



dti

WOMEN IN THE IT INDUSTRY:

**Phase 2 Research
How to retain women
in the IT industry**

July 2005



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Phase 2 Research

How to retain women in the IT industry

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Foreword

Rebecca George
Chair, Intellect Women in IT Forum

The Intellect Women in IT Forum was set up to encourage more women into the IT industry, and once in it, to stay in it. The Forum has over 100 members from the Private and Public sectors, networking groups and academia. Since early 2003 the Forum has had two strands of activity – a research programme and a series of sessions to share best practice and ideas about how to recruit, motivate and retain women in the IT industry. Specifically we have been focussing on the emerging issue that women tend to leave the IT industry when they are in their 40s and 50s, and we would like to understand this issue more in order to address it.

We recently published phase one of our research project which addressed the availability of published data about women in IT. It also discussed the 'business case for diversity' – the hard financial case which clearly demonstrates the link between effective diversity strategies and programmes, and increased women in the workforce, and the profitability of organisations. We gathered and summarised as much



of the existing body of knowledge about women in IT as possible, and examined why it is so difficult to create a viable business case.

This report contains the second phase of our research programme. This part of our research was to gather more evidence about why women leave the IT industry in their 40s and 50s. Anecdotally we believed it was mainly to do with culture – women tend to leave the IT industry for environments where

they have more control, or more flexibility, or working hours can be managed more easily. During phase two of our research programme we have gathered some hard evidence based on interviews, to understand in more detail why women leave. The results of the interviews make interesting reading and they support our anecdotal evidence. We must therefore take action to change our IT organisations if we want to grow the numbers of women in the industry, especially at senior levels.

A handwritten signature in blue ink that reads "Rebecca George". The signature is written in a cursive, flowing style.

http://www.intellectuk.org/sectors/it/women_it/default.asp

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Executive Summary

1. Introduction

The number of women in the IT industry is declining steadily. This statement is supported by official ONS Labour Force Survey figures, which show a decline from 27% in 1997 to 21% in 2004.

DTI and Intellect's Women in IT Forum commissioned Exemplas Ltd to undertake primary and secondary research to help develop the business case for diversity and identify best practice strategies for retaining women in IT professions. This research was broken down into two phases. Phase 1 focused on the business case for diversity and resulted in a report entitled 'Women in the IT Industry: Towards a Business Case for Diversity'. Phase 2 was to concentrate specifically on why women are leaving the IT Industry and what they believe should be done to encourage women to stay. This research focused particularly on women aged over 45 and women in more senior roles as both of these groups are currently under researched.

The objective of this research project was to make direct contact with representatives of these two groups of women and to seek to establish the specific reasons why they have left or are contemplating leaving the industry and to ask what might have changed their minds and persuaded them to stay.

2. Research Findings

In total forty-two women took part in the research. Of these, twenty-four had already left the industry, thirteen were thinking of it and five were not actually thinking of leaving it but were still interested in taking part.

2.1 Reasons for Leaving

The research found that the five most commonly cited reasons for women leaving, or thinking of leaving the industry were as follows:

- **Lack of Flexible Working and Consequences of Part-time Working**

Twelve women (32%) referred to lack of flexible working and the consequences of working part-time.

- **Feeling Undervalued**

Ten women (27%) felt undervalued.

- **Long Hours Culture**

Nine women (24%) were unhappy with the industry due to the long hours culture.

- **Unsupportive Management**

Seven women (19%) had found their management to be unsupportive.

- **Lack of Inclusion**

Six women (16%) felt that in this male dominated industry they did not always feel included.

Other reasons why women had left or were thinking of leaving the industry included:

- Lack of company values (13.5%)
- Long time spent commuting or travelling (13.5%)
- Issues around the glass ceiling (11%)
- The macho, aggressive culture (11%)
- Having to prove themselves (11%)
- Lack of recognition (11%)
- Lack of training support (11%)
- Evidence of an anti-women culture (8%)
- Lack of control due to company mergers or re-organisations (8%)
- Lack of job security (8%)
- Lack of creativity (5.5%)
- Age (5.5%)
- Redundancy (22%), four of these (11%) were not voluntary.
- Other (35%)

Additionally 36% of women stated that they had left other companies for similar reasons.

2.2 What could have changed their minds and persuaded them to stay?

The women were asked the above question to ascertain whether anything would change their mind and make them consider staying in the industry. The most common responses concerned the following issues:

- Presenteeism Long Hours Culture (24%)
- Confidence in Management (19%)
- Feeling Valued (11%)
- Improving the Male / Female Ratio (8%)
- Equality (8%)
- Other (30%)

Twelve women cited other reasons, either ones that were exclusive to their own personal situation or unique reasons which stood alone.

Additionally, seven women believe that nothing would have changed their minds.

2.3 Actions suggested by participants to encourage women to stay in the IT Industry

The participants were asked more generally about what they believed were the most important actions required to encourage women to stay in the IT industry. The eight most common suggestions were as follows:

- **Increase Flexible / Part-time Working**

Twenty-three (55%) women believed flexible / part-time working should be more available.

- **Equality**

Eleven women (26%) believed there should be more equality in the industry, in terms of pay, flexible working, distribution of project work and promotions.

- **Improve Management Understanding of Family Commitments**

Ten women (23%) believed that management should have an increased awareness and understanding of family commitments.

- **Acceptance of Standard Working Hours**

Nine women (21.5%) believed that there should be less pressure to do the long hours, hence more acceptance of the standard working hours.

- **Feeling Valued**

Nine women (21.5%) believed that women would be more likely to stay in the industry if they felt valued.

- **The Need for more women**

Seven women (17%) believed that more women would stay if there were more women in the industry.

- **Build a Culture of Inclusion**

Seven women (17%) believed that women would be more likely to stay if they felt included in what is commonly a male-dominated industry.

- **Promote Industry Awareness**

Linking in to the need for more women in the industry, six women (14%) believed that more should be done to inform young girls of the opportunities in the IT industry.

Other actions suggested by the women include:

- Increase Visibility of Role Models (12%)
- Encourage more Mentoring (12%)
- Improve Training Support (9.5%)

- Monitor and Measure (7%) – including seeking results on the number of women in the company and their progress and targets for retention and motivation of staff, placing value on the softer people management skills.
- Change Male Attitudes (7%)
- Build Women's Confidence (5%)
- Encourage more Networking (5%)
- Companies to encourage collaborative environment as opposed to a competitive one (5%)
- Other (36%)

3. Conclusions

The main conclusions that have been drawn from this research are:

- People need to feel valued for their commitment, their skills and the role that they choose to do.
- There needs to be an acceptance of the standard working hours or at the very least no discrimination against those who cannot or do not want to partake in the long hours culture.
- There needs to be more understanding from management, especially where family commitments are concerned.
- There should be more opportunities for people to work part-time, without this being detrimental to their career.
- There has to be equality and fairness in areas such as pay, flexible working, distribution of project work and promotions.
- Women need to feel included in what is commonly a male dominated industry.
- In order to retain more women in the industry there is a need for more women working in the sector, ie "critical mass" this could be achieved by promoting the industry and it's many opportunities to young girls.

1. Introduction

1.1 Approach and Methodology

A questionnaire (*Appendix 1*) was designed with appropriate unbiased questions.

It was agreed to conduct between thirty-five and forty-five telephone interviews.

Due to the very sensitive nature of the project it was difficult to target women directly and therefore Exemplas, (the researchers) requested the assistance of a number of organisations and individuals to disseminate details about the research via their networks. They included Intellect, the Women in IT Forum, the British Computer Society Women's group, the Interbank Women in Technology Network, Ecademy and various clients / contacts within the Exemplas network. An example of the communication used to seek volunteers is attached in *Appendix 2*.

Women interested in taking part were asked to contact Exemplas direct. Exemplas were then able to organise a suitable time for interview and send

them a copy of the questionnaire, for their perusal. Permission was sought by participants to use their individual experiences as evidence in the report.

A total of forty-two women took part in the research. It was possible for the majority of women to be interviewed over the telephone however, due to issues surrounding confidentiality and workload, it was necessary for four women to complete the questionnaire themselves.

1.2 Limitations of the Research

It is necessary to observe that whilst this research is qualitative it is only based on the responses of forty-two women.

The reasons for leaving have been placed into various categories. It is important to note that, where reasons could have been placed into several categories, they have been placed only into the category that was believed to be the closest match.

2. Participant profiles

Before analysing the research results we will first examine the profiles of the women that took part in the research.

2.1 Job Title

Due to issues of confidentiality and various job titles being recognisable within certain companies, it is not possible to list all the job titles of the women that took part. Nevertheless, the jobs with generic titles included software developers, programmers, analysts, IT consultants and systems / sales engineers. With regards to the more senior roles it was found that twenty of the women were Managing Directors or Vice Presidents. The following section gives further information concerning the number of women at very senior or relatively senior levels.

2.2 Rank

As one of our target groups was women who held senior roles, the women were asked to rank their position within the company on a scale of one to five (one being the least senior and five being the

most senior). Many women worked for large multinational organisations, which had vast management structures, and therefore, even though they held a senior position, there were sometimes still many levels above them. We realised also that it was impossible to compare like with like as those who held senior positions in smaller organisations were able to position themselves at a higher rank. Nevertheless, it enabled us to get an approximate idea of their level of seniority. The results show that 76% of the women held more 'senior' positions (three or above).

More detailed information can be found in Appendix 3.

2.3 Age Groups

One of our target groups was women aged forty-five and above. It was found that 57% of participants were in this age group.

There were two women who fell outside the two target groups of rank and age, but were nevertheless keen to take part in the research. One was forty

years old and ranked her position as a two. The other was between eighteen and twenty-four years old and had only been in the industry for one year. Nevertheless, it was decided to interview her, because, despite her short time within the industry, she had already formulated negative views about the sector and was already considering leaving.

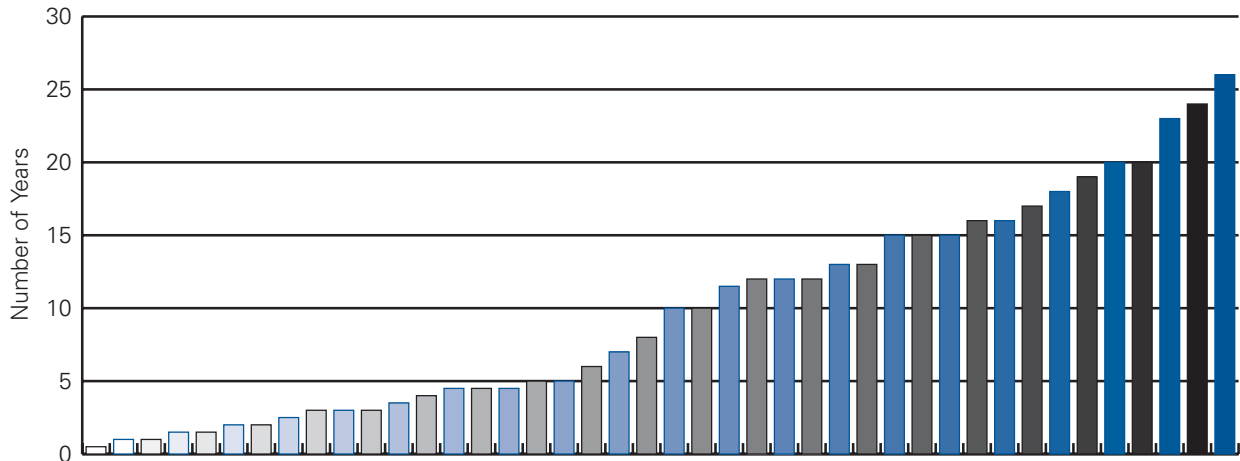
More detailed information can be found in Appendix 4.

2.4 The number of years that the participants had worked for their current or most recent company

The average length of time that the women had been working for their current or most recent employer was just under ten years.

More detailed information can be found in Appendix 5.

Chart 1: Number of years the participants had been working for the current or most recent company



2.5 The number of years that the participants had worked for the IT Industry

The average length of time the women had been working in the IT industry was just under nineteen years.

More detailed information can be found in Appendix 6.

2.6 Highest Educational level

The women were asked what their highest educational level was. Amongst them there were thirty-five qualifications held, equivalent to or above an Ordinary Degree. At least sixteen of the qualifications were in an IT (or related) subject.

Furthermore nine women added that they also held Professional qualifications.

It is possible that other women may have held professional qualifications but did not mention this in the research.

More detailed information can be found in Appendix 7.

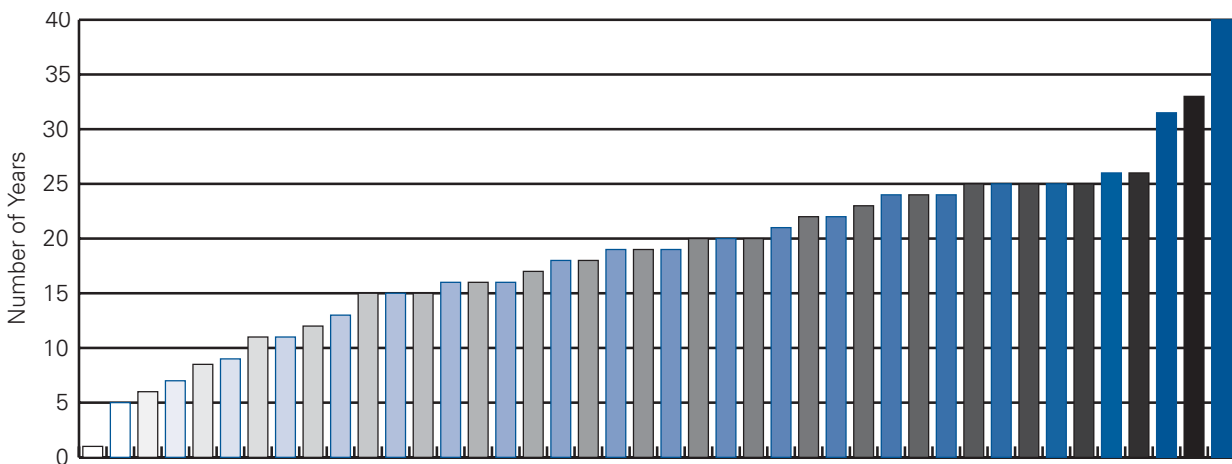
2.7 Aspirations

To try to understand whether the women were satisfied with what they had achieved career wise, they were asked what their aspirations had been when they initially embarked on a career in the IT industry and whether or not these aspirations had been met. The results are as follows:

- Seventeen women believed that their aspirations had been met.
- Eight women believed that their aspirations had been partly met.
- Ten women believed that their aspirations had not been met.
- Seven women did not feel the question was applicable to them as they had either fallen into the industry by accident or had had no particular aspirations.

