WOMEN IN TECHNOLOGY 2014

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- make better IT strategy and technology purchasing decisions
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ABOUT THE SURVEY AND THE PARTICIPANTS

The Mortimer Spinks and ComputerWeekly Women in Technology Survey 2014 collected data between 1 May and 4 June 2014 and represents the views of 2,152 technology professionals.

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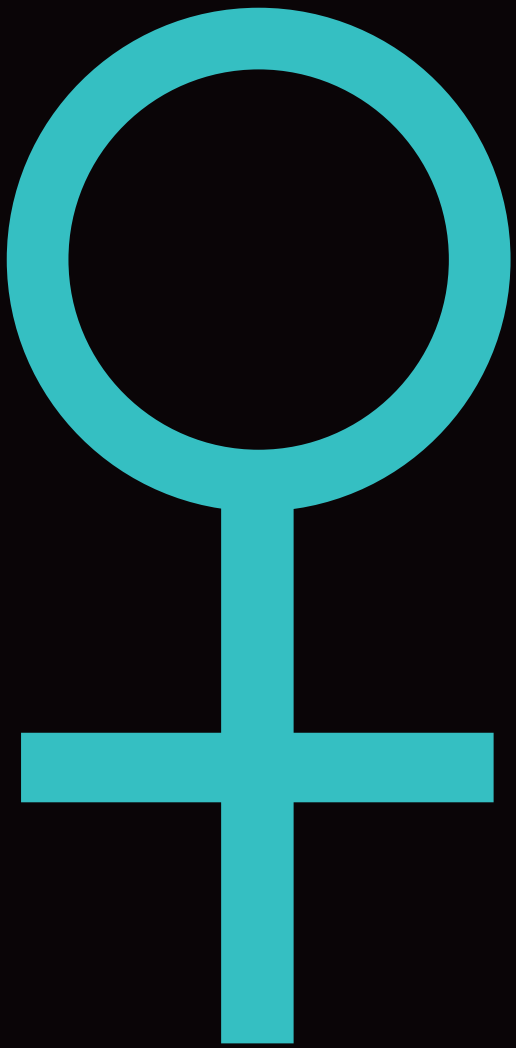


HELLO,

Welcome to our third annual Women in Technology Survey, produced, as always, in partnership with our friends at ComputerWeekly.com.

Those of you who have read our survey every year will have noticed that it has grown in just about every way possible. In year one we had 509 participants, year two saw 1,318, and now in our third year 2,152 people have taken part. With a data set so vast and with so much to cover, you will forgive us for producing by far our most in-depth analysis yet.

Our work in this space has become a kind of well-oiled 'self-fuelling' engine. The combination of running very regular events and forums, making videos, writing blogs, producing research and advising our clients on diversity has meant we have created a machine that produces the questions we want to ask and then uses the answers to create new communities, which in turn produce more questions.

We felt truly rewarded this year when the number of women who took part was more than 800 – just under 40% of participants which, when you consider that the industry runs at about 12–15% female, is some achievement. We put this down to the work we have done towards building a community of women in technology and working with them to help them progress in their careers.

There are many conclusions and findings to draw on, but one of the most interesting things for me was realising that 'women in tech' is not a subject just for women, or just for men for that matter – it is a subject for all of us. We need to work together as a whole industry to make significant changes in this area. There is not enough joined-up thinking and collaboration, and it is only when we unite the start-ups, SMEs, corporates, governing bodies and all the people who are part of this industry that we will be able to really effect change.

The changes are there to be made: we need to work to develop short-term 'quick fix' solutions and medium-term solutions, and then continue to try and influence the government to build on its recent curriculum change and continue to drive the education of our students forward, which will inevitably act as the ultimate solution to our problem.

I hope you enjoy this year's findings and that they go some way to helping you understand not just what this imbalance looks and feels like, but also that they represent important statistics within the industry that could go some way to helping change it.

Best regards

James Hallahan
Managing Director

TEN THINGS YOU NEED TO UNDERSTAND ABOUT WOMEN IN TECHNOLOGY

1. The **average number of women** in technology teams is **12%,** down from **15%** last year.

2. **94%** of people are **happy** to be working in technology.

3. **58%** of women think there is **not enough media focus** on increasing the number of **women in technology**.

4. **45%** of people are **not aware of the change from ICT** to **Computer Science** in the national curriculum.

5. **82%** of people think the technology industry **needs a rebrand.**

6. Only **12%** are **aware of any formal initiatives** to **address gender imbalance.**

7. **87% of women** in tech believe the **perception** of working in the industry **is not accurate.**

8. **75%** of people **join** the technology industry **straight out of education.**

9. **71% of men** have asked for a **pay rise** compared to **61% of women**.

10. **Over half** of the industry has had a **mentor** during their career.

SO WHO TOOK PART?

2,152 people completed our survey, making it one of the most comprehensive studies ever on gender balance in the technology industry.

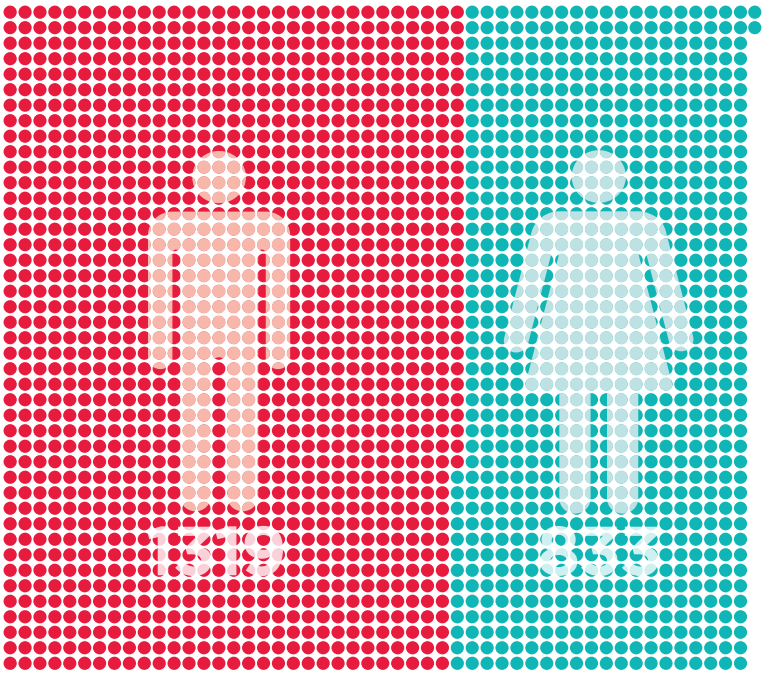


Figure 1 - Gender of respondents

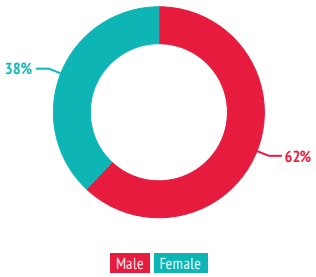
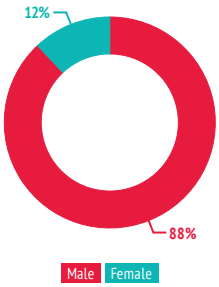


Figure 2 - Gender balance of technology teams



The average percentage of women working in technology teams in the UK is 12% – down from 15% last year.

