.1.1   Bronze level suggestions

- The current women's group will have roles, incumbents, and objectives, KPIs and terms of reference.

- Activities might include: marketing or social media campaigns which show the applicant's Women's team's commitment to increasing and retaining women in technology within the organisation and/or the country. For example; Twitter campaigns, advertising and articles in the internal or external magazines, on the website, staff groups, or external marketing
- Applicants should be able to show evidence of activities undertaken in the last year by the women's group which are consistent with key aims to increase and retain the number of women working in technology roles within the country or applicant's organisation.

3.1.2   Silver level suggestions

- At this level the women's group will have more regular activities undertaken by the group. Again, they will be consistent and have key aims to increase and retain the number of women working in technology roles within the country and/or the applicant's organisation.
- Activities around Role Models to inform and encourage girls to follow a career in technology (for example, talking to girls in schools), or around women in technical roles in the applicant's organisation advancing through their careers
- In order to attract women's participation in technical roles, applicants might be engaging in activities such as international competitions, and programming-for-girls workshops
- The women's group might be managing or supporting a pipeline of promotion of women to reach senior positions in the organisation.

3.1.3   Gold level suggestions

- By Gold standard, applicants may have begun participation in international competitions, may be running training workshops for women and girls and show activities repeated consistently over 2 years. Members of the women's group may have 'external roles' helping others with women in tech projects.
- Applicants may be running programs to inform and educate parents to refrain from discouraging and instead guide and support their daughters to follow a career in technology.
- Applicants will probably be leading activities for women in Tech within the country or region and winning prizes for their work.

3.2   Increased Activity for Women in tech in the Applicant's workplace

Applicants should be able to evidence the items from the Bronze, Silver and Gold awards below at each relevant level. Suggestions for activities are as follows:

3.2.1   Bronze level suggestions

- Events will be run for women in technology, possibly by the women's team, and also by the organisation in general.
- It will be important to the applicant that local events have mixed panels as a standard and that every effort is made to ensure that women and men make up the panels.
- The women's group or the broader organisation will be running other accessible events and activities such as:
  - o   Networking groups
  - o   Speed networking events
  - o   Career enhancement sessions and careers events
  - o   Technology centred sessions
  - o   Prize winning events (in order to create role models and to give credit to valuable diversity examples)
  - o   Training sessions for women in tech, or for women returners
  - o   Video sessions describing the careers of women
  - o   Creating booklets outlining the fun/benefit/pleasure of careers in IT for women
  - o   Girls and Schools events

- o   Press activities around the value of women in technology roles.
- Working with other associations, companies, or with academia on the subject of women in technology.
- Defining objectives around what they are working to achieve
- Building of external communications (using pictures of females in IT on web pages, in marketing etc), which show of the diverse nature of the applicant
- Have working plans to increase the numbers of women in the organisation and in leadership positions within the organisation

3.2.2   Silver Level suggestions

At the Silver award level applicants may be doing all of the above. In addition, they will have:

- Increased press activities around the value of women in technology roles.
- Increased work with other organisations, or with academia on the subject of women in technology.
- Records showing the progress which has been made over the period of 2 years with the objectives of the working group the applicant has for women in technology.
- They will have started work focusing on women already in careers in IT, retention and how to keep them such as:
    - o   Flexible working offerings
    - o   Flexible Working Sessions (Talk to industry and academia about benefits of flexible working (incl. Job share, part time working, remote working, term time working, shifted hours)
    - o   Maternity leave offerings or maternity returners programs,
    - o   Career returner programs
    - o   Career management workshops both for women and for people-managers
    - o   Work Life Balance programs
- Events run to promote the achievements, qualities and benefits gained by Role Models
- Training sessions for managers on the benefits of retaining women and on flexible and remote working.
- Lifelong learning (to keep up to date with new technologies)
- Established dashboards about the numbers of senior women in IT in the applicant's organisation and academia and having suggested ways to increase numbers of senior women with rankings
- Initiated manager training about bias at assessment and training on advertising for professional hires which excludes bias and interviewing for professional hires. Advocating SMART Objectives at assessment and Bias training for middle managers
- Supported women's participation in panels of local events
- Proved that they can show greater numbers of women members and progress of women members to senior roles within the organisation

3.2.3   Gold level suggestions

At the Gold award level applicants may be doing all of the above plus will have become a thought leader and may be:

- Inspiring other groups to work on women in Tech
- Proudly and externally demonstrating the results of the applicant's initiatives on women in Tech
- Be externally demonstrating a diversity strategy for employees/members
- Showing evidence of actions taken by active and inspirational Role Models who are working across the sector such as Role Model, group participations, and be sharing measurable results
- Possibly embracing allyship in He4She programs or similar

- Lobbying governmental or other key organizations to ensure that women in tech issues are seen as a key strategic interest of the country or industry; for example, initiatives taken by the Digital Champion etc.
- Ensuring that technical women are speakers within the country as IT Specialist disciplines at major events or within major initiatives
- Signposting excellent activity from other organizations on women in tech, for example, acknowledging an organisation, publicising its activity and sharing through social media
- Supporting diversity concerns in AI or Coding, or other disciplines and sharing thought leadership, propagating this across the applicant's organisation or country
- Name the senior women in the organisation and the seniority of their roles. This should be at executive, director and board level.