Individual evidence can be found in Appendix 8.

Chart 2: Number of years the participants had been working in the IT industry



3. Company profiles

In the next section we will examine company profiles. The participants were asked to provide the name of the company they were working for, which then gave the researchers background information on the type and size of companies involved. Due to reasons of confidentiality it is not possible to provide company names within this report.

3.1 Company Size

The majority of women (76%) worked for large companies that had worldwide operations.

More detailed information can be found in Appendix 9.

3.2 Company Activity

The majority of women (64%) worked for IT or related companies (such as Engineering / Aerospace or Telecommunications).

More detailed information can be found in Appendix 10.

3.3 Processes in place to encourage women to stay

The women were asked whether they knew if the company had any processes in place to encourage the retention of women employees.

- Twenty-two women (just over 52%) said that they were either unaware of, or that the company definitely did not have, any processes in place to encourage the retention of women.
- Twenty women stated that the company did have processes in place to encourage the retention of women.

The research found that, where women stated that their company did have processes in place, initiatives included:

- Flexible / Part-time working.
- Diversity policies / training.
- Good maternity benefits.
- Networking groups / workshops which looked at specific topics of interest to women e.g. work-life balance, career management, executive presentation training, role model awareness.

- Subsidised nursery places for children / links to local crèche facilities.
- A team that looks at the reasons why women are leaving the company.
- Mentoring programmes.
- Talent Management.
- Equal Opportunities policy.

However out of those twenty women, eleven were sceptical about the effectiveness of these processes.

Individual evidence can be found in Appendix 11.

4. Research findings and individual evidence

For the purpose of this research when we talk about women that have left the industry this also includes those that have decided not to be an employee within the industry (i.e. have set up their own IT business). Of the forty-two women that took part, five were not actually thinking of leaving the industry, however were keen to take part in the research and were able to share valuable information on the way they believed things could be improved within the industry. Of the thirty-seven remaining women, twenty-four had already left the industry and were doing the following:

- Five were self-employed IT consultants (one of these held a couple of Non-Executive Director roles).
- Four had set up non-IT related businesses.
- Three had set up IT related businesses.
- Three were working for non-IT companies and weren't particularly using the IT skills.
- Two were working for Educational Establishments.
- One was running an educational project.
- One had become a Management Consultant.
- One was doing charity work.
- One was a student.
- One was no longer working.
- One was on a career break.
- One had left but has recently been persuaded to return.

In the following section we will examine the reasons why these twenty-four women left the industry and why the remaining thirteen are thinking of leaving it. In section 4.4 we will also provide information supplied by the five women that are not thinking of leaving the industry.

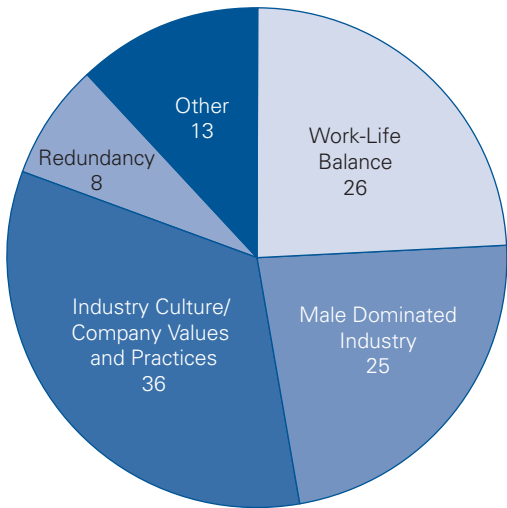
4.1 Reasons for leaving

The majority of women did not have one single reason for leaving the industry, it was usually due to a combination of factors.

For the purposes of this report we have divided the reasons into five categories: Work-Life Balance; Male dominated

industry; Industry Culture / Company Values and Practices; Redundancy; and Other.

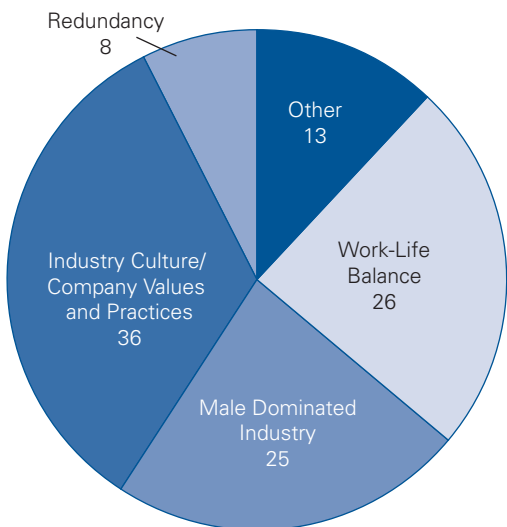
Chart 3: Reasons for Leaving - Main Categories



4.1.1 Work-Life Balance

This section includes the lack of flexible working and the consequences of working part-time, the long hours culture and the long time spent commuting or travelling. In total there were twenty-six references relating to work-life balance.

Chart 4: Work-Life Balance



4.1.1.1 Lack of flexible working / Consequences of working Part-time

Twelve women (32%) referred to the lack of, and the consequences relating to, flexible working in the industry. It appears that there are few opportunities work part-time work in the IT industry and these opportunities almost disappear totally in senior management. This could be for a number of reasons including, that is automatically assumed that the more senior roles are less appropriate for part-time work due to responsibilities, etc and but also because there are so few women at the topmost levels that part-time work is just not considered an option.

A number of women cited various consequences to part-time working. They included:

- Being made to feel, by managers and colleagues, that you are not working as hard or are unable to do the same calibre of work as full-time staff.
- The opportunity to work flexibly is viewed as privilege, which excludes the individual, from other rewards, ie pay increases and promotions,
- It can be detrimental to a career and a number of women believe that their career never recovered from it, despite working full-time at a later date.

Individual Evidence can be found in Appendix 12.

4.1.1.2 Long Hours Culture

Nine women (24%) specifically referred to the long hours that people are expected to work, including early mornings, late evenings and weekends. Issues included:

- The more senior you become, the longer hours you are expected to work over and above the standard working day.
- The long hours put too much pressure on home life, especially if you have children. One specifically mentioned that she had refused a promotion, because she knew it would mean having to spend more time away from her children.
- Commitment to the job is questioned if you don't put in the long hours.

Individual Evidence can be found in Appendix 13.

4.1.1.3 Long time spent commuting or travelling.

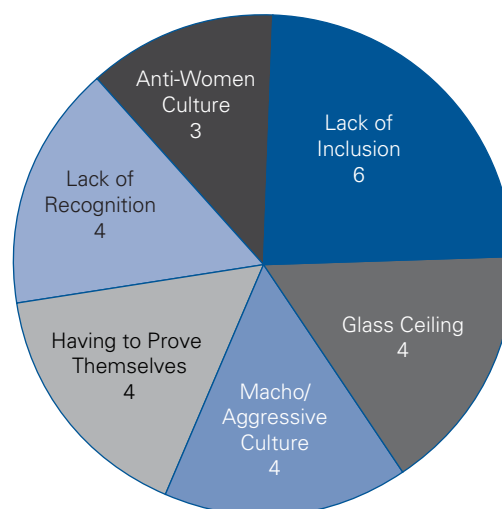
Five women (13.5%) referred to the long time spent travelling (commuting, project-based work and foreign travel) as being a factor. Aside from the day-to-day commuting, much of the travelling concerned project work, which was found to be particularly difficult if you have children. Having children can affect availability for projects and a couple of women felt that careers could be hindered as a result.

Individual Evidence can be found in Appendix 14.

4.1.2 Male Dominated Industry

This section includes lack of inclusion, the glass ceiling, the macho / aggressive culture, lack of recognition, having to work extra hard to prove themselves, the 'anti women' culture. In total there were twenty-five references to these in the research.

Chart 5: Male Dominated Industry



4.1.2.1 Lack of Inclusion

Six women (16%) referred to the existence of the 'old boy' network or the pressure to socialise in the pub. Issues included:

- Project work being shared out in the pub. Women because of their home or family responsibilities can find this a difficult environment to be part of and therefore, if they do not join in, may miss out on some opportunities.
- The behaviour of male colleagues in meetings, where they would make decisions about contentious points whilst the women were not present.

Individual Evidence can be found in Appendix 15.

4.1.2.2 Glass Ceiling

Four women (11%) referred to problems relating to the glass ceiling. They feel that women are supported until they achieve a particular level; "once you have achieved this point in your career you are no longer encouraged or taken seriously, whilst male colleagues are not faced with this problem".

Individual Evidence can be found in Appendix 16.

4.1.2.3 Macho, Aggressive Culture

Four women (11%) specifically referred to the macho aggressive culture, which creates an uncomfortable environment. Examples include bullying in the workplace and rowdy social behaviour. One women felt that once people got to a certain level of management, they would be protected, whatever their behaviour. Another got to the stage where she was dreading social events at work due to this kind of behaviour.

Individual Evidence can be found in Appendix 17.

4.1.2.4 Having to Work Extra Hard to Prove Themselves

Four women (11%) referred to the fact that they felt they had to prove themselves. There was the feeling that you had continually strive and work harder to compensate for being a woman.

Individual Evidence can be found in Appendix 18.

4.1.2.5 Lack of Recognition

Four women (11%) referred to lack of recognition and feeling that they had to 'promote' themselves to get recognised. They get on with their job and assume this will be noticed and rewarded. However this does not necessarily happen and it is often only those that shout about their successes that get recognised. They believe it should be what you do, not what you say, that matters.

Individual Evidence can be found in Appendix 19.

4.1.2.6 Anti-Women Culture

Three women (8%) talked specifically of an anti-women culture within the industry. Issues included:

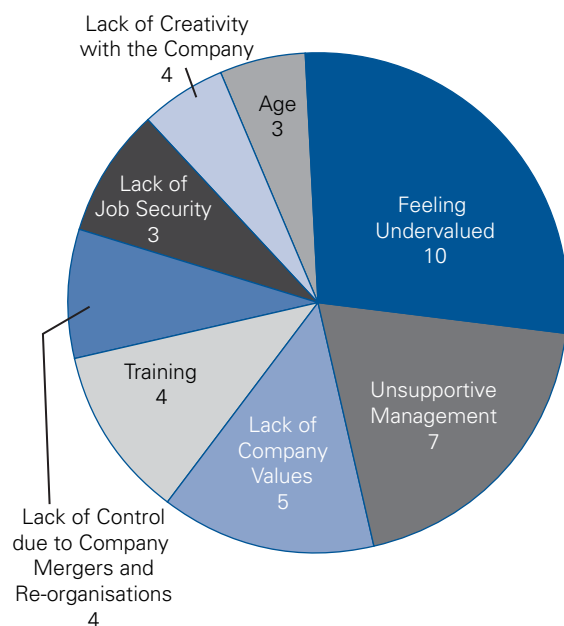
- Being made to feel inadequate just because you are a woman.
- The likelihood of verbal attacks being more personal (e.g. on physical appearance).
- Loss of opportunities when women are of childbearing age.

Individual Evidence can be found in Appendix 20.

4.1.3 Industry Culture / Company Values and Practices

This section focuses on feeling undervalued, unsupportive management, lack of company values, training, lack of control due to company mergers and re-organisations, lack of job security, lack of creativity and issues around age. In total there were thirty-six references to these in the research.

Chart 6: Industry Culture / Company Values and Practices



4.1.3.1 Feeling Undervalued

Ten women (27%) talked of feeling undervalued in the industry and there appeared to be a number of reasons for this:

- Little appreciation for the commitment and long hours that are put in.
- Less value placed on someone preferring to remain in a technical role rather than move up the management ladder.
- More value being placed on male colleagues, with regards to pay.
- Erosion of pay and conditions and lack of career path.
- Less value placed on the softer management skills, often possessed by women, compared to delivery.
- Value only being placed on the main skill the company needed you for, rather than any other skills you can offer, which could be useful to the company.

Individual Evidence can be found in Appendix 21.

4.1.3.2 Unsupportive Management

Seven women (19%) referred to bad or unsupportive management. Reasons for this were wide ranging and included;

- Failure to control discriminatory behaviour.
- A bullying, aggressive management style.
- Failure to understand that people have family commitments.

Individual Evidence can be found in Appendix 22.

4.1.3.3 Lack of company values

Five women (13.5%) referred to lack of company values. These included;

- Less focus on customer care.
- Company being driven by short-term profit.
- Exploitation of staff.

Individual Evidence can be found in Appendix 23.

4.1.3.4 Training

Four women (5%) cited training as an issue. Issues included:

- Lack of support for training needs, with staff either being expected to organise it or pay for it themselves.
- Others felt that the constant pressure to up skill and retrain was too time consuming and demanding.

Individual Evidence can be found in Appendix 24.

4.1.3.5 Lack of Control due to Company Mergers and Re-organisations

Three women (8%) felt that they had little control after a merger or a re-organisation. Their reasons included:

- Being made to feel that you were under performing just because of the way the company had re-distributed its work.
- Having to work so much harder because the company was under-resourced after so many redundancies.
- Decisions being made by a Head Office in the US, leaving senior people in the UK office less chance to do what they thought was right.

Individual Evidence can be found in Appendix 25.

4.1.3.6 Lack of Job Security

Three women (8%) cited lack of job security, as being a factor. Issues included:

- Difficulty in getting back into a Line Managers job, having been on project work. It seems to be up to the individual to find their next appointment with little support from the company.
- Difficulty in justifying the long hours and the sacrifices made when there is little security in their job.

Individual Evidence can be found in Appendix 26.

4.1.3.7 Lack of Creativity

Two women (5%) cited lack of creativity within the company as being a factor. Mainly due to companies becoming process-bound and moving more to commodity purchase rather than creating new solutions and looking at customers business needs.

Individual Evidence can be found in Appendix 27.

4.1.3.8 Age

Two women (5%) believed age was a factor. One felt that it was gender related and that there are so few women of her age currently working in IT work sector "it just doesn't seem normal, whereas there are plenty of men over forty-five". Another felt that the industry pushes people out relatively young and that this includes men.