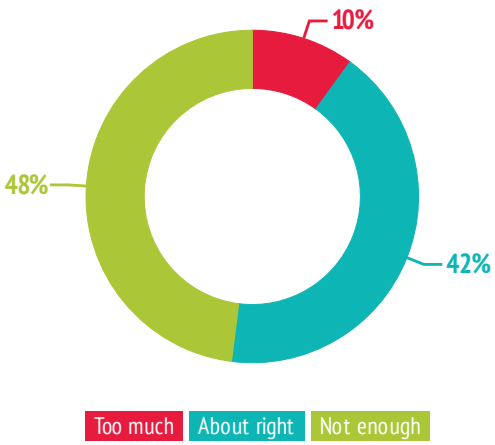
Why is this? There is a significant difference between the industry average of women in technology teams and the number of women who took part in our survey. This is because three years of working hard to research and effect change in the industry has meant we have a strong community of engaged women wanting to contribute to our survey, hence the difference in number.

THE FINDINGS...

ALL TALK AND NO ACTION?

Last year (2013) one of the most striking findings from the Mortimer Spinks Women in Technology Survey was that relatively few (less than half) of people thought we needed more media coverage about the lack of diversity in technology; in fact some believed coverage was too much! Figure 3 shows that this year's findings are no different: 48% of participants feel the subject is not getting enough coverage, 42% feel it's about the right amount and 10% feel it's too much.

FIGURE 3 - Do you think the current media focus on the number of women in technology is...?

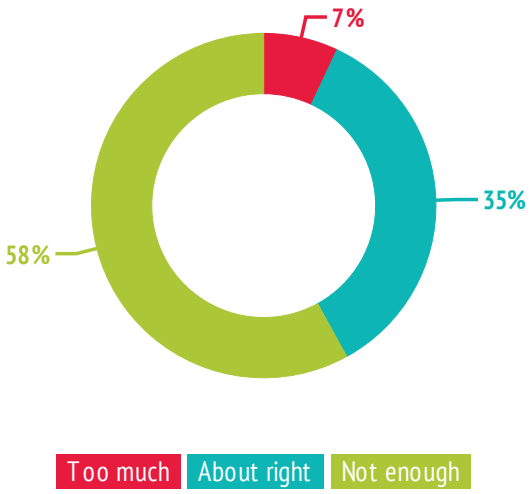


Given how little change has occurred in technology diversity over the last year, this lack of enthusiasm for media coverage might seem a conundrum, but actually the message is changing. Are we fed up of reading about the low number of women in technology jobs? Is it all talk and no action?

Interestingly, if we look at Figure 4, which represents the women's responses only, you can see that just under 60% still believe the subject needs more media attention.

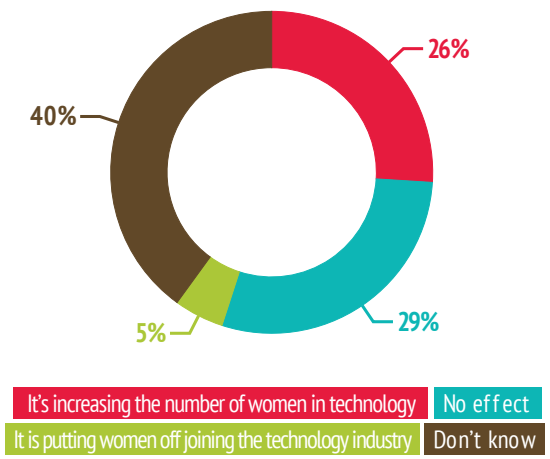
> "Schools need good IT teachers, which will be hard, and sufficiently stable curricula. Government should only change things with good (e.g. 2 years) advance notice."
> *QA Manager, man, 44*

FIGURE 4 - Do you think the current media focus on increasing the number of women in technology is...? (women only)



So what effect does media focus have on the pipeline of women entering the industry? Is all this talk and no action helping us to bring new women into the industry?

FIGURE 5 - What effect do you think the current media focus on women in technology is having on the pipeline of women entering technology careers?



Looking at Figure 5 you can see that only a quarter of participants feel the media focus on the issue is actually helping to increase the number of women in technology. More than 30% of people feel that the media focus is either having no effect, or even that it is putting women off.

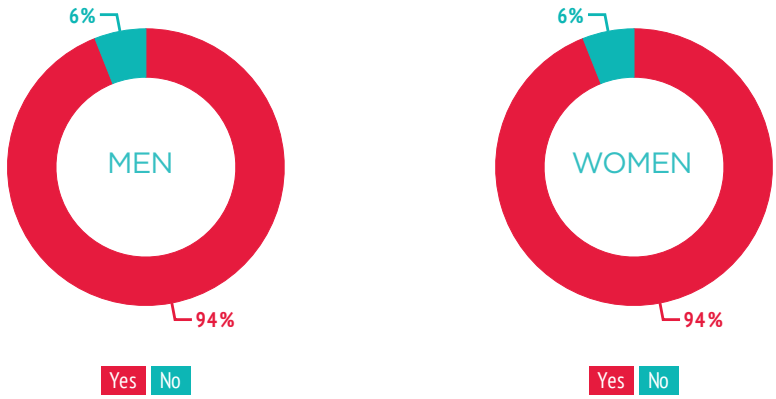
The truth is that no matter how much we discuss the lack of women in technology, what we really need is for our discussions to affect people. We have to make sure that we are having the right sort of conversations with the right sort of people, because the right sort of 'talk' invariably does lead to the right sort of 'action'.

You will also have noticed in Figure 5 that the most popular answer was "I don't know" – which leads us on to…

AM I BOTHERED?

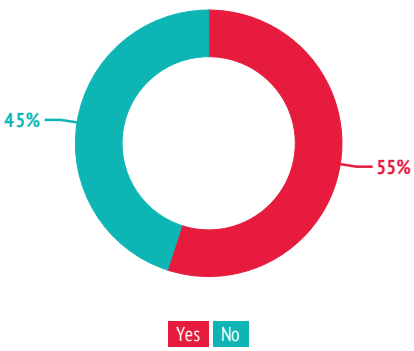
There are two sides to every coin, and working in technology is no different. 94% of the people working in technology answered "yes" when asked "Are you happy you have a career in technology?" (see Figure 6). Surely knowing that our industry has such a happy workforce can only be good news, right? Well, yes, but is it possible that this satisfaction has led to a disregard for some of the issues the industry really has to face?

FIGURE 6 - Are you happy you have a career in tech?



You can see in Figures 7, 8 and 9 that we have asked some questions on relevant technology issues that were all widely reported in the media – and in each example there is a significant number of participants who either indicated they are unaware of these important issues, or chose the 'opt out' option. But is the 'I don't know' really 'I don't care, it doesn't affect me'?