3.2.4   Additional suggestions: role models

It is believed that Role Models are particularly important factors in attracting and retaining women in technology professions, and so we offer additional guidance here.

Role models can be anyone, at any level, who represents what is good about being a female working in technology. For example, a woman CIO or CTO would be a great role model to show other women that females can succeed to really high roles in technology. Equally, a female project manager would be a great role model for a younger woman in technology looking for her next move. In academia, it is important that women are represented at all levels of teaching staff or research staff, and a female ICT undergraduate would be a great role model for a girl of school age.

3.2.4.1   Role models: Bronze level suggestions

At Bronze level, applicants would have a small number of role models. They might be:

- Senior technical women in the applicant's organisation who are sharing experience externally about their working lives (e.g. on YouTube, Instagram etc.)
- More junior women in the applicant's organisation are given an opportunity to present about their current projects or roles at women's group events.
- External role models brought in on special occasions to talk about jobs in the industry

3.2.4.2   Role models: Silver level suggestions

At this level, role models are starting to work both ways, for example:

- There might be visits from women in the applicant's organisation out into the community (i.e. schools and clubs) to show what roles in IT are like for girls to see that jobs in tech can work for women too
- Women in tech in the applicant's organisation may be working externally, but news about them is shared within the organisation to create a role model and pride within the organisation
- Role models will be on the applicant's website, and on the careers page to enhance the image of the applicant to potential joiners.
- The benefits of role models will probably be understood by all lines of technical managers

3.2.4.3   Role models: Gold level suggestions

At the highest level, applicants will be working in some the following ways:

- Consistently publicising the role models of women in tech.
- Press and media training for women in senior technical roles
- May have a list of senior women in technology who can be called on to talk about latest technologies (AI, Blockchain, Ethical hacking, Robotics, etc.) in order to enhance the external reputation of the applicant around diversity

- May be making the list of role models available to press associations in the country. The women need to be compliant with GDPR and give their consent that their information will be shared with Radio and TV stations

3.3   Gender Equality in payment and job roles (Policy)

Applicants should be able to evidence the items from the Bronze, Silver and Gold levels below at each relevant level. Suggestions for activities are as follows:

3.3.1   Bronze level suggestions

At Bronze level, the applicant will have basic or growing policies and management programs for attracting and retaining women at all levels in the applicant's organisation. Suggestions for these are:

- Policies around uncovering or sharing information on gender pay gap and similar issues.
- Looking at job descriptions for gendered language
- Managing adverts for technical roles to ensure that they will not be off-putting to women candidates
- Ensuring mixed interview panels for job roles
- Planning for mixed gender images on websites and careers pages
- Offering maternity returners special programs to ensure that they return after their break
- Offering flexible working

3.3.2   Silver level suggestions

At the Silver award level applicants may be doing all of the above. In addition, they will have:

- Policies and management programs for attracting and retaining women at all levels in the applicant's organisation
- Mandatory bias training for all managers, interviewers and HR employees
- Solutions for gender pay gap and similar issues (i.e. statistics, equal pay audits)
- Policies for ensuring that internal roles are not offered to others before a full interview process has been conducted
- Dashboards for monitoring high flyers' lists for gender balance
- Offering flexible working to all and ensuring that it is being monitored
- Using enhanced maternity returners' programs to ensure women return
- Pipeline monitoring to understand and challenge the progression of women through the applicant's organisation
- Giving evidence that this is a concern of the applicant on the external website and clearly indicate what the applicant aims to do about it by defining activities and timeframes.