Individual Evidence can be found in Appendix 28.

4.1.4 Redundancy

In total eight women (22%) were made redundant. Four women (11%) took voluntary redundancy, for reasons that have been mentioned previously and four women (11%) were made redundant. Sadly, three of these women had experienced unfair redundancies. One won a court case and two settled out of court.

Individual Evidence can be found in Appendix 29.

4.1.5 Other

Thirteen women (35%) cited other or additional reasons, which did not specifically fit in to any of the above categories. Five of these were personal reasons, including health.

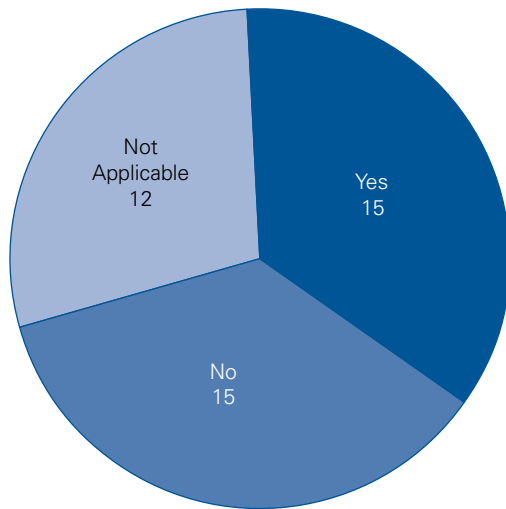
Individual Evidence can be found in Appendix 30.

4.2 Had any of the women left any other companies for reasons that might be pertinent to this research?

In order to ascertain whether the women had just had problems with one particular company or whether the issues were wider than that we asked them if they had left any other companies for reasons that might be pertinent to this research.

- Fifteen women believed they had left other companies for reasons pertinent to this research. Issues included lack of inclusion, unsupportive / bad management, feeling undervalued, lack of flexible working and the long hours culture.

Chart 7: Had any of the Women left any other Companies for reasons that might be pertinent to this research?



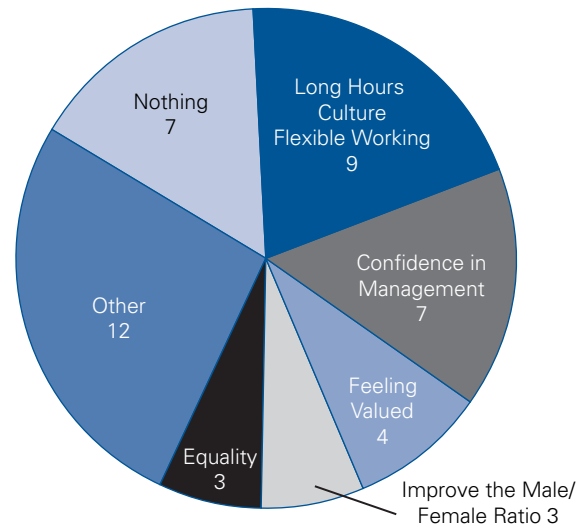
- Fifteen women believed that they had not left any other companies for reasons pertinent to this research.
- Twelve women believed that the question was not applicable (e.g. no previous jobs in the IT industry).

Individual Evidence can be found in Appendix 31.

4.3 What could have changed the situation and encouraged the women to stay?

The purpose of this research was firstly to find out why women are leaving or thinking of leaving the IT industry and secondly to find out what they believe can be (or could have been) done to encourage them to stay. The following section provides individual insights from the participants into what would (have) change(d) their minds and persuad(ed) them to stay. Many of the women's reasons for leaving are very individual and this is therefore reflected in these findings.

Chart 8: What could have changed the situation and encouraged the women to stay?



4.3.1 Long Hours Culture / Flexible working

Nine women (24%) wanted to change the long hour's culture and lack of flexible working. Many would have been more encouraged to stay had the company offered them part-time work.

Individual Evidence can be found in Appendix 32.

4.3.2 Confidence in Management

Seven women (19%) believed that more confidence in their managers would have helped. Issues included:

- Feeling valued by their managers and being recognised for their ability.
- Confidence that management promises would be delivered.
- Believing that management would listen and implement changes.

Individual Evidence can be found in Appendix 33.

4.3.3 Feeling Valued

Four women (11%) believed that they might have been encouraged to stay had they felt valued. There appear to be two aspects to this.

- Value being seen in their role. One woman specifically wanted to stay in a technical role but was being pressured to go into management.
- Having the knowledge that they would be valued in the future.
- Having the knowledge that mechanisms were in place to promote talented people, regardless of gender.

Individual Evidence can be found in Appendix 34.

4.3.4 Improve the Male / Female Ratio

Three women (8%) specifically referred to the need for more women in the IT industry, including the need for more women at senior levels. Additionally more women in the industry would result in more understanding of home and family commitments and their impact upon people and business.

Individual Evidence can be found in Appendix 35.

4.3.5 Equality

Three women (8%) believed that they should have been treated equally concerning issues around pay or flexible working. More specifically:

- The need for parity in pay. One participant suggests that companies should be open about salary information, as this would drive competition and force equality and fairness.

- The need for policies to be applied equally to all and the knowledge that there is consistency and fairness in the system.

Individual Evidence can be found in Appendix 36.

4.3.6 Other

Twelve women (32%) provided reasons that did not specifically correspond to any of the above categories.

Individual Evidence can be found in Appendix 37.

4.3.7 Nothing

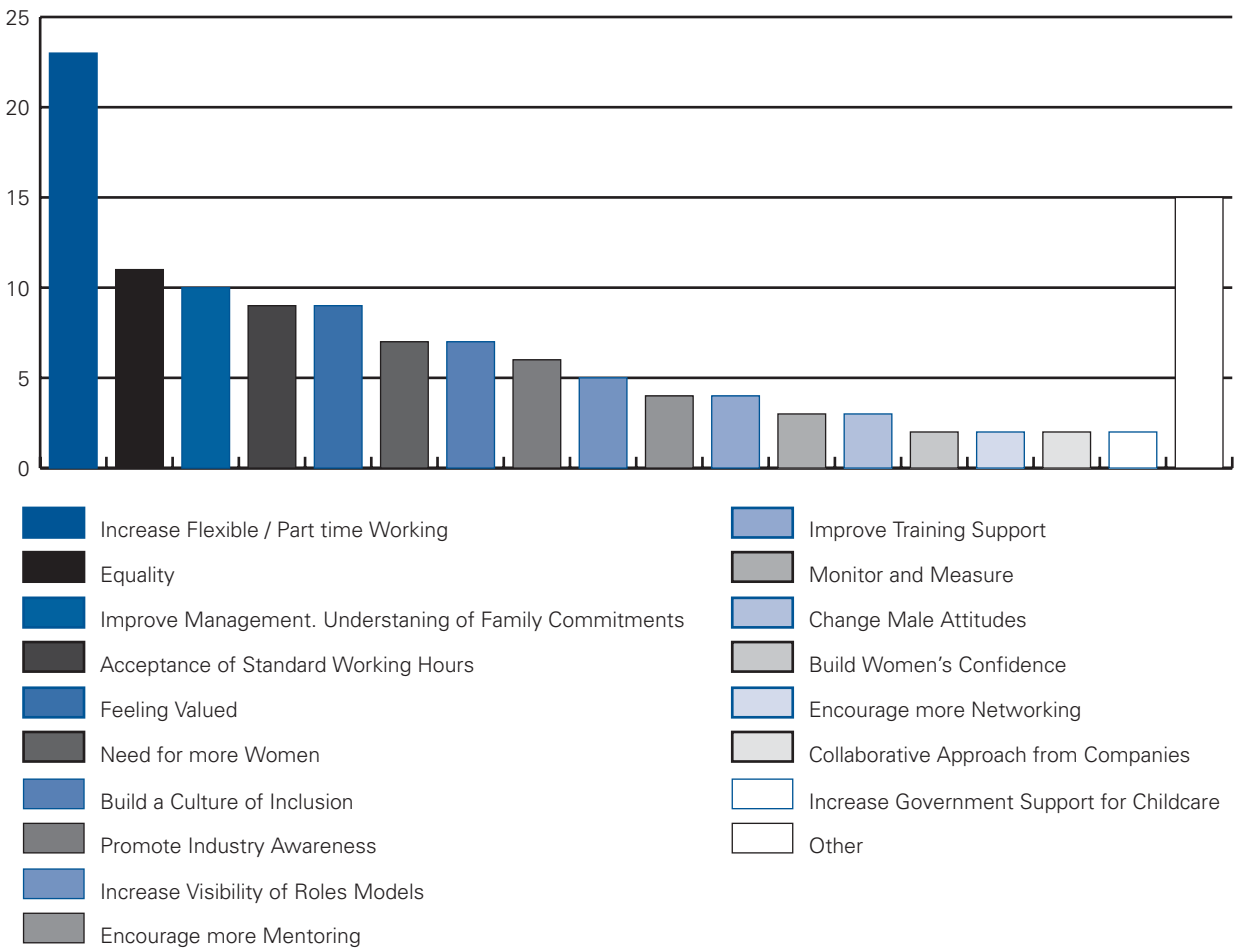
Seven women (19%) believed that nothing would have changed their minds. Reasons included the state of the industry at the time, lack of progression and lack of company values.

Individual Evidence can be found in Appendix 38.

4.4 Actions suggested by participants to encourage women to stay in the IT Industry

The women were asked what they believed were the most important actions required to encourage women to stay in the IT industry.

Chart 9: Actions suggested by Participants to encourage women to stay in the IT Industry



4.4.1 Increase Flexible / Part-time Working

Twenty-three women (55%) referred to the need for more flexible / part-time working. Suggestions included:

- The need for more part-time work and more home working opportunities.
- Recognising that Flexible Working is an effective method of retaining experienced staff.
- The most important thing is that you get the job done, irrespective of when and where you do it.
- Ensuring that those that work part-time are not discriminated against.
- Part-time work should be offered to women and men, as this would make it more acceptable.

Individual Evidence can be found in Appendix 39.

4.4.2. Equality

Eleven women (26%) stated that a priority of the industry should be that the industry should be fairer, in terms of pay, flexible hours, promotions and distribution of project work.

Suggestions included:

- Mandate that companies reveal salary information, as this would force fairness and enable people to see where they were in the hierarchy. They would then know what they needed to do to progress and this would create competitiveness.

- If flexible working is a company policy then all cases should be treated fairly, not on the preferences of a line manager.
- Fairness concerning project work. Distribution of project work should not depend on who you know.
- Promotions should depend on ability and experience, not on who you know.

Individual Evidence can be found in Appendix 40.

4.4.3 Improve Management Understanding of Family Commitments

Ten women (24%) believed that there is a need for more understanding from management that people have home and family commitments and that these are also priorities in their lives. People should not be discriminated against because of this.

Individual Evidence can be found in Appendix 41.

4.4.4 Acceptance of standard working hours

Nine women (21%) believed that there should be more acceptance of the standard working hours, terminating the long hours culture. One woman talked of women losing out on senior positions, as the hours were incompatible with family commitments. They either refused, or were refused from, certain jobs because they would not commit to working the really long hours. Suggestions made to improve this situation included:

- Reward should be based on achievement rather than using the long hours culture.

- People should not be discriminated against because they do not work the long hours.
- Working hours need to be compatible with family life.
- Encourage men to work more sensible hours.

Individual Evidence can be found in Appendix 42.

4.4.5 Feeling Valued

Nine women (21%) believed that a higher value should be placed on women and the skills they offer. Suggestions included:

- Recognition of and value placed on the softer management skills. People should be rewarded for these skills, not just on delivery.
- Recognising and valuing what people do, without them having to shout about it.
- More time and effort should be put into developing career paths.
- Feeling valued, whatever your age.

Individual Evidence can be found in Appendix 43.

4.4.6 The Need for more Women

Seven women (17%) believed that only by having more women in the industry would others be encouraged to stay. Suggestions included:

- The need for more women to graduate in IT related subjects.
- The need for more senior women, this enables others to focus on their job rather than feeling they have to prove themselves.
- More women would encourage a balanced view on the problems they face.

Individual Evidence can be found in Appendix 44.

4.4.7 Build a Culture of Inclusion

Seven women (17%) believed that companies should build a culture of inclusion. Suggestions included:

- Increase diversity training and implement diversity strategies.
- Mentoring up, where young women are assigned to senior executives to inform them about the challenges they face (e.g. lack of inclusion).
- Ensuring that young children are taught and understand that gender is irrelevant to being equal.
- For managers to be aware that not all people can, or want to, take part in informal networking (e.g. going down the pub).

Individual Evidence can be found in Appendix 45.

4.4.8 Promote Industry Awareness

Six women (14%) talked of the need to inform and enthuse young girls about the IT industry and its many opportunities.

Individual Evidence can be found in Appendix 46.

4.4.9 Increased Visibility of Role Models

Five women (12%) believed that there should be more female role models – those that have managed to balance work and home as well as the high-flyers. A couple of senior women are convinced of this due to the number of positive comments they have received from women working for them.

Individual Evidence can be found in Appendix 47.

4.4.10 Encourage More Mentoring

Four women (9.5%) attached importance to mentoring. Suggestions included:

- Senior women mentoring junior women.
- Senior women coaching other women at senior levels.

Individual Evidence can be found in Appendix 48.

4.4.11 Improve Training Support

Four women (9.5%) believed improved support for training would make a difference. Their suggestions included:

- To provide an environment where learning is encouraged and valued.
- To provide training to enable individual to move around within a company. This would stop people who want to retrain from having to look for another company to train them.
- To provide more retraining opportunities for less stressful roles whilst recognising the contribution of longevity and experience within the company.
- Increase the support available to women during career breaks so their skills can remain up-to-date. This could be through distance learning.

Individual Evidence can be found in Appendix 49.

4.4.12 Monitor and Measure

Three women (7%) believed that there should be more monitoring and measuring - An Equality Impact Assessment. Suggestions included:

- Measuring and seeking results on the number of women in the company and their progress within the company.
- There should be targets for retention and motivation of staff, placing value on the softer people management skills.

Individual Evidence can be found in Appendix 50.

4.4.13 Change Male Attitudes

Three women (7%) talked of the need to change male attitudes - for them to treat women as equals and not discriminate against them.

Individual Evidence can be found in Appendix 51.