FIGURE 7 - Are you aware of the changes to the school curriculum from teaching ICT (how to use specific applications, Excel, Word etc., functional learning) to teaching Computer Science (more focused on the fundamentals/principles of technology, programming etc.)?



"My hope for women in software is that more girls will be encouraged to programme at a young age, and carry a passion for software through their teens."
Web Developer, woman, 29

FIGURE 8 - Are you aware of the work being undertaken in central government to transform to a digital government?

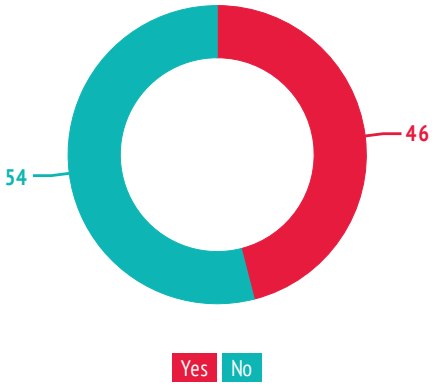
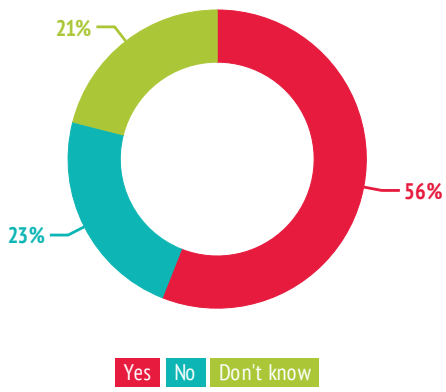


FIGURE 9 - Do you agree with this statement: "There is currently a technology skills shortage in the UK"?



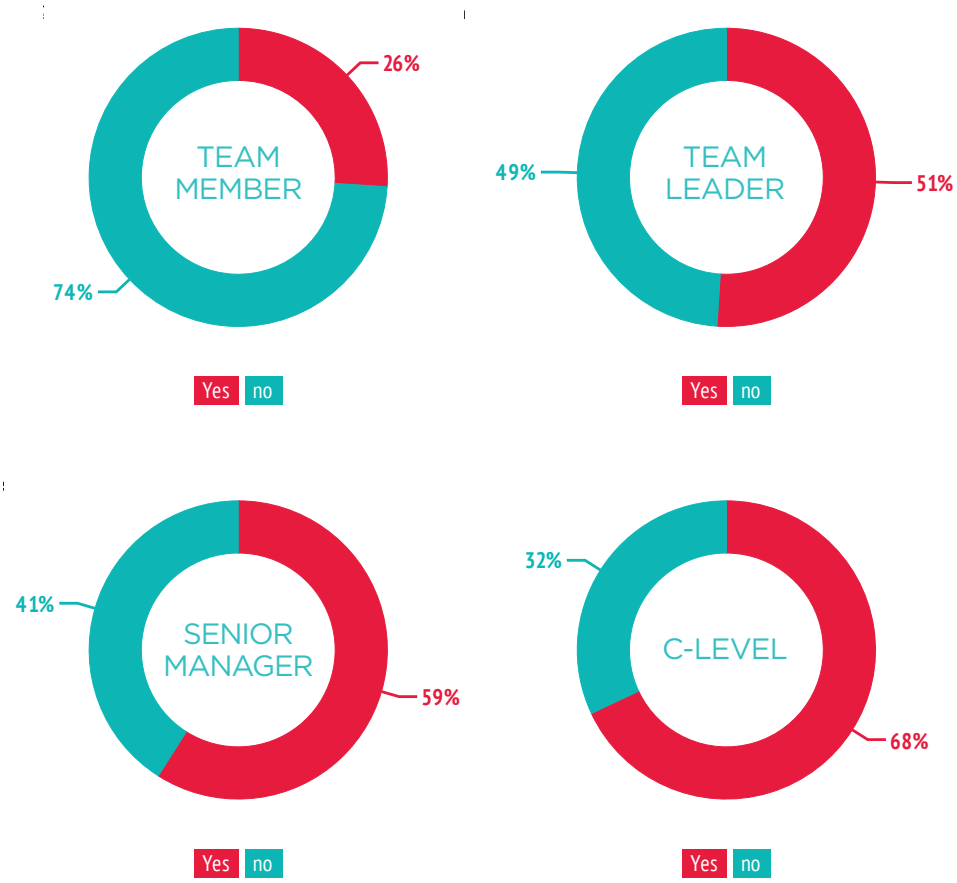
In Figure 7 we can see that just less than half of respondents are not aware that the entire curriculum for how we teach our children about computers and technology has changed. In Figure 8 just over half said they are unaware of the vast project that central government has undertaken to transform to a digital government. In Figure 9 more than a fifth of people working in the technology industry said they do not know if there is a technology skills shortage in the UK. If we look back at Figure 5 we can also see that 40% of participants said they have no opinion as to what effect the media has on issues of gender diversity in technology.

But what does this all mean? Why is there such a large proportion of people working in technology who appear to be so disengaged with some of the major issues facing the industry?

Could it be that the media only focuses on technology issues that it knows will grab people's attention? Is it that people are far more likely to read about a potential security attack or breach of privacy information on Facebook than they are about how there is a technology skills shortage in the UK?

Or could it be that these issues do not truly affect the people doing the hands-on technology jobs, a huge majority of whom have indicated that they are happy in their roles and not concerned about anything else? Do these issues affect an in-work software engineer, or are they issues for the senior management, decision-makers, or even HR departments?

FIGURE 10 - Are you aware of the work being undertaken in central government to transform to a digital government?



Looking at Figure 10 which shows the answers to "Are you aware of the work being undertaken in central government to transform to a digital government?" broken down by four levels of seniority, you can see that there is a clear correlation between people's awareness of some of the issues facing the technology industry and the level they are working at.

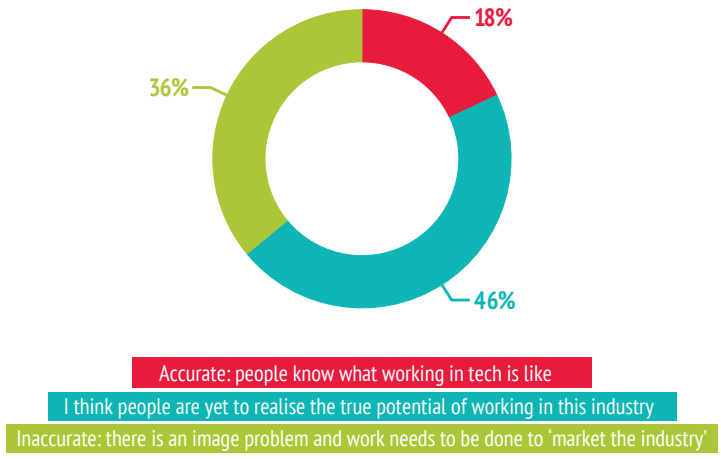
There is also a point to make about the difference between consumer technology news and news that affects the people on the ground working in technology jobs. Again, the media is far more likely to cover the release of a self-driving car than to profile the people who built it.