3.3.3   Gold level suggestions

At the Gold award level applicants may be doing all of the above plus will have become a thought leader and may have:

- Fully embedded policy and management programs for attracting and retaining women at all levels in applicant's organisation.
- Limited evidence of the gender pay gap, or equality of opportunity gaps in the applicant's organisation
- Methods for ensuring that talent management teams or recruiters understand the importance of mixed candidate pools
- Offering coaching and mentoring for women in technology roles
- Ensuring fairness and equality when assignments or special projects are being handed out
- Enabling managed succession planning
- Ensuring that annual assessments and appraisals are fair and equal across the board
- Expecting management to carry diversity targets amongst their annual objectives

3.4 Interaction with other stakeholders

Applicants should be able to evidence the items from the Bronze, Silver and Gold awards below at each relevant level. Suggestions for activities are as follows:

3.4.1 Bronze level suggestions

- Understand what is currently happening for women in Tech and women in STEM inside the country and having established links with those bodies.
- Share some best practice on women in technology from other organisations.

3.4.2 Silver level suggestions

At Silver level, applicants will be more likely to have programs/activities like:

- Identify other organisations and using their suggestions for enhancing internal programs
- Identifying common events and activities and sharing speakers or themes with other stakeholders
- Understanding duplication of women in technology activities through networking either internally or externally and sharing best practice
- Consolidation of activities to the benefit of critical size of effort and impact on women in tech programs and offer a single link to women in tech initiatives
- Identifying co-operations with other organisations on research initiatives

3.4.3 Gold level suggestions

At this level the applicant is likely to be:

- Actively working with other organisations to link engineering, physics, institute of personnel management etc. to increase the numbers of women in tech.
- Regularly working with academic institutions (or in the case of HEIs – with companies) to drive up the numbers of women in technology and would have a leading role in this work
- Pursuing common activities with engineering and other associations promoting Women in Tech
- Establishing joint programs on women in tech with multiple other bodies
- Putting up women from the applicant's organisation for board roles or external leadership roles where they can influence the growth and retention of women in tech across the sector, country or region.

3.5 Internal and external education

Applicants should be able to evidence the items from the Bronze, Silver and Gold awards below at each relevant level.   Suggestions for activities are as follows:

3.5.1 Bronze level suggestions

3.5.1.1 *Higher education institutions*

HEI applicants might be:

- Monitoring the numbers of girls in of the academic cohort within IT.
- Tracking the diversity across the colleges and universities by technical course type
- Promoting academic female role models both internal to academic institutions and externally
- Understanding and tracking the provision for education in ICT/IT within the school age groups and understand the take-up of technical subjects by boys vs. girls.

3.5.1.2 Other sectors

Applicants from other sectors might be:

- Co-working with Universities and colleges to offer role models
- Linking with Universities and colleges to find female graduates for graduate intake programs
- Improving initiatives which link to academic institutions
- Providing speakers for academic institutions who can talk about the issues on women in IT
- Creating and running a program of activities to encourage girls to undertake studies in IT or ICT at school.
- Increasing the awareness of technology careers for girls and parents
- Running a 'Bring your daughter to work day' to show girls what is involved in a tech career
- Going into schools locally to talk about what it is like to work in technology roles (this should be upbeat and fun)
- (national computer societies) advertising through its members that there are some women who will come to talk to local schools about what working in IT is like.
- Working with local Brownies/Girl Guides/ Jeannettes / BdP / Wölflinge to ensure that there are badges and awards for girls doing technology projects.
- Offering open days at employers for school children with an emphasis on girls

3.5.2 Silver level suggestions

3.5.2.1 Higher education institutions

At Silver level, HEI applicants will be running initiatives and programs such as:

- Embarking on awareness raising and training for unconscious or implicit Bias for senior academics
- Establishing training programs which are aimed at women, or which particularly attract women
- Establishing programs which stop 'grandstanding' by male students
- Building confidence in female students by means of teaching methods
- Tracking intake, leavers, completions by gender
- Establishing programs (as shown above) for staff within the organization to assure non-biased decision-making pipeline, careers, equality of opportunity, rewards.
- Pursuing further promotion of academic role models (teachers, professors etc)
- Participating research in the field of women in technology.

3.5.2.2 Other sectors

Applicants from other sectors might be:

- Organising programs to teach girls
- Supporting efforts to increase courses in education and government on technology and uptake for girls
- Defining and piloting training programs for women returning to the workforce after childcare breaks

3.5.3 Gold level suggestions

HEIs or other applicants will be:

- Training for Unconscious or Implicit bias at senior members of the applicant's organisation or the board.
- Leading the way in gender in tech studies, or participation, or role models
- Driving new research on women in IT, speaking at conferences, surveys, new programs
- Promoting methodologies to other organisations

- (for national computer societies) working with governmental or parliamentary bodies responsible for education on establishment of programs for girls in tech at high school or senior school.
- Establishing and or running parents' awareness program to help them understand that technology can be a good career for their daughters.
- Promoting programs for Girls in Tech countrywide.
- Offering programs to support teaching staff at school level, ensuring that they have the skills they need to pass on to children
- Leading thinking on training programs for women returning to the workforce after childcare breaks.