4.4.14 Build Women's Confidence

If in doubt over their ability, women are more likely to voice this uncertainty, whilst men are more likely to appear confident, irrespective of whether they know the answer or not. As a result, two women (5%) believed that women's confidence and self-esteem should be developed from an early age.

Individual Evidence can be found in Appendix 52.

4.4.15 Encourage More Networking

Two women (5%) suggested more female networking opportunities, to enable them to meet other women, share ideas and understand challenges.

Individual Evidence can be found in Appendix 53.

4.4.16 Collaborative Approach from Companies

Two women (5%) believed that companies should have a more collaborative approach - for there to be more emphasis on working together rather than working in a competitive and sometimes aggressive environment.

Individual Evidence can be found in Appendix 54.

4.4.17 Other Suggestions Or Actions

Some of the other suggestions made were either very unique to the individual or did not specifically correspond to any of the above categories. They included;

- The need for the industry to focus on innovation as opposed to cost-cutting and short-term financial targets.
- A more structured approach to employee development, use of career development plans.
- Increased Government support for childcare.

Individual Evidence can be found in Appendix 55.

5. Further interesting points drawn from the research

5.1 Evidence of Women having to behave more like men

During the course of the research four women referred to the fact that, if women want to succeed, it is sometimes necessary for them to emulate male behaviour.

Individual Evidence can be found in Appendix 56.

5.2 Evidence that Men also want to leave the industry

A number of women believe that some of their male colleagues are also dissatisfied with the industry for various reasons (including lack of company values) but that many have family responsibilities and therefore need to keep their jobs.

Individual Evidence can be found in Appendix 57.

5.3 Successful company initiatives that have been introduced to retain women

During the course of this research a number of women highlighted successful company initiatives that have been introduced to retain women.

- One woman who worked for an Educational Establishment states, "IBM has a brilliant scheme. While a woman takes a career break she is [assigned] a buddy - someone that's already gone through a career break and has come back. Their buddy links them in with what's going on in the company so they don't feel isolated ... and they're encouraged to come back." She believes that the scheme is successful and more women are returning as a result.

- Another company runs diversity clubs / workshops including one for women. It specifically targets women, who have just become Assistant Vice Presidents. As a result women have become more confident to apply for other jobs within the company and have managed to get more promotions. There has also been a decrease in the number of leavers.

It was also drawn to our attention that IBM and Pfizer both work with schools and colleges, seeking to encourage more girls to go into the IT industry. An article in the Financial Times "Women in IT: Why Girls Don't Have to be Geeks" 3 November 2004 reports on a workshop run by Pfizer and E-Skills, challenging the view that IT is for geeks. When girls were polled after the workshop they found that 75% wanted to take IT at GCSE and that 95% would consider a job in IT.

6. Conclusions

The research contained within this document is purely a reflection of views of the women that participated. It has identified a number of reasons why women are leaving the IT industry and offers suggestions on what they believe would encourage women to stay. The majority of reasons fell into three main categories; Work-life Balance; Male Dominated Industry and; Industry Culture / Company Values and Practices.

Work-Life Balance – Many women are frustrated with the long hours culture, in particular the pressure that this places on home life and the fact that their commitment is questioned if they don't partake. Whilst The Working Time Directive is meant to minimise this, employees may feel pressurized to opt out. They are also disappointed that there are very few opportunities for part-time work within the industry, especially for those in more senior roles. Additionally, there is the belief that part-time working can be detrimental to your career and can be viewed unfavourably by managers and colleagues.

The research identified that many women would be more inclined to stay if there wasn't such pressure to work the long

hours or if they were offered part-time work. Hence there is a need for the acceptance of the standard forty-hour week and for part-time work to be more available and taken more seriously.

Male Dominated Industry – This section highlighted various inequalities due to the male / female ratio. Women felt that they were not always included in this industry. This included the social aspect, where informal networking took place in the pub and this could be a difficult environment for women to be comfortable. Women also felt that the culture could be macho, aggressive and bullying and, at times, 'anti-women' and did not feel comfortable working in such an environment. They also felt that, as women, they had to go that bit further to prove themselves and believed that often it is only those that shout about their successes that get noticed. They believe it should be what you do, not what you say, that matters.

The research identified that there needs to be a culture of inclusion which could involve diversity training, mentoring upwards (young women assigned to senior executives), and making sure that management understand that not all people can take part in informal

networking ('down the pub'). The lack of inclusion could also be resolved if there were more women in the industry and therefore it is necessary to promote the industry and its many opportunities to young girls. Additionally there needs to be increased visibility of role models, more mentoring, and more networking opportunities.

The research also identified that women may be more inclined to stay within the industry if they were treated equally. This concerned pay, distribution of project work and promotions. Additionally a number of women felt that the requests for flexible working should be treated on an equal basis, rather than on the preferences of a line manager. The need for men to understand that women are equals and for this to be learnt at an early age was also highlighted, as was the need to build women's confidence. Suggestions to tackle the equality issue included measuring and monitoring the number of women in companies and their progress and addressing any problems found.

Finally a couple of participants suggested that women work better in a co-operative environment and therefore there is a need for companies to encourage this kind of working environment, as opposed to one that is more aggressive and competitive.

Industry Culture / Company Values and Practices

– Many women felt undervalued, with little appreciation shown for their commitment and the long hours that they contribute. They also felt that there was much less value placed on the 'softer' management skills (often possessed by women) than on delivery and that they had many skills that could be useful to the company which were not being used. Unsupportive management was another factor, where managers failed to control discriminatory behaviour,

were aggressive or were unsupportive of employees' family commitments. Others were disappointed with the lack of company values. Issues included lack of customer care, exploitation of staff and companies only being driven by short-term profit. A few had issues with training – either lack of support from the company or simply because the training was relentless. Smaller numbers of women cited frustration due to lack of control after company mergers or reorganisation, lack of job security, lack of creativity within the company and age discrimination.

The research identified that women may be more inclined to stay in the industry if management understanding of family commitments was improved and as a result people were not discriminated against. The women also believed that more value should be placed on the softer management skills and that retention and motivation could be in their individual targets, as well as delivery. They also felt it was important for performance to be recognised and valued without individuals having to shout about it and irrespective of age. Participants also believed that there should be more effort placed on developing career paths and more support for training.

The research has found a number of reasons as to why women are leaving or thinking of leaving the IT industry and suggestions from them as to what they believe would encourage them to stay. Whilst many women are leaving out of choice, the research also identified four women who were made redundant and sadly three of these were deemed to be unfair, with two cases being settled out of court and one winning a court case. Perhaps this indicates the true extent of work that is needed to improve the situation for women in IT.

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Appendix 1: Questionnaire

Women in the IT Industry Why Women are leaving the IT Industry

34

Your Details

Your position in company:	
Job description:	

On a scale of 1 to 5 (1 being the least senior position and 5 being the most senior position) how would you rank your position?

Least Senior 1	2	3	4	Most Senior 5

(Please mark with an 'X')

Length of time with your current / most recent employer:	Yrs
Length of time in the IT Industry:	Yrs

Age:				
18-24 yrs	25-34 yrs	35-44 yrs	45-54 yrs	55+ yrs

(Please mark with an 'X')

Highest education level:	
Brief summary of career history to date (include any career breaks):	

Career Aspirations

When you initially embarked on a career in the IT Industry what were your aspirations?

35

Do you feel that these aspirations have been met?

(Please mark with an 'X')

Yes

No

Please give details:

Company Profile

Company name (optional): <i>(If you have already left the industry please provide details of the last company you worked for.)</i>	
Company activity:	
Total numbers employed:	

Does / did the company have any processes in place to encourage retention of women employees?

(Please mark with an 'X')

Yes

No

If 'yes' please provide details:

Reasons for Leaving

What is the main reason why you are thinking of leaving / have left the IT Industry?
(Notes for Interviewer - Industry wide or company specific?)

36

Are there any other factors which have had an impact on your decision?

(Please mark with an 'X')

Yes

No

If 'yes' please provide details:

Reflecting back on your career to date, have you left any of your previous jobs in the IT sector for similar or even different reasons?

(Please mark with an 'X')

Yes

No

Not applicable
(no previous jobs in the IT sector)

If 'yes', can you provide some brief details (e.g., nature of the problem, size of the company / organisation that you worked for...)

If you could change the situation ...

What, if anything, could (could have) change(d) your mind and persuade(d) you to stay?

In your view, what are the three most important actions required to encourage women employees to stay in the IT industry?

i)

ii)

iii)

Thank you for your cooperation.

Appendix 2: Communication used to seek volunteers

Female? Working in the IT industry?

If so then we would like to talk to you.

Women are vital to the success of the UK economy. However, research shows that the number of women in the UK IT industry is steadily declining.

We are conducting important research for the DTI into why women are leaving the IT industry and what can be done to encourage them to stay. It is only then that measures can be put in place to address this issue.

So, whether you have ever thought of leaving the IT industry or have recently left a large IT company to set up your own business, we would like to talk to you

We are particularly interested in talking to women aged over 45 or women who have been in senior roles within the industry.

We will only take 15 minutes of your time and we will ensure that the research is conducted at a time convenient to you.

As an incentive, for every completed interview we will make a donation of £15 to **Breakthrough Breast Cancer**.

If you are interested in taking part in this important research please contact Amanda Stack or Katherine Teal at Exemplas, on 01727 813747 or email amandas@exemplas.com.

Appendix 3 – The Rank provided by participants concerning their position in the company

The number of women within each rank was as follows:

- Rank 1: 3
- Rank 2: 5
- Rank 2-3: 2
- Rank 3: 11
- Rank 3-4: 2
- Rank 4: 16
- Rank 4-5: 1
- Rank 5: 2

Appendix 4: Age Group

The number of women within each of the age groups was as follows:

18-24 years old:	1
25-34 years old:	1
35-44 years old:	16
45-54 years old:	18
55+ years old:	6

Appendix 5: Length of time the Women had worked for their current or more recent company

Length of time the Women had worked for their current or most recent company

0.5
1
1
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1.5
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23
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26
410.5
Average = 9.77 years

Appendix 6: Length of time the Women had worked in the IT Industry

Length of time the women had worked in the IT industry

1
5
6
7
8.5
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25
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25
25
26
26
31.5
33
40
788
Average = 18.76 years

Appendix 7: Highest Educational Level

Highest Educational Level

A' Levels
B.Tech Electrical Engineering
<i>Chartered Engineer</i>
Degree
Degree
Degree
Degree
Degree in Agriculture
Degree in Business Administration and Computer Science
Degree in Computation
Degree in Computer Science
Degree in Computer Science
Degree in Computer Science
Degree in Electronics and Electrical Engineering
Degree in English Language and Literature
Degree in German
Degree in Management
Degree in Maths
Degree in Maths and Computer Science
Degree in Physics and Electronics + Degree in Psychology
<i>Fellow of British Computer Society</i>
HNC in Microbiology
HND in Business Management
HND in Medical Physics Physiological Measurements
Honorary Doctorate in Computing
Masters
Masters
Masters in Applied Maths
Masters in Business Information Technology
Masters in Computer Science
Masters in Computer Science
Masters in German
MBA (current)
<i>Member of British Computer Society</i>
O'Levels
PhD. History
PhD. in Organic Spectroscopic Chemistry
PhD. Psychology
Post Grad. Diploma in IT
Post Grad. Diploma in Marketing
Post Grad. Diploma in Marketing
Post Grad. In Management
Post Grad. in Marketing

Appendix 8: Aspirations

Aspirations were extremely wide ranging and some of the individual experiences of those that felt their aspirations had been met are provided below:

- *"To be at the top, to manage a complete department. I enjoyed IT initially ... doing programming and design. But the more senior you got the more you got into managing people, politics and budgets."* This gave her the feeling that she wasn't doing much apart from managing head counts, budgets, etc. She believes she may have taken longer to get to the top than others as she has taken time out with 3 children.
- To rise to a senior level of management. Over the years she has achieved all she expected to achieve and more.
- *"To learn how to sell. I had great sales training initially and good updates since then. There have always been a lot of opportunities for individual development in my company if you chose to take them."*
- *"Just to play with computers - they were the best toy ever!"*
- Just looking for an interesting and varied career, which she'd seen IT could provide. Wanted to attain management responsibility but wasn't especially looking to be on the board.
- When she started in the industry it was very small and growing. She got into the management route and has ended up in a position that she is very comfortable with.
- She had met her initial aspiration of becoming a Programming Team Leader. But over time ones goal change and now she would like to become a Project Manager.
- "To become a worldwide technical expert."
- Just wanted a career path and to be trained. Wanted to be part of a large company structure. In those days IT was booming. Never developed a 'high' end goal, just went from step to step.
- At the time she wanted a job with more prospects of advancement, more money and more interesting experiences. She got a great deal of job satisfaction.
- *"Very low, just to become an analyst / programmer."*
- "I was very interested in the changes going on in computing and the applications. I was very keen on encouraging IT into schools ... and making it much more widely available." Believes that she has met these aspirations as computing is much more widely established within schools. Such a change from 20 years ago.

Other women who believed their career aspirations had been met, also stated that their personal aspirations have also been met through being able to earn enough money to pay for school fees, or to be able to afford to travel widely.

Those that believed their aspirations had been partly met provided the following individual experiences:

- Went into computing because she found it very interesting and got a lot of satisfaction from the technical problem solving aspect of it. Her aspirations were met early on in her career, however later on she found that when you got to a particular level and had to deal with office politics and management structure the work was much less enjoyable.
 - *"The strength I brought to IT was that I understood what our customers were doing in their business and I could make the connection between business and IT. My whole drive has been IT for the sake of the customer, not IT for its own sake."* Aspirations were met initially – she felt highly valued and her contributions were appreciated. She was very successful, her salary increased, responsibilities grew and she became more senior. Her aspirations changed when there was a change of ownership in the company. This was caused by turmoil in the IT industry. There was a lot of culture change and difficulties in re-settling after acquisitions. *"The focus of those businesses was less on the things that were important and more on internal politics."*
 - *"I wanted to head Communications and Marketing. I wanted to be on the board and running that kind of business on the marketing side."*
- To a great extent her aspirations have been met but there are other things she would like to do. She would like to be a Non-Executive Director of a few large companies and so be able to utilise all her experience. In that sense her aspirations have not been met and she is not sure that, given the climate, these will be met.
- To have a solid career but no specific aspirations as to how it would map out. *"Whilst I have met my own aspirations, I feel I have not developed as strongly as I could have. Late in my career I was identified as having Executive potential – it should have been identified and coached earlier."*
 - The company she worked for was a partnership. *"The first thing they tell you is that you can become a partner if you work hard enough."* She adds, *"that she naively did not realise that there weren't any women partners"*. Therefore her aspirations were not met in this respect. Other aspirations, which were met, included earning a good salary and being financially secure.
 - Initially to earn some money but then, from experience, she realised that she liked developing people. She likes to feel that she is continually learning and stretching herself and enjoys doing the same for others - in effect helping others realise their expectations. Aspirations to earn money were met. However, with regards to developing herself and others these were being met up to a year or so before she left - at that point she felt she was stagnating.
 - To keep abreast of current technology and ensure she had the knowledge of what was available which could help

move her jobs forward. She has recently been doing a course on web-working for women – attendees have been a variety of ages and abilities. Some of the real novices have dropped off on the way because they are not being given the time to get used to the jargon. Therefore women are slipping through the net.