It seems that the best way to try and solve some of these issues is to unite the industry. Our levels of awareness should not be dictated by our seniority – we should all be united in our fight to make this an industry filled with a diverse workforce big enough to do the number of jobs there are in a country run by a 'digital first' government.

DOES THE INDUSTRY NEED REBRANDING?

It may feel like the days of IT are behind us: ICT has been replaced by Computer Science, 'technology' no longer means machinery, and we live in a world where half of the top ten superbrands are technology businesses. However, the perception and image of our industry has not caught up. Have a look at Figure 11.

FIGURE 11 - Do you believe the perception of working in the technology industry is...



Only 18% of people believe that the perception of working in technology is accurate and that people know what working in technology is like; when you look at the results of the female respondents only, that number drops to 13%. 36% (coincidentally exactly double) think that the perception of the industry is inaccurate and that it has an image problem, with work required to 'market the industry' and show the world we are not all archetypal computer geeks. 46% of respondents believe that people are yet to realise the true potential of working in the industry.

So, if only 13% of women who are actually working in technology believe the perception of it is accurate then can we safely assume that there is considerable work to be done in order for people outside the industry to really know what it is like? If they did, would that mean we would be able to attract more people, in the first instance, but women in particular to join it?

So, who is doing what then? As we are mostly agreed that the perception is wrong, it wouldn't be totally unreasonable to assume that there is work happening to correct it. Although we are talking about a wider subject, there are some interesting findings in our survey which look at one example of what we could be doing. We asked participants if they were aware of any formal initiatives within their businesses to promote women in technology, and Figure 12 shows you the answer.

FIGURE 12 - Are you aware of any formal initiatives within your business to promote women in tech?

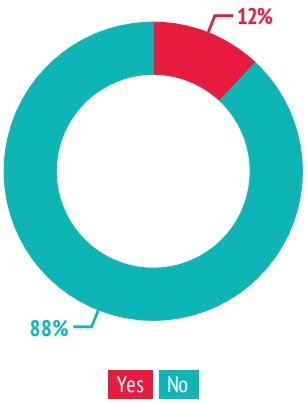


Figure 12 may or may not come as a surprise. It shows that even though 82% of respondents (Figure 11) believe there is a misconception surrounding what the technology industry is like, only 12% are aware of any formal initiatives to tackle one of the main outcomes of this problem: the lack of women in technology jobs.

Some of the feedback that we have had as an organisation is that people don't realise the range of roles that exist in the technology industry. As insiders know, the perception that everyone who works in technology has to spend their time writing lines of code simply isn't accurate.

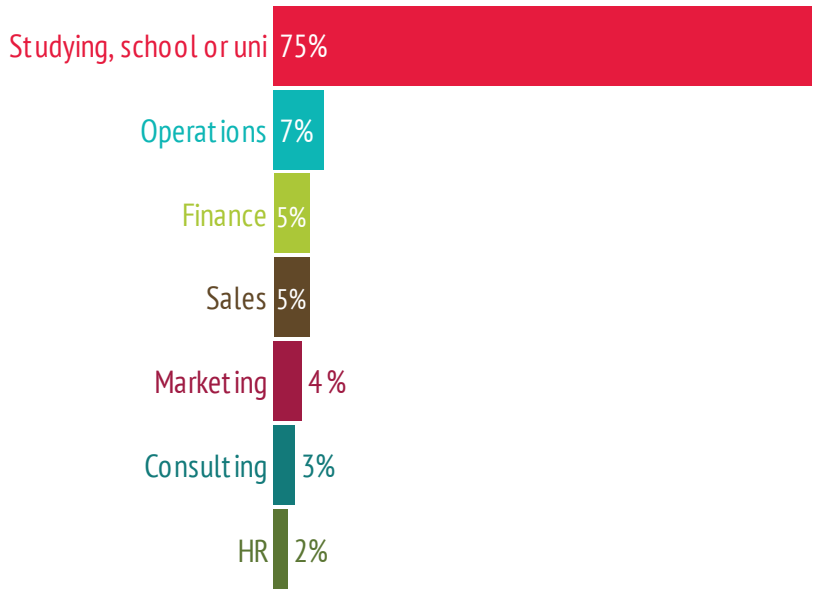
So if we need to rebrand the industry, what are we going to rebrand it to? Or is it, in truth, that the industry needs to be redefined? Perhaps due to the industry's youth and speed of evolution, there is some confusion as to what the technology industry really is. If we can collectively define what 'working in technology' means, we might be in a position to start to 'market' it accurately. Would this help attract a more diverse workforce? Is it that the historical idea of 'technology' as bits of machinery is putting women off, despite the fact that in today's world the meaning of 'technology' could not be further from the Industrial Age of Edison and Brunel?

"Many people, not just women, underestimate their ability to retrain for careers in technology and don't realise how many of the skills required are generic and not specifically technical."
CTO, man, 56

IT STARTS AT THE START AND WE'VE MADE A START

Last year we found that just under 70% of people joined the technology industry straight out of education. This year is no different, with Figure 13 showing that 75% of the industry entered straight from school or university.

FIGURE 13 - Where were you before you began in tech?



We also picked up on the fact that, despite youth unemployment being a very hot topic in the UK, there are currently still more technology jobs available than those applying to do them. This signals that something is seriously wrong with the way the technology industry is engaging with young people.

We talked about the importance of the national curriculum going, at least, some of the way to reflect the skills needed to enter the industry, as well as the advantages of getting pupils interested in technology careers at a young age.

In the last 12 months, the curriculum taught in schools has changed. It has changed from 'ICT' – where students are taught how to use specific applications like Microsoft Excel or PowerPoint – to 'Computer Science', which is more focused on teaching the fundamentals of technology, including things like computer programming.

FIGURE 14 - Are you aware of the changes to the school curriculum from teaching ICT to teaching Computer Science?