3.6   Monitoring

Applicants will want to be very sure of the source and accuracy of any statistics provided.

This work links to KPIs and allows applicants to give evidence to what the applicant aims to do to improve the statistics with timeframes and activities.

Applicants should be able to evidence the items from the Bronze, Silver and Gold awards below at each relevant level.   Suggestions for activities are as follows:

3.6.1   Bronze level suggestions

Applicants will start to monitor the following (and more):

- How many women are working in technology in the country / applicant's organisation
- How many managers in technology roles are women
- How many women in tech initiatives are happening in the country / applicant's organisation
- How many women are on IT/ICT courses at universities and colleges (what is the pipeline) in country and in the applicant's organisation
- Which IT companies (or heavily dependent IT users like banks) have women in tech initiatives
- (For national computer societies) What % of the national computer society members are women

3.6.2   Silver level suggestions

At this level, applicants are likely to be collecting statistics on:

- What are the roles people are in today, how roles will evolve, how training will be required.
- Lifelong learning programs available for women (and men)
- Check & publish annually the annual increase for women in tech (in universities, in technical schools, in industry, in academia)
- Monitor equal pay in the applicant's organisation
- (For national computer societies):
  - Encourage companies and academia to monitor career progression for women through campaigning
  - Publish figures on women on boards annually (or link to an organisation which does)
  - Monitor the unemployment rates for women in technical professions
  - Monitor numbers of women with IT/ICT/Digital qualifications who are NOT in work.
  - Monitor the number of women working part time.

3.6.3   Gold level suggestions

At this level, the applicant becomes a trusted supplier of statistics to others, especially if the applicant is a national computer society or an academic institution. They will also be able to show how they are working towards greater numbers of women in the technical workforce. Typically, this

is done with dashboards showing gender, progression rates, maternity-returners, leavers, managers, high fliers, job roles and similar statistics.

The applicant may well be leading or collaborating on monitoring efforts for the country or region (within a company or association or HEI).

They will be sharing their policies on monitoring with others in the same company or country or field.

Annual statistics on intersectionality might be produced which track the change in numbers of women in tech.

3.7   KPIs

Applicants should be able to evidence the items from the Bronze, Silver and Gold awards below at each relevant level.

3.7.1   Bronze level suggestions

At Bronze level, applicants might be setting the following KPIs or objectives which show where the applicant wants to be within the next 2 years, for example:

- When are female members of the applicant's organisation expected to be represented at executive or board level and what percentage they will make up
- How many women should return from maternity leave (a percentage)
- What percentage of the total intake to the applicant's organisation will be women
- (For national computer societies) What agreement is being sought from academia regarding additional numbers of women on IT/ICT/Digital courses at Universities within the country
- How many role models is the applicant going to promote over the next two years
- What percentage of members/employees applying to the organisation will be female

3.7.2   Silver level suggestions

At Silver level, the applicant is likely to be:

- Setting targets and KPIs for where the applicant wants to be within the next 4 years. Targets and KPIs should be SMART based.
- (For national computer societies) Adding KPIS or objectives to the computer society's "terms of reference" or equivalent document
- Linking to a statement on diversity and personnel or member behaviour to any "ethical code of conduct".
- Looking for significant growth in the numbers of women working in tech at country level
- Clear when female members of the applicant's organisation are expected to be represented at executive board level and what percentage will they make up
- (For national computer societies) seeking agreement from academia regarding additional numbers of women on IT/ICT/Digital courses at Universities within the country
- Aware of the number of managers which are to be expected to be women in tech roles
- Consistently meeting KPIS for the percentage of those why apply to be employees/members of the Applicant who are female (apprentice, graduate, post-graduate, experienced)
- Tracking programs such as flexible working are being taken up
- Knowledgeable about how quickly females are rising to seniority in the applicant's organisation

3.7.3   Gold level suggestions

At this level, applicants will have a full set of KPI's or targets and will be able to show that they are meeting the greatest number of their KPIs and targets.

- They might be speaking about target setting and the value of targets to share best practice at events.
- Objectives and targets and a 'terms of reference on diversity' will be included in policy or statutes.
- Expecting all employees to uphold required behaviour on gender diversity in an ethical code of conduct.
- Distribute regular dashboards on gender to all managers and have KPIs on Gender in management annual objectives
- Possibly offer management bonuses for achieving diversity objectives

4 CONTACT

We are very excited that you value gender diversity in tech professions as much as we do.

If you have any questions, please feel free to contact the DiversIT Project coordination team at info@cepis.org.

You can find more information about the Charter initiative at https://cepis.org/diversit-charter/.