Nevertheless, as we have seen, there were a number of women who felt that their aspirations had not been met. Below are some of their individual experiences:

- Wanted to manage a large technical project and maybe run a (chip) design department. *"I was told that you couldn't give a design manager's job to a woman because it takes three years to design a chip and what if she goes and gets pregnant, then you lose someone for 6 months in a 3-year project and that's just too disruptive. The fact that a man can give just a months notice and then completely disappear was considered a mute point. All along the way you're told that women don't really fit in ... [are] not really part of the culture."*
- Soon after graduating she got the opportunity to move into software engineering management – within 2 years of graduating she was running a section of 24 engineers. As a result she assumed that she would get into a senior management role, but this didn't happen. She thinks that this was due to her career break and the economic downturn in the 1980's. She felt that *"Equal Opportunities was a luxury that nobody wanted to afford anymore."* Before this she had been treated well. When she returned from her career break she was given quite flexible terms and conditions, plus unpaid leave to cover school holidays, etc. *"But I paid for the flexibility in that my salary was low and the grade did not reflect the responsibilities I was undertaking. Even after I went back to being full-time it never recovered."* She has also found that because she is more capable than the grade she is at, the people she works for tend to get the credit for what she's done. She felt lucky to get the opportunity to work part-time after a career break, however she believes she should not have to pay for it for the rest of her working life.
- *"I wanted to become either a project manager or a systems architect. There appears to be a glass ceiling affecting women of colour in the UK IT industry. I constantly have to prove myself to senior management. Essentially, my face does not 'fit'."*
- *"I wanted to be the CEO and then if I fell short of that I'll get a long way."* But she feels she has not really got anywhere. Feels that her aspirations were thwarted due to the glass ceiling.
- Wanted to get into a position where she could make a difference. *"It's been recognised now that people who manage the technology actually ought to have a role in higher management ... but that is still not something that is recognised in all companies."* It reached a point where it was very difficult for her to find a role, which involved managing technology within the business, because it didn't exist at that time.
- Disappointed with the industry – had expected to obtain transportable skills but discovered that the IT industry doesn't really work like that unless you are a consultant.

- She had put herself forward for a number of promotions but was unsuccessful. She believes this was because she had a pre-school son at the time and therefore wasn't prepared to work the long hours. *"I felt there was a climate of 'presenteeism'. Quite often you'd find the lads were in early in the morning and they'd talk about football for an hour, but they weren't working."* Whilst the hours that she worked were very productive. When she questioned one unsuccessful promotion attempt with her line manager he told that *"she could look quite stern and forbidding"* and that this could work against her.
- Wanted to become a Project Manager, which she succeeded in, however she believes that she should have done better. She gets upset because *"It's not down to ability, it's down to how much you can drink with them."*
- Feels disappointed that she has not been given some of the opportunities that would have developed her further. If she wants to progress she believes she will have to move away from a technical role. She would like to have a business co-ordinating role within IT but does not see many opportunities for this. She also believes that her company will not invest in the training, which would enable her to progress.

Appendix 9: Company Size

We can provide the following information about the companies' sizes.

- 32 women worked for large companies that had worldwide operations.
- 4 women worked for Small to Medium sized Enterprises.
- 3 women worked for Local Authorities.
- 3 women worked for Educational Establishments.

Appendix 10: Company Activity

We can provide the following information about the companies' activities;

- 19 women worked for IT companies.
- 7 women worked for Engineering / Aerospace companies.
- 4 women worked for Investment Banks.
- 3 women worked for Financial Services companies.
- 3 women worked for Educational Establishments.
- 2 women worked for Local Authorities.
- 1 woman worked for a Telecommunications company.
- 1 woman worked for a Pharmaceutical distributor.
- 1 woman worked for a Media company.
- 1 woman worked for a Relocations company.

Appendix 11: Individual Evidence - Women who were sceptical about the effectiveness of their companies' processes to encourage the retention of women employees.

- *"[The company] has a statement [which states] they encourage diversity... they openly said they wanted to recruit more women and more people from ethnic backgrounds... but when you actually look at what happened in practice, there was no process of monitoring it... So they never realised whether they had an issue or problem. There was nothing in place to train the managers – if they naturally [supported diversity] then that was fine, if not nothing changed. There's also nothing done to police it either."*
- *"It's a constant bone of contention – they [the company] say they do but we, the women employees, say they don't. They offer flexible working and home working but it all depends on your line manager."*
- *"[Policies / processes] are rather informal – not overt and plain."*
- *The company has a women's leadership team, which provides networking opportunities, encourages career building and role model awareness. However it has been running for 4 years and they believe they are getting nowhere. "Somewhere this is not being taken seriously. Whilst we know it is being taken seriously by the CEO, if the rest of the Board doesn't take it seriously then there's no progress."*

- *“There are flexible working directives; BUT I have not been able to work from home.”*
- *“[The company] offers flexible working initiatives, it is a very formal process and very much up to the employee to fight for it. [The company] has a Women’s Network which has put on workshops (such as flexible working). It is very HR driven and it has been noticed that many women just don’t participate. [It] could be managed in a different way to encourage [women] to take part. So far they have put on the events straight after work which can be difficult for women to attend.”*
- *“They paid lip service to flexible working. Some people were allowed to work from home if your job allowed it.*
- *“Part-time working is encouraged but not totally successful, as it is a male orientated ‘engineering type’ establishment.”*
- *“Only introduced in the last 4 years, since the high profile court cases. Only doing it as an imperative. If they don’t have these programmes they will be more at risk. They have a full diversity programme [but they are] only doing it for business reasons”.*
- *“[The company] has an Equal Opportunities policy but do not positively encourage the retention of women employees but [the again] they don’t put obstacles in their way.”*
- *“[The company offered] a number of initiatives relating to women with families. They would allow part-time working although that did seem to damage your career. They did quite a lot of stuff for parents but there was nothing for people like myself without families.”*

There was one woman who was extremely positive about the effectiveness of the company’s processes to retain women and stated the following:

- *“In the last two years diversity has become a focal point. As a result of diversity everybody has to go through diversity training – people understand you can’t discriminate. [The company] run diversity workshops / clubs outside of work. [There is] a group specifically for women, which helps you get on par with [male colleagues]. [It] includes training, to retain [women] and get them into senior management roles. [It] specifically targets junior women [and] gives them more confidence to ... move within the company or get promotions. There has been a decrease in the number of leavers.”* She also mentioned that the company also has lunchtime sessions for parents where a psychologist talks about children at varying ages (e.g. finding the right childminder / school, teenagers, drugs, etc). The company also offers a good maternity package, flexible and part-time working.

Nevertheless specific initiatives regarding the retention of women include a women’s network, mentoring programmes and talent management. The company also carries out pipeline work targeted specifically at raising awareness of IT careers for women.

Appendix 12: Individual Evidence - Lack of Flexible Working and the Consequences of Working Part-time

- *"People are not used to [senior jobs] being part-time. If you look at the number of managing directors, directors and senior vice presidents, etc at the topmost level, women are in a minority." (Less than 2% at her company.) "When you're the only women it makes it difficult. [There is] certainly more opportunity at the lower level jobs."*
- One of the women, who was not currently thinking of leaving the industry, had changed her role due to the attitude of a male manager concerning her part-time working. When she was given her bonus her boss stated that he thought the company was being quite generous to her, as they would have been justified in making it pro-rata. Nevertheless, they had not made her targets pro-rata, they had been the equivalent of a full-time employee. She now feels lucky to have a part-time job in a senior position and if she didn't have this she would consider leaving the industry. *"There is absolutely no doubt that the IT industry's overall resistance to women in senior positions being part-time, would be a huge factor for me."*
- One woman cited the following example in a previous job. There were three people reporting to her boss – she and a male colleague were full-time and a female colleague worked 4 days per week. They were all the same grade. The male colleague treated the part-time female in a very different way to how he treated her, as if she was a 'second class' manager. She also did not get the kind of bonuses that the other two received. *"It suited her because she had a family and that was her number one priority. She wouldn't put in the hours and the weekends all the time that we did....[but] she still put in more than enough for someone who was supposed to be working 4 days a week. She never went home without completing something she had to do, although when there was lots of pressure on she would say "Right, I have to go now, it's six o'clock..."".* She believes people should be allowed to do this and was shocked by the treatment of this colleague and found it totally unnecessary.
- A woman's request to work part-time (30 hours per week) was granted but she believes this led to her downfall as she was made to feel, by her manager, that she was not working as hard as her colleagues. She was later selected for redundancy.
- *"It's still very much if you work part-time you can't possibly be doing the same calibre of work ... you must be given the less challenging aspects of the job... They've got to accept that couples have children and it's not a woman being awkward. If you employ males and females then the balancing act benefits the couple, not just the females."*

- When one woman went part-time she did not get a promotion for 6 years. As soon as she went full-time she got a triple promotion. *"Because I was doing 3 days a week, that was the perk, that was the benefit, even though I was probably doing more in 3 days than a lot of people were doing in 5 days."* People that had been doing the job before (on a full-time basis) had been on higher grades. She believed she was being penalised just because she was part-time.
- One woman who worked full-time states, *"If I'd gone back to [the company] and said I'd wanted to work part-time at my level I know it would have severely impacted my role ... it would have held my career up. I would have ended up being paid 60% of my salary, been expected to do a full-time job and have had a full-time target ..."*
She also talks of the accountancy issues concerned with part-time working. *"One of the challenges there was [in the company] was if somebody worked part-time you still got allocated a full sales persons quota for that person, so even if they were working three days a week ... say the average target was \$10m ... so you either had to give a huge target to that person that's only working three days or take the excess and spread it around everybody else in the team. From a cost perspective you were loaded with the costs of a full-time person, even though you were only getting three days a week out of them so ... your choice would be to have a full-time person. So what you'd find was only the really exceptional sales woman that would move forward. That's been escalated throughout HR for the last number of years [in the company] and nothing has ever been done about it."* She believes there is therefore the need for improved internal accounting.
- Another had been working for the Civil Service, which had been bought up by a private company. This company wanted to take away flexible working hours and increase working hours.
- One woman who is currently thinking of leaving due to family life stated, *"I've tried before to work part-time ... I just can't do it. Between my personality and the company's demands it doesn't work."*
- After returning from maternity leave one woman managed to negotiate two early finishes. *"It was totally groundbreaking and took a lot of negotiation."* However she also stated that her managers hated it.
- Another took a career break in the 1980's and when she returned she was given flexible working. *"I paid for the flexibility in that my salary was low, the grade ... did not reflect the responsibilities I was undertaking and even after I went back to being full-time, it never recovered."*
- Another states, *"All this talk about work-life balance. It's very popular but very few companies actually practice that, I've found. So there was no flexible working [within the company]."* Nevertheless this was in 1996.

Appendix 13: Individual Evidence - Long Hours Culture

- *"Work-Life balance. I want my life back! I am typing this on my way to the airport having got up at 0500. I won't finish until 2200 tonight after dinner with clients. There is still an expectation of hard and long hours – without the innate support facilities a 'wife' provides."*
- One woman wanted a different kind of life, so she left the company and moved to a portfolio approach where she could take up a number of Non-Executive Director roles. She would have accepted a Non-Executive role in the IT industry had one been available at the time. Nevertheless, she felt that the industry was not particularly woman-friendly. *"I think ... particularly if you're at a very senior level in the Technology Industry there is an expectation that you're going to work very long hours and I wanted to do more than work."*
- Another, who left due to 'presenteeism' had worked one week out of every month abroad, but when she was at home wanted to work 9am – 5.30pm as she had pre-school children. She was criticised for not working longer hours. *"I ended up making formal complaints about the constant going on about the fact that I wouldn't work unpaid another 10 hours per week."* She ended up leaving the company. *"You can have a degree of equality whilst you haven't got children and you're prepared to work the crazy hours. You start saying, "Why should I only be judged on my performance if I work a 60 hour week, what's wrong with being judged on how well I do a 40 hour week?" This whole concept of questioning your commitment to your profession based on how many hours you work is crazy. If you're doing a fantastic job, 40 hours a week, you're spending an awful lot of time away from your children, paying for expensive childcare ... you should still be able to make progress up the career ladder, but that's not the case in electronics."*
- *"I particularly wanted to spend more time with my kids".* She was doing very long hours and the work involved a lot of global travel. *"To go any higher up it basically meant being out of the country even more."* She believes that her career progression was affected by her saying that she did not want to be promoted. *"I was being groomed up for the next level and I decided I didn't want to do it because of the amount of foreign travel."* She managed to negotiate a redundancy with a year's salary.
- Another woman stated that she was never home and never saw her daughter. The long hours and commuting was putting too many pressures on her marriage and home life.
- There was a necessity to do overtime - evenings and weekends and this did not fit in with her family commitments. There were sufficient young males there who were able to do it that she couldn't really compete

and didn't really want to anyway. She was aware that this was going to act as a barrier to her progression.