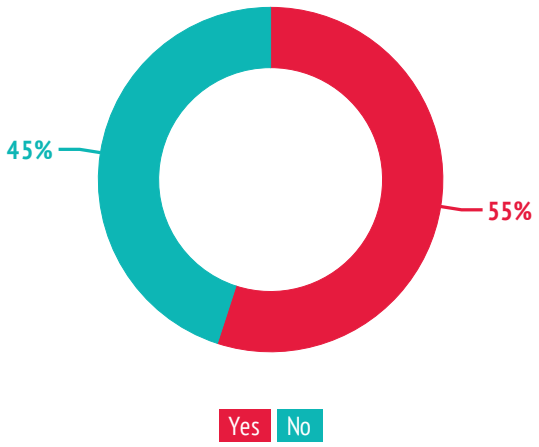
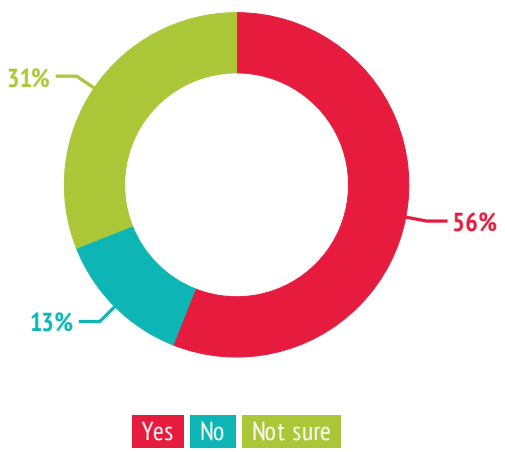


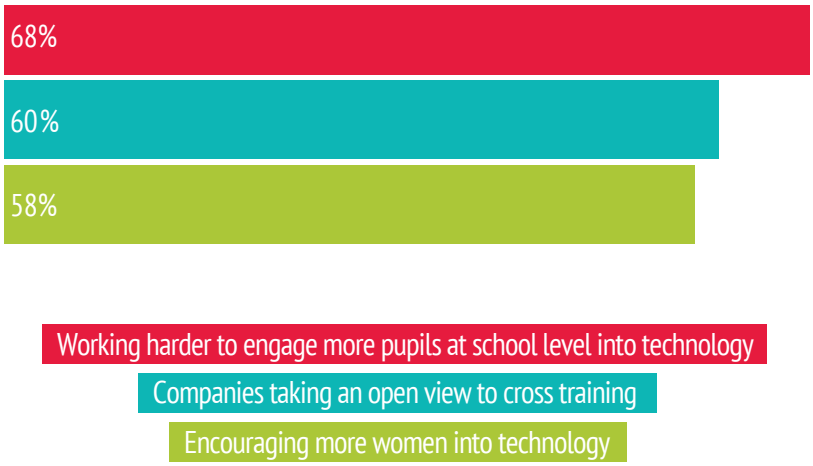
FIGURE 15 - Do you believe the recent changes to the school curriculum will help engage more students in technology careers?



You can see from Figures 14 and 15 that this has, mostly, been well received. 55% are aware of the change, with 56% of those people believing it will help to engage more students in technology careers.

What we can say for certain is that it does show that the government, love them or hate them, have made a start. They have begun to recognise the importance of teaching our children the skills they will need to survive in an employment market that is bursting with opportunities for those with technology skills. So, now we need to take a step away from our school students, cross our fingers and hope that the government keeps trying to evolve the curriculum to keep up with technological change (if that is possible). We are a good decade away from seeing the fruits of this curriculum change, so what happens between now and then?

FIGURE 16 - How do we address the UK skills shortage?



For two years in a row, when asked how we address the UK skills shortage, the top three answers, by some margin, were: cross-training from other disciplines; working harder in education to engage more students with technology; and encouraging more women into technology. Following the curriculum change we can say with some confidence that we are starting to address one of these, which is certainly a start.

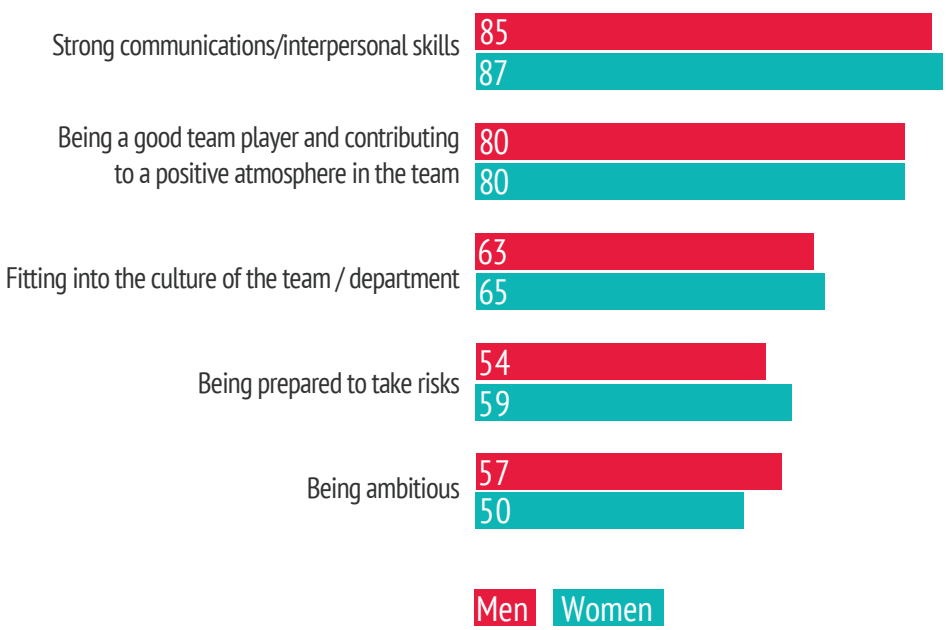
"Unless you're an ifanatical, you will agree that children are being born with IT instincts already, it shouldn't be too long of a wait for balance."
Director, woman, 49

SMALL MARGINS CAN MAKE A BIG DIFFERENCE

There are, in truth, few differences between men and women. Physiologically we are much the same, and mentally and emotionally we are in the most part very similar. This is also true of the way we engage with technology. We saw earlier how there were some differences in seniority between men and women with children, but they were not massive, and mainly both sexes are progressing at much the same speed. We have similar opinions on lots of issues, got into the industry the same way, and most of us care about its future. However, there are differences. They may not always jump out at us but they are present, and in many ways they are the key to solving technology's gender imbalance.

We asked everyone to choose what personal factors they believe to be important to progressing in their careers, from an extensive list including things like 'spending time with senior management outside of work' and 'communicating your successes to key people'. Figure 17 shows that both women and men selected the same top five in almost the same order, the only difference being that women selected 'being prepared to take risks' as their fourth and 'being ambitious' as their fifth. For men it was the other way around.

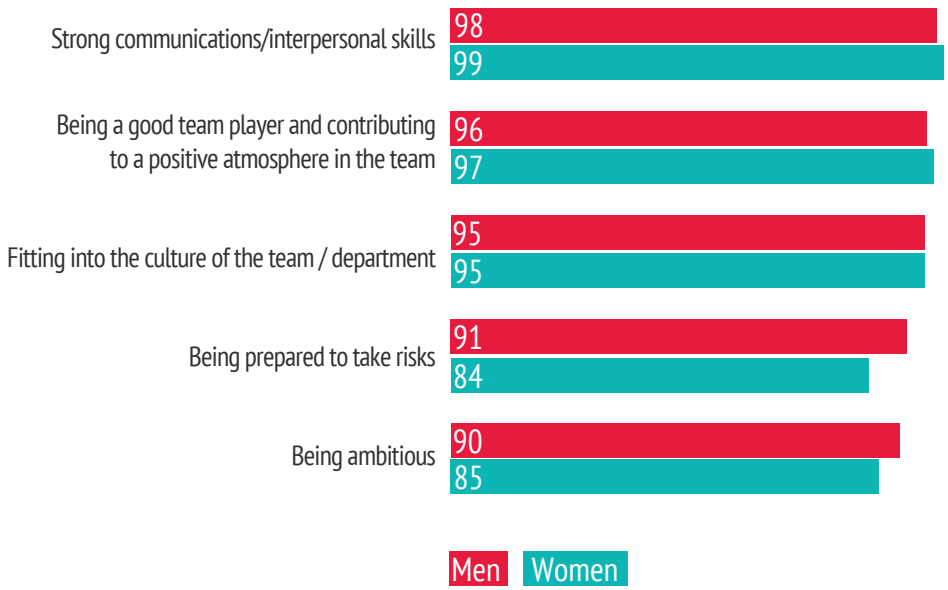
FIGURE 17 - What personal factors are important in progressing your career?



Other than women feeling that taking risks is more important to progress in their careers than men, there is no huge difference between men's and women's opinions on what really counts in career progression.

We asked participants to rank how successful they believe they are at these career success factors. Figure 18 shows how men and women rank themselves.

FIGURE 18 - How successful personally are you at achieving these career success factors?

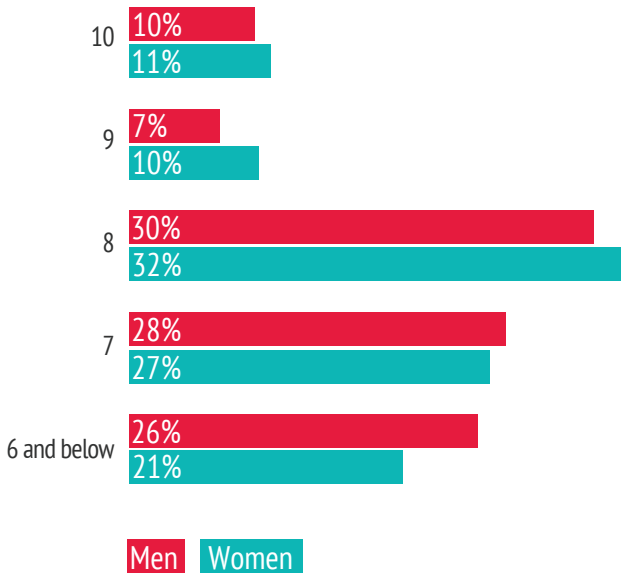


The first three skills – being a good team player, strong communication skills and being prepared to take risks – could be described as skills that all fall into the social side of business. They involve being emotionally intelligent, positive, energised and collaborative. The next two skills could be described as being less about the team and more about the individual. In a sample of more than 2,000, small margins can often show real insight, and the fact that women consistently rank themselves behind men in how successful they are at being ambitious and being prepared to take risks is fascinating.

So how does the issue of not appreciating your strengths affect men and women in terms of things like job applications? One of the great theories is that men will see a job advert and apply for it even if they do not really have all the experience required, whereas a woman will only apply if she meets 90% of the criteria.

"I think we need to move away from the stereotypes of 'men do this, women do this' kind of mentality. This was alright when men hunted and women cooked, but today I manage men and women alike and there is no difference between them in technology."
Test Lead, man, 28

FIGURE 19 - You've just seen a job that you really like. There are 10 essential requirements on the job spec. How many would you want to meet to apply?



The question we asked was "You've just seen a job that you really like. There are 10 essential requirements on the job spec. How many would you want to meet to apply?" As theorised, more than a quarter of men were happy to apply for a role despite meeting fewer than six of the requirements, compared to just over a fifth of women, although there is less of a difference when it comes to those who want to meet seven or more of the spec points.

Figure 20 shows the difference between men and women when asked "Have you ever asked for a pay increase?"

FIGURE 20 - Have you ever asked for a pay increase?

71% of men working in technology have asked for a pay increase, compared to just 61% of women. Could this be an area where being ambitious and being prepared to take risks comes into play? If you scale this up over the whole industry, you will start to see how these small margins can add up to major differences.

The fact that men ask for pay increases more than women do, as a stand-alone fact, is not something that will make the headlines. The critical point is that perhaps women lack the self-belief needed to go and ask for one. If women aren't telling themselves how good they are, then who is?

MENTORS – 100% GUARANTEE OR YOUR MONEY BACK

The value of mentors is one of those topics that is discussed at any and every gender balance event you attend. This year we asked questions to see whether the stories of the positive impact mentors have had on people's careers are true across the whole industry, or whether they were just specific examples.

FIGURE 21 - Have you had a mentor at any point during your career in technology?

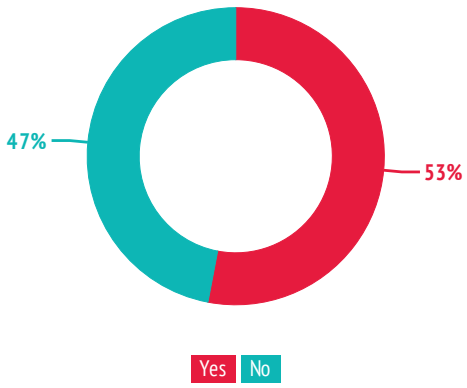


FIGURE 22 - At what point in your career did you have a mentor?

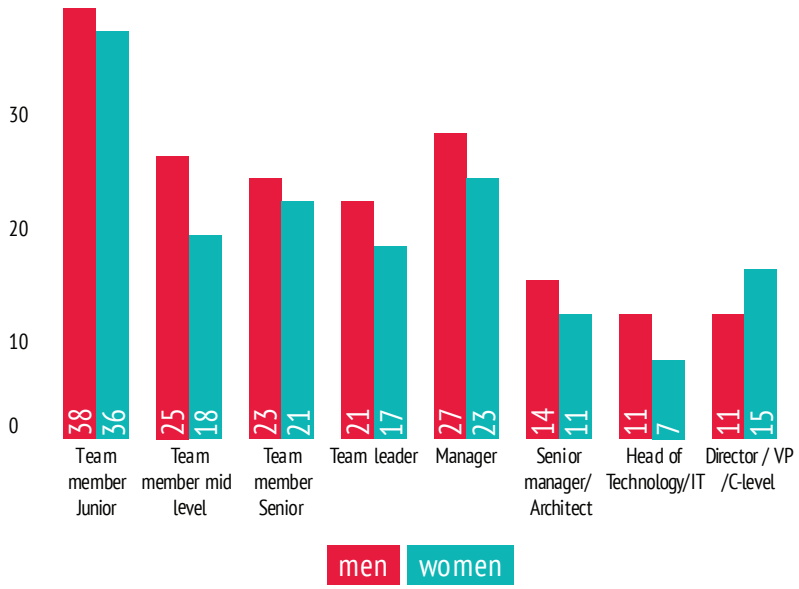
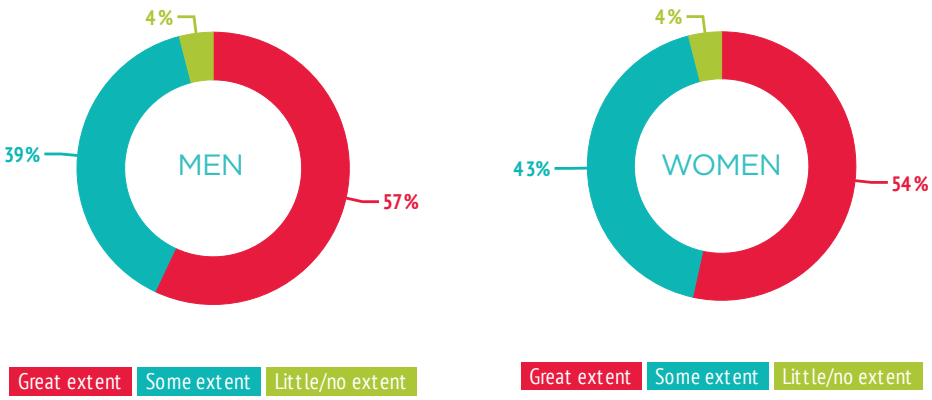