- One woman linked the lack of work-life balance to the male dominated overlay within the industry. *"Whilst I've always felt that I was one of the boys and ... quite lucky getting on quite well with the management team ... when things are getting tough [there are] more nuances around the private relationships which may come out of football or pub ... and you just end up with a bit of a feeling of being disenfranchised at times. I've enjoyed working with the guys but there are times ... when you're all up against it and [you think] let me stand back from this – am I really getting what I want to out of it? Recently we went through a lot of change in the organisation ... and I thought ... do I want to be working this hard and feeling at the end of it ... that I don't feel wedded to it, I don't feel part of it. If I had a work-life balance which was more appropriate I could probably continue working in this environment, but without that I'm not sure that I can. If you leave at a reasonable time in the evening then you're taking it home with you mentally. It is a demanding kind of work and you really don't have the energy for anything else."*
- Additionally there was one woman who had recently got married and felt that it would be difficult to balance being a wife with her career. *"I am considering stopping so I can be a good wife."* In her career she has achieved everything she want to achieve. *"I do think it takes a certain kind of personality, either a man or woman, to succeed in the IT industry. You've really got to be passionate about it, very driven and very very dedicated. It is rewarding but very time consuming. I've tried before to work part-time ... I just can't do it. Between my personality and the company's demands, it doesn't work."*
- Her current company is looking into implementing shift patterns which would include earlier mornings / later evenings and weekend working. This would make it very difficult for her to balance her work life with her family and, if she had to choose, it would be her family.

Appendix 14: Individual Evidence – Long time spent travelling or commuting

- *"If a client is based two hours away then you had to travel four hours a day."*
- *"I wanted more control over where I worked". She was travelling all over the country and she knew that this was going to be the case for all projects she was offered. "They were beginning to say that people had to be based on project and wouldn't be allowed to dial in from home."*
- Two women specifically felt under pressure to accept the work that was offered or they might lose their jobs. One of these women felt that she could be asked to relocate elsewhere within the country, which is difficult with a family. She feels that you are under pressure to *"Go where the work is or take a hike."* Another stated that having children affected your availability on projects. *"If you are choosy you are less likely to be offered good projects that would progress your career."*
- Another had tried to minimise the extent of travelling she did when she had children, and she believes this was held against her.

Appendix 15: Individual Evidence – Lack of Inclusion

- One woman talking of the socialising in the pub states, *"If you don't do that you're not one of them."* But she felt uncomfortable in this environment – she was usually the only woman and she rarely drinks alcohol. At first she pretended that she didn't care and felt excluded but *"I soon realised that if I wanted to proceed in the industry I'd have to pretend to be one of them. If you don't do it you don't get given projects, you have no credibility."*
- *"In the consultancy environment the culture, particularly among the partnerships that there were at the time, was more of an 'old boys club'. So the boys would go down the pub and all the best jobs would get shared out down the pub. It was difficult to do that as a woman because you were either a bit of 'totty' on the side or you didn't go down the pub and therefore you didn't want to play the game. It was very difficult to strike a balance. The partners would hand down the best jobs to their favourite people who they knew through being in the pub with them. It was social but it was more networking. But it was done in an environment that wasn't really an easy environment for women to actually be part of, either because you had to get home due to family commitments or because you got classified as being a tart if you were down the pub with them."*

- One participant felt disillusioned with the industry. She had thought she was going to get into senior management, but her career never recovered from a career break to have children. *"My husband is also an engineer and has said that having a wife as an engineer is an eye-opener. He had no idea of the sort of things that happen. Sometimes it's so subtle. You're in a meeting and there's a contentious point so somebody says we've been talking around this long enough so let's have a break. So the men go off to the loo and by the time they come back, they've made their decision."* She has lost count of the number of times this has happened.
- *"It's not so much being excluded, just not being as included as you might want to be sometimes. Being women we do tend to be more aware of this interplay than men ... they don't realise sometimes that they're doing or saying things that make you think 'well, am I really part of the 'inner sanctum'?"*
- *"In hi-tech, it's difficult being the only woman all the time. You get to a point where you kind of don't notice it, but you know that the men notice this because there will be a situation where they start [swearing] ... and then they look over at her and start to restrain themselves, feeling they can't say particular words. It's like you are cramping their style to fully express themselves."* Additionally she states that she has *"Never been in a position on a Board ... and been an Executive, when there's been another woman. I've always been the only one."* She also gave an example of a woman who (in 1995) was told that her clothes were unprofessional and made the men think of sex. The woman did not wear mini skirts or plunging necklines, just formal suits. But she was told to wear long sleeves and long dresses. This woman ended up leaving this particular company.

Appendix 16: Individual Evidence – Glass Ceiling

- *"I feel as if I've done as much as I could in the IT industry. [It's a] very male dominated area – glass ceiling syndrome – you get to a certain level then you're not encouraged, you're not in the frame." She feels that it's unlikely that she'd get to the next level. "You need good mentors. At that level it's not your ability alone that gets you to the top table, it's also because you have support from others ... who you know, how things work and whether they are happy for you to be part of that group." She believes you need to be part of a group where you have the opportunity to network (e.g. out of hours) or even "just to be accepted".*
- *"Being thwarted. It feels like you're stuck behind a hedge and there's no way through. It's constantly an uphill battle. You think you are being taken seriously, you know that you've got enormous skills, an enormous 'give back' to the industry and the company and they don't get recognised. [We've tried] to encourage women to blow their own trumpet, sell themselves but even when you take that on board yourself you still feel like you're doing it all in isolation. You see the [men] doing so much better. It could be because [women] move around within the company – they feel they're not being recognised for what they do, [so they] move around trying to find somewhere that recognises them. Men are recognised more so tend to stay in a business unit and therefore progress."*
- *"Although I did get to a fairly senior position I did often feel that less able men were promoted more quickly than I was. Up to a certain level it was an even playing field and then you hit a level where it seemed much easier for men to break through the barrier than women."*
- Furthermore one participant runs an education project where she provides IT 'up-skilling' for young people. *"I have issues about training young men to go into IT rather than women but at the same token, if we did have more women in the project and I were training them in IT, I'd be saying why am I doing this because [they] are going to hit a ceiling and it's going to be fairly low."*

Appendix 17: Individual Evidence – Macho, Aggressive Culture

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- *"[There was a] hostile, bullying culture. [The company was] very adversarial in the way [it] worked with suppliers and I was more into partnerships with suppliers. It seemed to me that people (mainly men) got to a certain level of management and then no matter who complains about them, they still get protected."*
- *"If you go out for a night ... it was basically who could drink the most ..."* She did not want to be in that environment. *"It was a bit like the bullies at school, the loudest and rowdiest ones ... set the tone. It's not that everybody there likes it, it's just that most people won't speak up."* After some particularly bad social behaviour at an annual event, many women complained to senior management. It was acknowledged but nothing was ever taken forward. *"It got to the point where I was dreading social events at work. So I guess it's that whole environment and I really got to the point where I felt, as a woman, I didn't belong anymore and I'd never felt like that before."*
- *"The touchy feely side isn't so apparent ... there's not so much in the way of mentoring ... or understanding or people with family lives. The guys couldn't understand why sometimes you have to go home and it's like well, I might not have kids, but I'm still expected to do the cooking and the cleaning and all the other things you expect the women in your lives to do. But the guys just didn't appreciate that."*

Appendix 18: Individual Evidence - Having to Prove Themselves

- *"The male culture ... as a female you are trying to compensate for it and work harder."*
- *"I think I felt because I was a woman, because I had young children ... I felt I had to get that extra bit, just to prove I could do it."*
- *"It's also about continually striving, having to prove yourself."*
- *"In the consultancy environment there was definitely a feeling that as a woman you had to continually strive to do a better job."*

Appendix 19: Individual Evidence - Lack of Recognition

- *"Lack of recognition. Women (me) don't 'naturally' present their successes – we just get on with the job and expect the 'system' to 'do the right thing'. It doesn't [and this] leads to resentment."*
- One woman who wasn't necessarily thinking of leaving the industry states: *"I think one of the most off putting parts of [the industry] is the networking aspect. If you are going to succeed, you have to be prepared not only to be good at your job but you have to be prepared to almost promote yourself."* She believes that this should not be necessary. The most important thing is that you are good at your job. She is finding it difficult in her current company because *"It has become ... what you say rather than what you do."*
- One participant talks of a 'confidence' issue, which she believes is possibly a diversity issue. *"Some [people] are not 'in your face', up with managers', not keen to take the credit. They just do a good job and get satisfaction in achievement but don't flout their successes."* She does not believe it is specifically a male / female thing but there is a slight imbalance. She sees people who manage upwards, people who make a bigger thing about [their successes] getting more recognition than people who just get on and do it.
- *"There was a lack of recognition in the organisation ... that women and men behave differently and whilst the onus is on you, as a woman, to understand that and try and adapt your behaviour, it should be mid way. It shouldn't have to be the woman having to change all the time, nor should it be senior management having to make allowances, it should be somewhere in the middle of the two."*

On a slightly different note one woman felt that there was a lack of recognition from management that women and men behave differently.

Appendix 20: Individual Evidence - Anti-Women Culture

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- *"I think there's a really ingrained attitude against women in the IT industry and I'm not prepared to put up with that."*
- *"They don't promote women enough, they try to rubbish you. You're a woman, you're not good enough."*
This woman also experienced sexual harassment from one of her clients but when she complained to her management they didn't really believe her and as it was a client who *'pulled the purse strings'* it was a very difficult situation. As a result of this she ended up leaving that particular project.
- Another, whilst not currently thinking of leaving the industry, believed *"It's not necessarily kind to women in IT, certainly the attacks will be a lot more personal ... you'd never think of talking about another IT Manager if he were a man, about his physical appearance, but this does happen to women."*
- In her current consulting role one woman has seen a number of situations where she has heard people talking about recruiting women of childbearing age. *"Heaven forbid a woman who is ... between twenty and forty ... I know women lose opportunities because of that. It's really tough situation out there for women in IT."*

Appendix 21: Individual Evidence - Feeling Undervalued.

- *"Not feeling valued. Don't value their staff in any way ... People like myself are very committed and worked really long hours and there was no sense of being appreciated ... or valued."* She talks of the time the banks went through a slump and they stopped all promotions. *"Very few people got promoted and it all seemed to be more of a who you know, not what you know ... scenario. The bonuses weren't very good, even though you'd worked like mad and done a really good job. You just didn't feel valued for what you'd done. I ended up making myself ill because I was working so hard. There has to be something more than working the ... twelve hour a day scenario and weekend and then not getting what you think your just deserves are. You couldn't get a promotion, you couldn't get a pay rise and ... there just didn't seem to be any plan for moving you along ... there was no career progression or paths mapped out. They paid lip service to it but they didn't really do much about that. "At the end I just felt that I was working too hard and not really getting anything out of it."* She also talks of seeing colleagues being treated in a particular way because they worked part-time. *"You end up not trusting your managers and you don't believe what they tell you. If you don't feel valued you begin to mistrust what your told."*
- *"You are literally a resource to be used and disposed of."*

- *“Big companies tend to want people to go into management, even if all they want to do is be an Analyst / Programmer and be technical.”* She felt that the company should still value her for her performance in this role rather than going up the management ladder.
- *“I was the lowest paid person at my level in the organisation and, interestingly enough, I was the only woman. If it was a company that was very serious about diversity they wouldn’t have let that situation happen. So clearly, within the senior management there wasn’t enough desire to retain and develop women in the company.”*
- Another referred to *“a lack of career path and the constant erosion of pay and conditions.”*

Two women were particularly concerned that the softer skills concerning people management are not so plainly valued as delivery.

- *“Although I was always regarded as one of the best people managers there ... good at motivating people and managing them ... that was never reflected in my ratings. I didn’t feel that those skills were valued. There was lip service but it wasn’t valued in the sense that it would help you get a better review score.”*
- *“I still think we pay lip service to management training, staff morale ... it is not valued as much as delivery, delivery, delivery.”*
- Three women felt that they were only valued for the skill the company needed you for, not any other skills you could offer.
- IT has gone to a programme based way of working. *“Someone running a particular programme needs someone with a particular skill, at a particular level and will therefore look for the cheapest source of labour. Your Line Managers do not have the power to say this person has more power, more experience, etc and you should be paying them more.”*
- *“In IT you’re valued for the skill they need you for, not anything else you can offer. Your pay therefore does not necessarily reflect your experience, just the skill you can give them at the time.”*
- *“Many people were frustrated because of the way the company allocated people to projects.”* She herself had a particular skills set which was needed within the company, however due to structural issues, she was finding it very difficult to get her name known for this skills set.

Appendix 22: Individual Evidence - Unsupportive Management

- One participant currently mentors twelve women. Four of these women, including her, have had bad managers – either resulting in going to a tribunal or walking away from a job.
- One woman believed that the situation took a down turn after a takeover. *“I felt there was a real failure at management level ... to deal with some gender issues that were coming into play. A male colleague (contractor) was off loading work onto a female colleague (contractor), which was not part of her remit, and as a result the female colleague was dismissed for incompetence.”* The woman complained in writing to management but nothing was ever done about it.
- Another felt that she had no control because of the acquisitions and turmoil in the industry. She found herself in a senior position in an unsupportive management environment. She states that the management style was bullying, hostile and aggressive. *“I was always rolled out as an example of a woman in a senior position (e.g. meet the press, etc). I made the company look good. I was a young, bright, dynamic woman, leading a business that was very successful. So, in public, they were very please to roll me out and take the credit for how fantastic they were. In private, I'd be called up to the boardroom and given a kicking for things that were not my fault and my boss would stand by and let this happen. I just felt entirely*
compromised ... I felt that the messages were inconsistent.” She also witnessed some extreme bullying of male colleagues (very aggressive behaviour during a meeting). She stood up against this and as a result received a backlash of abuse.
- Another felt that she was not supported when she was getting bullied because she refused to do unpaid overtime. She was supported verbally but the message never reached her management.
- One concerned a situation after a women returned from maternity leave, although this experience does date back several years. *“Maternity was an absolute nightmare.”* Her boss at the time had tried to downgrade her job when she returned from maternity leave. She had only taken 3 months off and yet had to justify her position. *“When you come back you feel quite vulnerable anyway because the industry is so fast moving.”* She felt vulnerable in her job for about 18 months and states that *“It was a well-known joke at the time [my boss] wanted me to promise never to get pregnant again. You were dealing with very old fashioned, male entrenched attitudes.”* She was ready to hand in her notice when the Chief Executive and Personnel intervened and supported her. Additionally, prior to her maternity leave she had been refused a promotion on the grounds that she was pregnant and therefore had not been working to the best of her ability.