FIGURE 23 - To what extent do you think mentoring improves people's career prospects?



So what can we draw from all this then? Well, about half (53%) of the technology industry has had a mentor at some point during their career. When have they had them? Most people have had mentors in the early stages of their careers, when they classify themselves as junior team members. When you look through the data you can see that there are also spikes of mentoring happening at levels that could be considered 'career milestones', so at 'Manager' and 'Director or above' levels you can see notable increases. At these points in your career you are given a change in responsibilities so it makes sense that you would get a mentor, either actively or passively.

The truly stand-out fact about mentoring is that almost everyone (96%) who has had one believes it has improved their career prospects and will improve those of anyone who has one.

While your mentor may not be 'the most important person in your career' – as is so often the call to arms at so many events or blogs or discussions – they are certainly going to be a person of significance.

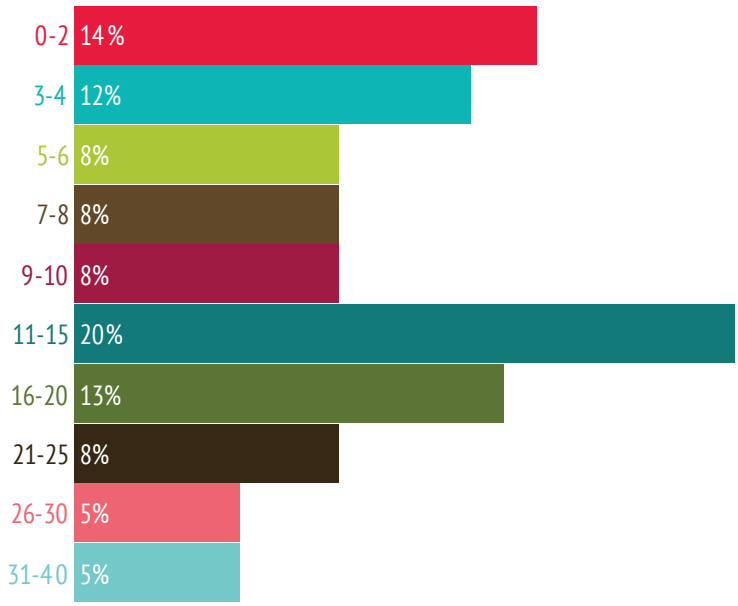
"Skills need to evolve and IT folk need to adapt... and faster than ever before. Those who do will have a wonderful career. I repeat, there has never been a better time to have an IT career that makes a difference, but one needs to communicate, excite people, take risks and adapt!"
CIO, woman, 42

WHO ARE THE 12%?

After three years of working with women in the technology space, whether it be in schools, running meet-ups, carrying out surveys, hosting roundtable discussions or working with the boards of businesses on diversity, we have managed to build up an amazing community of women in the industry. This year, the industry average was 12%, last year it was just under 15% (14.6%) and in 2012 it was just over 15% (15.7%).

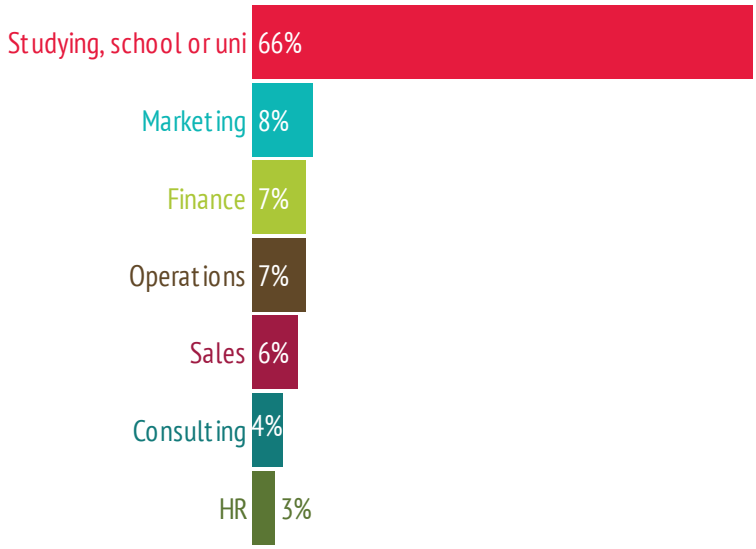
For us to talk about how we engage and increase the number of women in technology, it makes sense to look at the women who have managed to join the industry and find out how they did.

FIGURE 24 - How many years have you been working in technology?



There is a positive finding to be seen in Figure 24: a quarter of the women currently working in technology jobs have been in them for 0–4 years. 14% of the women working in the industry have joined since we started our survey three years ago.

FIGURE 25 - Where were you before you began your career in tech? (women only)



Although visually Figure 25 looks like there is one conclusion alone to draw from it, there is more to this than meets the eye. Yes, one finding is that the overwhelming majority (66%) of the women in the industry came into it straight from either school or university. It is worth pointing out that 80% of men working in the industry also came straight from school or university.

The interesting thing to note here is that means that a third of women in the industry came into it from a different area of business. In Figure 16 we showed that 60% of people thought that, in order to address the skills shortage, we should be taking a more open view to cross-training. If a third (33%) of the women working in the industry came into it from a different area of business, or in other words cross-trained into technology, could this be an immediate solution that would not only solve the skills shortage but also begin to address gender imbalance?

'Women in technology' is high on the agenda for the 12% of the technology industry who are women - well, it is certainly much higher on the agenda than for men.

FIGURE 26 - In your job, when was the last time you heard or had a conversation about gender diversity in technology?