Appendix 23: Individual Evidence - Lack of company values

- One participant had had a very bad experience having been called out at night to support the system. A series of events happened which resulted in her being out all night. She had young children at home with her husband. Various events occurred and, in the early hours, when she needed to get in touch with her managers, all their mobile phones were switched off, leaving her feeling extremely unsupported. At other times she was sent to other offices at very short notice and just expected to accommodate whatever disruption was made to her family life. She had hoped that at some point there would be a pay back for all the hard work, but she was made redundant.
- One of the women who is not currently thinking of leaving the industry did change her role due to the attitude of a male boss.
- *"I wanted more freedom to treat clients in the way I thought they ought to be treated. The company I was working for at the time seemed to take on clients with lots of enthusiasm and then, once they'd hooked them, they didn't seem to carry on caring enough. As an employee I was given a job to do for a client and when it was nearly finished the boss would be saying 'oh come on, let's get that over and done with ... we've got a new client coming along and its big and its exciting....' I just wanted to do the job. When you're working at the level I was working at, we're a very technical section of the staff ... we're there because we love ... doing the job."* She wanted to get the job finished for her own satisfaction.
- *"I gave my heart and soul to my career and many many many hours and I just came to the conclusion that the return for that was not enough. The return delivered was money and status but it just wasn't enough. I feel that it was a constant battle to have the female qualities and values recognised. You did have to emulate the male ones. It became more competitive / aggressive, that sort of style of culture, the higher you went up the company and less recognition for having done a good job of the right thing or ... creating foundation stones for a good future. It was [all about] short-term wins. I want to give something back."*

- One participant who had recently sold her IT business states that she is quite an ethical person and she was becoming weary of the continual battle to maintain some sort of dignity. *"Nowadays, it's all to do with profit, not customer care. It's a harsh industry to be in, a very cut throat industry and I was fed up of listening to profiteering."*
- *"I wanted to do something [which involved] developing people as opposed to ... exploiting them. The IT industry wasn't in such great shape so the stuff we were doing on developing people and training them and moving them up the organisation, now we were basically trying to get more out of them for less money and not training them and making them redundant. That did not really fit with my value set."*
- *"You don't want to go someplace where you're a number." She is disappointed that the UK is becoming more like America. "America tends to focus just on the cost of something." She is finding that the Government is encouraging a stance that "employees are like widgets and you hire and fire them as your business needs at that moment. It's so intense in IT on that bottom line. It's not on long-term growth not on long-term 'what's going to be good for the company'. It's about 'what do we have to report to our shareholders this quarter' ... if it's going to affect our share price negatively forget it, were either going to get rid of people or ..."* She left her last company because, having agreed that her position would be based in London (and having spent time living away from her family who were based in London) the company then announced that she would be moving to the US. She was given no choice so she left.

Appendix 24: Individual Evidence - Lack of Training Support

- The youngest participant states on training, *"If you want to stay in the company you have to organise your own training."* She feels it would be easier to leave the company and retrain in something else, where she would move up the ladder faster. She feels that if she stays in IT and retrains she would be back-tracking and spending her time *"covering the basics just to prove that you've done it, before moving on to something that you're not even going to use it for."*
- One woman believes that she would not return to a job in IT because her skills are not sufficiently up to date. She feels let down by her previous employer (who made her redundant) as they did not train her on a particular system and it would be too costly for her to retrain herself.
- *"[The company] is always expecting you to learn new things and sometimes expect you to fund your own training."*
- Another woman felt that the training was expensive and time consuming. The employer did pay but it required a lot of negotiation.

Appendix 25: Individual Evidence - Lack of Control due to Company Mergers and Re-organisations

- Due to a company re-organisation, it was decided to make roles sector specific. However the sector that she had been assigned to did not develop as quickly as expected, (due to the general climate of that particular sector). As a results, she states, *"We were under performing in terms of revenue ... and you were made to feel that it was down to you, rather than the industry."* Additionally, the part of the company that she had been left in was being headed up by a particularly unpleasant boss. She was feeling demoralised and needed a break and therefore when an offer of voluntary redundancy came along she accepted it.
- Another felt that due to numerous redundancies there just wasn't the resource available anymore. *"I think what got to me towards the end was ... because of all the cutbacks and redundancies that we made ... it got to the point where I had less and less resource to do basic things and hence working 8am-6pm every day wasn't enough. I was having to be away a lot more, be away at night, be away longer during the day ... and so it gets to the point where you really realise you actually do need other people, there's just no money in the company to bring those people in. You delegate as much as you can but there are certain things you've got to do yourself. You get into self-survival and self preservation mode and you just have to drop certain things."*

- Another stated that there was *“Lots of consolidation going on in the industry and [her company] became this huge monolithic organisation [where] all the important decisions were being made in the Head Office in the US. So as a senior person locally in the UK you had less and less chance to actually do what you believed were the right things, you just had to do what you were told and I found that harder and harder to bear.”* When she informed the company she was leaving they offered her the title of Executive Vice President but it wouldn't have affected her salary and it wouldn't have affected her day-to-day power or responsibilities. Whereas she found a lot of the men just thought *“Well, if I just play the game I can still get a big title. So I felt that a lot of the processes in place ... to try and motivate you and encourage you to stay, what little there were, were more geared towards men than women.”*
- *“You're never secure in your job. If you do project work, it's even worse. Once you get to the end of a project, you've got to find the next project.”* She is pleased with the level of management she has reached, however she states, *“I don't know how I can retain it. It's the striving to continue to retain it.”* She has recently been taken off a line management job, where she was managing 120 people, and put onto a special project. She is happy with the project but is concerned what will happen when the project comes to an end, as it is quite difficult to get back into line jobs. *“It [should be] about recognition in your next appointment rather than recognition via pay increases or giving you a title.”*
- *“I haven't left yet and may not do so – my desire to leave fluctuates according to what is going on at work at the time. On the whole I have come to realise over the last year or so that I will eventually leave [the company], whereas before I thought I would stay until I retired. I don't think many people are going to stay until they retire now though, and I would hope to leave by choice rather than because I have to. If I don't have any confidence that I have job security, then it's hard to justify putting in the long hours that [the company] demands, take the risks and take the accountability. Money alone is not the point.”*

Appendix 26: Individual Evidence - Lack of Job Security

Appendix 27: Individual Evidence - Lack of Creativity

- One woman stated that she has made many sacrifices for her job (going away on business for weeks at a time, leaving her children with her husband) and feels it's not fair that you can be laid off just because of that quarters share price performance.
- *"I was bored with [the company] and it's approach to people and processes. It had lost it's creativity and flexibility – it was becoming process bound. Additionally, I had got to a financial position where I could afford to make a lifestyle change."*
- *"[The company] was moving more and more to commodity purchase and so you spend your time negotiating with clients around price and delivery and also logistical issues within the company so ... it wasn't trying to create new solutions, it wasn't looking at your customers business and understand how you could improve that. It was very low-level tactical things that you ended up doing. Again, because of that, the company seemed to be moving towards a very short-term focus [where] you're very worried about orders and shipments for this month and at worst this quarter. We never really spent any time looking at long-term business development, which is interesting. So it's got this very short-term tactical focus and I know at lot of companies that have gone that way."*

Appendix 28: Individual Evidence - Age

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- One woman is approaching 45 and states, *“that being an older women in the industry doesn’t seem to be normal. It doesn’t feel very dignified. There aren’t the role models”*. She talks of it being generally a young industry but that there are plenty of men over 45.
- *“It is a hire and fire industry that pushes people out relatively young. People get burnt out at 40, retired off at 50 and therefore there is no breadth of age range. ... Even men have had to set up as consultants when they would have liked to stay in the job.”*

Appendix 29: Individual Evidence - Redundancy

- One believed there was a gender bias to the redundancy. She was selected for redundancy over a male colleague who was 12 years older, with less IT experience than her and who was a relative novice on the system they were supporting. She had originally been told that she would not be selected for redundancy and then given no explanation when she was. She took the case to her union and took the company to an industrial tribunal on the grounds of gender discrimination and unfair dismissal and ended up settling out of court. After the redundancy she took a couple of months off and then tried to get back into the industry. She applied for 10 jobs at the local council to work on their billing system – she had 2 interviews but was unsuccessful in securing a job. She then found out that a male colleague from her previous company, with almost exactly the same experience, secured a job on his first attempt.
- Similarly, another woman who was working at the same company provides her experience. She had been working on a very obsolescent system. They had been promised that at the end of this project they would move on to a more modern system but this was taking longer than anticipated. Management decided to shake things up. There had been five permanent members of staff at the point when TUPE ran out (3 men and 2 women). Three of them were given *‘golden handcuffs’* (herself and two men) where they were

guaranteed re-training. Despite this, herself and the other woman were made redundant. Whilst she had received glowing appraisals, she was selected. Additionally one of the men that was kept on had not been working in the project as long, was older and not very interested in it therefore did not pull his weight. She was initially offered a job in a different division, one that she states *“they put people in when they were managing them out of the door”* – the theory being that you were then available to apply for other jobs within the company. However, many of the other jobs were miles away and she really wanted to stay. She ultimately had to get a lawyer involved who pointed out that her contract had stated that she would be retrained and offered another project. The only job the company came up with was located several hundred miles away from her home and she had to accept it without knowing what it was. She was also told that there would be no possibility that she’d be able to carry out the work from an office nearer home, even though many employees were even working from home. She was advised by her lawyer to start tribunal proceedings, however the company decided to make an out of court settlement and she accepted. Furthermore, despite repeated requests and being legally obliged, the company were unable or unwilling to provide details of the selection criteria used. She then found it very difficult to find another job as her skills set was not up to date because the company had not fulfilled its obligation to train her. This resulted in her having to take lower paid work.

- Another woman won a court case due to unfair dismissal, which involved a discriminatory aspect due to her being disabled and working from home. She then tried for 9 months to get a job and out of 9 applications she didn’t even get an interview. When she enquired, the usual reason given was because she was ‘over qualified’. She wonders if it was due to her age as she was over 50.

Appendix 30: Individual Evidence – Other Reasons for Leaving

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- Five of these referred to personal reasons (including health).
- Two stated that they were in a position where they could afford financially to leave.
- One woman was bored of doing very specialised work.
- One woman referred to the outsourcing trend in the industry.
- One woman would like to live and work in London and states that her role belongs at a Head Quarters and nowadays there aren't big enough IT companies with Head Quarters in London.
- Two women referred to inequality issues, including pay and terms of work, resulting from mergers / take-overs. One of these women was certain that the discrimination was not gender related.
- One left because the company, after the merger, would have been too small to offer her the job of System Manager that she would have wanted.

Appendix 31: Individual Evidence - Had any of the women left any other companies for reasons that might be pertinent to this research?

Whilst reading these it is important to bear in mind that they date back from a couple of years ago to twenty years ago.

- *“Again, you felt that if you were female you weren't really in the right role.”* One engineering company that she worked for used to have meetings at 10pm in the pub. She was the only woman in that environment and felt very uncomfortable. *“You just got the impression that it was being organised to exclude you. They (her male colleagues) were quite hopeful that I didn't attend but they were meetings at which decisions were made ... therefore I would have missed out on information if I hadn't attended.”*
- One woman left a previous company because it was unsupportive of its staff. The majority of staff was female but the management was heavily male. *“The management did not place as much importance on the 'girls' as they did on the sales guys out on the road.”*
- One woman had experienced a couple of sexist situations from a previous employer. Once she was told that she hadn't been considered for much of a pay review because she wasn't the main wage earner of the family (this was 10 years ago). Another time (in 1997) she'd discovered that she was earning about 15 – 20% less than her male colleagues who were doing the same job. When she raised this with her manager he told her that she was

- doing very well for a woman and she was earning more than his wife (who was a teacher, not a chartered engineer).
- One participant was promoted from Shift Leader to Shift Manager and then promoted to run a small data centre with a male colleague. *"He fooled around"* and she ran the data centre. The data centre was then broken up and she assumed that she would get a good job, but in fact the male colleague did and she didn't. She has also experienced extreme sexist behaviour from a male colleague, which involved verbal abuse. She complained but nothing was ever done. Please note that this experience happened twenty years ago.
 - *"The pay was not in line with my responsibilities. I had a senior role but a junior salary."*
 - When one woman was planning a family, she decided to leave multinational organisation to work for the Civil Service, as she knew they would be more sympathetic to part-time work.
 - In a previous job a woman was called into her senior managers office and told that she was not professional enough because she was only doing her contractual working hours, even though she was up to date with her work. She had children at home that she needed to get back home to. They ended up giving her harder targets (for which she required training which they would not provide) and then told her they had to terminate her contract because she was not fulfilling obligations.
 - *"Having to be available for work outside normal office hours."*
 - One participant, who left her last company due the pressure of going into management when she wanted to remain in a technical role, left a previous company for the same reason.
 - *"The company would make a short-term decision regardless of what they had promised you."*
 - One participant has changed jobs in the past due to the general ethos, mainly around *"pressures to do with the client and also pressures from internal politics which are very wasteful and those are enhanced by the testosterone fuelled there is a sense of there being an old boy network in some of the organisations I worked for and cliques associated with that."*
 - *"They had pay freezes, so we didn't get a pay rise for a number of years, but then when they wanted to expand the group they were bringing in people with, what we considered to be, less experience than us and certainly no proven track record within the company ... and paying them a lot more money and yet they were refusing to give us pay rises when we'd been delivering for a number of years. Again, it just felt that you weren't valued."*
 - One woman accepted a redundancy offer (10 years ago) from previous employer because she felt that she had hit a glass ceiling within that job role (programmer) and believed that she was not going to go into management. *"The group that I worked with was very much an 'old*

boys' network and although I was on good terms with all of the group I didn't want to play the games that I would have had to play, in terms of being part of that network." She talks of there being a very aggressive and competitive element among the managers. "Men have a particular way of working that tends to squeeze out women. Women don't get noticed in those ... male networks. All management were male and all favours tended to be given out to young men. I got to the point where I didn't want to work in that environment."

- Left a large company due to re-organisation, which resulted in a lot of uncertainty. When the situation had settled down she returned to work for them.
- Unwilling to relocate.

Appendix 32: Individual Evidence - Long Hours Culture / Flexible working

- It was a time in her life when she wanted to spend more time with her children, and would have welcomed the chance to consider flexible work or home-working options.
- One woman had been persuaded to stay because they reduced her hours. She currently does an average of 4 days a week. She would like to reduce the hours further but does not believe this would be possible.
- *"I think the company could offer me [consultancy or part-time work] but I think it would take a lobotomy on their part."* Although she would also personally find it difficult to keep to fewer hours as she gets so enthusiastic about a project.
- *"Something more flexible in terms of working hours."*
- *"An offer of part-time work would have been helpful, but I knew this would be impossible."*
- *"To have been offered part-time hours."*
- One woman may have stayed if she'd been allowed to work from a closer office or from home or offered part-time work. These discussions were never had, however, as it would have been impossible to have worked part-time at that level of job.