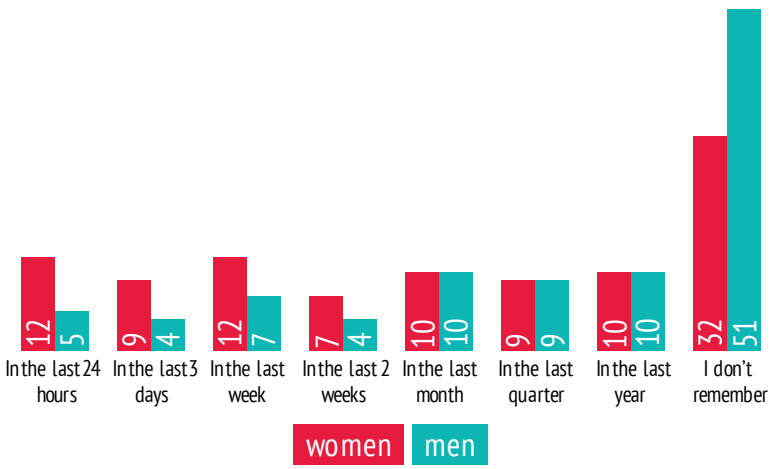


Figure 26 shows women's answers to "When was the last time you heard or had a conversation about gender diversity in technology?", and we can see there is a gap. A third (33%) of women have had a conversation about gender diversity in technology in the last week, whereas less than half that number of men have (16%).

The main message here runs hand in hand with our philosophy about women in technology: the issue is not just for women, and needs to be aimed at and shared with men. To effect genuine change in the industry, we have to work collaboratively. To help the 12% grow, we need 100% of the industry working together.

"There are fairly frequent conversations about the low numbers of women in my department, but these are always instigated by women. There were even fewer women at the place I last worked and it was never really discussed there."
Business Analyst, man, 42

WHAT DO YOU SAY ABOUT ALL THIS?

Percentage of women and men who think...

	WOMEN	MEN
Women have to work harder to make an impact in a male dominated environment	70%	30%
Women contribute a different range of valuable skills to the work environment	69%	54%
I have found mixed work environments are more productive	69%	62%
Office banter is off-putting to women	23%	24%
I prefer to work in a largely male environment	21%	6%

"There is currently a vicious circle keeping the numbers of women down. It's mostly men, so it's seen as a male industry, and so women don't think of it. Men get used to it being all men and aren't used to working in a mixed workplace, so don't make it welcoming."
Software Engineer, man, 32

"Gender should be irrelevant, what is more important is if you have the relevant skill set/aptitude to do the job."
Programme Manager, woman, 34

"In reality I don't care if I work with male or female; as long as that person does their job correctly, gender is not an issue."
Security Engineer, man, 41

"Re schools, I think the change in curriculum will make no difference if schools don't have the skills to deliver the change. From what I've seen of IT in the education system its delivery is really poor. My daughter recently completed A-level Computing and the content had changed little since I did the same exam 30 years before and on the whole it was irrelevant then also."
Network Engineer, woman, 29

"Schools need good IT teachers, which will be hard, and sufficiently stable curricula. Government should only change things with good (e.g. 2 years) advance notice."
QA Manager, man, 44

"I've had this discussion with many women and the feedback I get is that they just don't believe they could do it, and don't like the 'nerdy' stigma that's attached to tech."
Director of Infrastructure, man, 46

"in reality I don't care if I work with male or female, as long as that person does their job correctly, gender is not an issue."
Security Engineer, man, 41

"There is far too much insistence on gender differences in recent years. The response to low numbers of women in IT seems to be to segregate IT jobs into Pink IT for girls (eg customer relationship, screen design) and Blue IT for boys (programming, infrastructure). The result is fewer opportunities for both genders to achieve their potential and find a job they find challenging and rewarding."
Head of Digital, woman, 44

"I think more women in technology is a great idea; however, I think the main problem is girls not choosing tech courses at Uni."
Project Manager, man, 38

"My hope for women in software is that more girls will be encouraged to programme at a young age, and carry a passion for software through their teens."
Web Developer, woman, 29

SO WHERE DOES THIS LEAVE US?

There are two strands to this conclusion.

Firstly, the state of play is that we are in an industry that is imbalanced when it comes to gender. Over the three years that we have been studying our industry, we have seen the proportion of women remain essentially the same, give or take some small variance.

One of the big points that we made last year was that working in technology was like a brilliant secret that no one knew about. Women in technology are broadly progressing at the same speed as men, they are just as happy to be there as men and share many of the same views as men on the industry in general and some of the big issues facing it. The differences appear to come in small margins, but when they are scaled up, they make a big impact on the industry. There continues to be a difference between men and women when it comes to self-belief. Many articles and talks about self-belief in careers focus on the idea of 'fake it till you make it'. Perhaps there is something in this.

Also, the role of mentors in keeping women happy, engaged and still working in technology is not to be questioned. 94% of the industry believes that mentors have improved their career prospects, and countless women and men who've attended our events referenced the role that a mentor has played in helping them to realise their ambitions.

We can also conclude that there is a problem with the perception of the industry in general, but especially so when it comes to attracting women to technology jobs. Working in technology still carries a 'geeky', 'nerdy' image and we need to shake it off. Today's technologists are like yesterday's rock stars. The technology industry has given birth to the most revolutionary business of the last 50 years. It has produced the youngest billionaire in history, the earliest flotation, the most disruption, the coolest offices and the fastest growth, and yet people still think it takes place in dark basements. We have a collective responsibility to market our industry, to tell people what it is really like to work in technology, often the most exciting department of any business.

Secondly, we have to look at what happens next.

Through this and our prior pieces of research, it has become clear that there is no 'one size fits all' answer to this. There are, however, answers. This is not an impossible problem. The solutions need to be broken down into three categories and put into action across the industry.

We need to have immediate, short-term solutions. Based on the fact that a third of the women currently working in technology cross-trained from other disciplines, we need to put formal cross-training high on the agenda. Whether it is a start-up, an SME, a global corporate, a government or a governing body, organisations need cross-training to be the heartbeat of their talent acquisition plans.

In the medium term, we need to think about how we can start to grow the skills we have access to over a 12–24-month period. There are incredible case studies around the UK of businesses setting up Apprenticeships. In this survey more than two-thirds (68%) saw employer-led Apprenticeships as having a significant impact on improving the talent gap we have in this country.

The long-term solution is and always has been education. We have made a start in the last 12 months, changing our curriculum to reflect the needs of employers, but a lot of the feedback from parents who have children going through this new curriculum has been around the quality of teaching. Changing the curriculum is one thing; making sure that we have teachers who are engaged and passionate enough to teach it is quite another. There is a sense of optimism running through the industry about this change; people believe it is going to help engage more students and if it does, and we begin to get a better balance of female students pursuing technology as a career, then the future really is bright.

The final thought from us is that 'women in tech' is not an issue for just women. It is not an issue for just men. 'Women in tech' is a topic for everyone who works in our industry. It is only through collaboration, inclusiveness and collective action that we will be able to put short-, medium- and long-term solutions in place.

As always, we want to hear from you.
Mortimer Spinks runs regular events and forums on this subject so if you are interested to know more please get in touch with Harry Gooding, our Head of Client Engagement – **harry.gooding@mortimerspinks.com** or **+44 (0) 207 170 6435.**

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