Appendix 33: Individual Evidence - Confidence in Management

- One woman would like the IT industry and other industries, to be more flexible in their thinking and to recognise that if someone is talented they should support them as much as you can irrespective of the hours they work. *“When you look at the very very senior positions how many ... are full-time? Very often these people are off doing other things (on other boards, etc). So at the highest level it is acknowledged that these functions are part-time.”* That to her is the glass ceiling, because there is a block at a certain level where there are no senior part-time opportunities.
- *“The company policy has to come from the top.”* Management have to be aware of problems (particularly those that are gender related) and deal with situations appropriately. *“You need to be valued and respected for your ability, but this takes longer for a woman.”*
- If the company had kept its promise after the merger concerning ‘Terms of Work’.
- *“If I felt that I could talk to senior management within [the company] and that went up to the ... President that ran Europe and the Executive Board. If I felt that when I talked to people at that level, they actually could do something about it – if they listened and implemented. There’s a lot of intelligence within the company [concerning] what needs to be done to improve things but there’s just no way of getting people to listen and do it. About two months before she left she was advised to “bite her tongue’ for the next six to twelve months and go with the flow ... nobody’s going to listen to anything.”*
- *“Having the full knowledge that the grand words that were actually talked about – what one was able to do – were actually delivered. But there was too much history on non-delivery of promises e.g. commitment to budget to get new people, commitment to new business (to make the business work without responding to monthly figures). If you’re developing a new business*

you've got to put more into it and your return takes longer to come through. That's not how [the company] thinks, it's driven solely by it's share price." Would also have been more inclined to stay had the company not lost it's creativity and flexibility.

- A capable manager who has the potential to be a senior manager might not feel that the way is completely barred. *"I've got all these incredible skills and if nobody recognises them in here then I might as well ... use them for myself and build a business."*
- *"Active, positive support from senior management."*
- *"It would have been difficult because they promised a number of things that they didn't do. They promised that although they couldn't promote me they would pay me a particularly good bonus, which they didn't do and they ... promised a different role, which didn't come up. Once you've lost trust in your managers then it's quite difficult for them to do anything or say anything to then convince you that it'll be better next time around."*

Appendix 34: Individual Evidence - Feeling Valued

- If the company had valued her and allowed her to continue as a senior Analyst / Programmer rather than pushing her into management. If she had been rewarded for good performances in this role instead of being rewarded, by progressing up the management ladder.
- Having the support to continue in this role because the organisation valued and respected the contribution that the role made at that time.
- *"More confidence in the culture – that if I have value today I will also have value tomorrow. Sadly I have seen too many people (male and female) losing their jobs suddenly when they appear to have been performing well."*
- If she had been happy with her career path and had seen mechanisms in place to promote people and if pay and conditions hadn't continually been eroded.

Appendix 35: Individual Evidence - Improve the Male / Female Ratio

- *“If the industry wasn’t so male dominated.”* She finds the men very short sighted about personal circumstances such as home and family situations and how this can impact upon people and business.
- One woman believes the culture of the industry needs to be changed. She believes that it has become even more male dominated and therefore the position for women is worse.
- *“More females – especially at senior levels.”* Out of her team of 22 only 2 are women. She states that it’s even difficult to get women applicants for the jobs.

Appendix 36: Individual Evidence - Equality

- *“If [the company] actually stated that their policies would be applied equally to all.”* When she went on maternity she was told that she would have to return full-time after 12 weeks, otherwise they would give her another job. However, a colleague who went on maternity leave at the same time was able to come back part-time. She ended up leaving after one year, but would have stayed had she been allowed to work part-time for a short while after returning from maternity. *“Just knowing that there’s consistency and fairness in the system – that it’s a corporate policy – not up to individual managers...”*
- Fairness concerning salaries. For companies to be open where salaries are concerned. *“This would drive the competition within the organisation itself. This would force equality and fairness. Women don’t ask for pay rises but men do. I had a female employee ... who was the best in the team and was getting paid the least, when I entered the team.”*
- *“If I felt that they were serious about encouraging women in the organisation and if there was parity in pay. If there was less of the ‘old boys club’, that would have encouraged me to stay. Pay is easy to fix but the ‘old boys club’ isn’t.”*

Appendix 37: Individual Evidence - Other reasons why women may have stayed / be encouraged to stay

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- *"It's about role models and supporters. Not necessarily mentors as you need someone that will actively support you not just give you advice. Somebody that will help champion you, if you are not very good at it yourself. You need supporters who will give you a job, take you with them, help you find the next move."*
- To have an effective Women's Network within the company, which would provide an alternative to the male culture. She would then be able to tap into other women's experiences and get support from other women.
- *"I'd like [the industry] to focus more on delivery. There's a lot of gloss, a lot of promoting oneself, but there isn't necessarily a concentrating on getting the job done. I think we've gone PR mad as an industry. Cut out the networking and let's just see management by results."*
- Another woman felt that she would be more encouraged to stay if her company provided her with more support for training.
- One woman, who was frustrated with the way all the important decisions were being made by the Head Office in the US, may have stayed if she'd been offered a role that would have been slightly more independent to the core of the company.
- One of the women who wasn't actually thinking of leaving had the following comments to make concerning her company. *"If you want to work part-time that's too bad ... it's full time or nothing. Pay incentives have to be better."* Within the company that she has worked for there has not been much scope for promotion therefore the only incentive has been financial.
- *"Work culture – away from the macho drinking and golf course politics."*
- *"Better recognition (and this isn't money!)"*
- *"More provision to make life easier. I understand some companies do more to help with your domestic life e.g. sort our car servicing, etc. Leaving you less to worry about during your own time."*
- One of the women who had been made redundant wishes that she'd fought harder to keep her job. *"I would have fought harder and dirtier to keep my job. I would have probably been a lot more assertive, put a lot more things in writing and journalised everything that happened. I would have questioned decisions taken regarding people that had been appointed ... have made a bit more noise. I would have fought harder to get training and experience before the redundancy."*
- One woman who took an offer of voluntary redundancy believed that she might have stayed had she been given the opportunity to work in another part of the organisation.

Appendix 38: Individual Evidence - Nothing could have persuaded them to stay

- *“Nothing, because I don’t want to work for ... lining the coffers of an American multinational anymore. I would rather put my skills to good use in the service of the public or community in some form or other.”*
- *It got to a stage where she thought she knew how things ought to be run and she wanted to do it that way. She therefore decided to become self-employed and nothing would have persuaded her to stay as an employee within the industry. “I’ve stayed in the industry because I love it, but working as an employee kept holding me back. It was stopping me from doing as good a job as I knew I could do.”*
- *Two women believe that the industry would have had to have been more stable at the time.*

Appendix 39: Individual Evidence - Increase Flexible / Part-time Working

- *“To introduce more flexible working and I mean that for men. If you make it all right for men to do four days a week or three days a week, then the stigma that is attached to women who do that would not be there. Plus, men would love to do it but they feel shackled by the label of ‘that’s not what men do’”. There were examples in her company of men working three or four days per week. These were senior men, one particularly senior. “This is particularly important as you are heading towards retirement. It’s win win for everybody.” [We need to] change the conditions for men and the sense of choice that men feel they’ve got. Women ... at least feel they have a choice, even though it’s hard to exercise it, whereas men don’t, they’re just programmed to go along this one path. If equal then they will understand more and it will become acceptable.”*
- *“A long term view of the business and of your relationships with your key members of staff. [There is] so much experience over so many years – it’s a huge waste for that to walk away. If you had a long term view, people should be able to cut down to two or three days or working from home, just to get through the years that are more difficult for them. In the end it’s better to keep that experience and those relationships in the business than not ...”*

- *“Being more accommodating about non-standard patterns of employment (part-time, job share). If not, you’ll lose the skills.”*
- *“Flexibility – focus on the output. It doesn’t actually matter when you do your work or where you do it. It’s about getting it done at the end of the day.”*
- *“Need to implement flexible working practices including working from home.”*
- *“Availability of flexible working for all – not just dependent on your line managers preference.”*
- *“More ability to work flexibly, mobile, where and when we chose. Women are perfectly happy to put the hours in but we need to chose when we do them, which might be, for example, in the evenings.”*
- *“You should be allowed to try different hours, etc, that don’t fit in with the norm.”*
- *“Flexible hours – women need to be able to work part-time but not viewed as lazy.”*
- *“Greater flexibility of hours and roles but without prejudicing our own position. So if you could have part-time or reduced number of days without immediately treating you as though suddenly you’ve become a secretary.”*
- Acceptance of flexible working hours – should not be penalised for working part-time.
- *“Flexible working e.g. hot office space near your home or the ability to work from home. More flexible and shorter hours.”*
- *“Build in flexibility into all conversations and as much as possible into people’s work schedules – make it acceptable.”*
- *“More active marketing of the existing non-standard work schemes like job share. There tends to be an emphasis, I think in all industries, where the employee has to drive such things and find people to work with them on job shares and that means that sometimes it’s just easier to leave.”* She believes employers should be more proactive in these areas.
- *“More flexible working for non-parents as well as people with dependents would be very valuable. I’m not a parent but I know a couple of friends of mine who are ex. IT and has reasonably significant roles within their companies and they’d both gone on to have families and they just didn’t feel they could juggle it and, in my case, I would prefer more flexible working hours.”*
- One woman talks of the need for more creativity in adopting flexible and part-time working. Nevertheless, she feels it would be difficult to manage as those doing a 30 hour week would do this and get paid for this, however those doing a normal ‘40 hour week’ and who have signed out of the Working Time Directive, would be being paid for this but might be doing a 50 or 60 hour week. This would lead to resentment.

Appendix 40: Individual Evidence - Equality

- One of the women who is not actually thinking of leaving the industry felt that the company was more sympathetic towards women than men, where caring for children is concerned. *"We actually find that women are given a much better deal as parents than men. Until the company is sympathetic to men also being involved and having time off with family responsibilities [the stereotype will remain]."* She also states that in her earlier career days with the company, they were very sympathetic as she was in a job where they could be more flexible. However she doesn't believe that her current role would have the same flexibility. She ranked her current position as a 4 on a scale of 1 to 5 of which 1 is the least senior position and 5 being the most senior.
- Two women believe that salary information should be available to employees as this would create competitiveness and force fairness. One states, *"Government should mandate that companies are not allowed to keep salaries secret. This is certainly discouraged in big organisations. If people knew, they would understand where they were in the hierarchy and would understand what they needed to do."*
- Fairness over the availability of flexible working conditions. If it is company policy then all cases should be treated fairly and not based on the preferences of a Line Manager.
- Fairness over project work. Distribution of project work should not depend on being one of the lads and your presence at the pub
- Fairness over promotions. Women need to be recognised more and get the promotions they deserve. One woman feels that *"Men are promoted more as their managers are 'one of the boys'."*
- *"Equal pay for equal work. Equal status for equal ability."*
- One participant talks of discrimination being buried very deep and gave examples of inequalities in pay. She interrogated pay data in the company and found that women were being discriminated against. Men were

being given pay rises but not women, even though they had the same performance. But the male management didn't actually realise they were doing this. It was being done in a 'blind prejudice' sort of way.

Appendix 41: Individual Evidence - Improve Management Understanding of Family Commitments

- *"There needs to be more understanding from the industry that [people have] family commitments. Men don't understand that women have priorities other than work."*
- *"Improve management – they need to realise [that people have] family commitments."*
- *"Much more understanding of family situations is definitely needed. It's about time the industry got real about what goes on around them rather than just ... having such tunnel vision. Most men who have wives at home or wives working ... don't actually see a lot of the stuff that goes on at home that the women do."*
- *"An understanding that women have families and that's a priority in the life as well. Not instead of and not over and above work, but it is a priority."*
- *"It's quite normal for people to end up working late ... particularly if there are any problems. It is expected that you do it. This causes problems if they've got children / families. If [they have families] they usually have to make a decision – am I going to continue to take more responsibility, in which case I'd be expected to do these hours ... or am I going to stay where I am and not go for promotion? There needs to be more understanding from management about family commitments."*

Appendix 42: Individual Evidence - Acceptance of Standard Working Hours

- *“Management have to understand about home commitments.”*
- *“An understanding that women’s priorities are not always the same as the companies.”*
- One woman talking from a manager’s perspective believes that the situation has improved a little, but there is still a long way to go. She states the need to look at the *“logistical childcare issues and the perception that people still have about the acceptability of going home on time to pick up your children, or of taking a day off when they’re sick.”*
- *“Changing that macho culture. I know on IT projects you’re always going to get squeezed where something needs to be done at a particular point in time ... but there’s never really any push back from the senior managers to say ‘Well, you can’t keep pushing people to do these hours’. They don’t understand that people have family and home commitments. They need to recognise that because ... with women we feel it more because you have the pressure of actually running the home as well as running the job and if ... one is very stressful ... you just have no time to do the other and that makes ... it even more stressful. Additionally, “They have to change the macho culture so people are more supportive when there are problems and issues ... less of a blame culture.”*
- *“Better management – management which understand the business imperative of this.”*
- In one company one woman noticed that many women left just before the senior levels / becoming a partner as it is very difficult to work at this level and manage childcare. *“Work-life balance is a very important issue. I know of a number of women who decided not to take certain jobs or were rejected from certain jobs because they wouldn’t commit to working really extended hours.”*
- *“I do think that a lot of IT is macho and very ... long hours culture, which isn’t necessarily productive. You can work smarter not longer.”* However she believes this will only change when there are more women in the industry.
- *“It is difficult to work part-time. Even if you are fortunate enough to get a part-time job, the demands placed on you and the long hours that you’re expected to do would make it very difficult.”* She suggests that there should be more structure in terms of hours.
- *“Acceptance of a more balanced workload.”*
- *“Make it easier for women to keep the work-life balance that they want.”*
- One woman states that people should be rewarded for achievement rather than working long hours. *“Rewarding people for achievement – a job well done rather than a job done using the long hours culture. You do get the feeling that you are competing against*

people who are staying late every night, when you can't, you may have to pick up children. Even if you get the same results."

- *"There is an assumption that you have to be available 24/7 and this is partly driven by the many contract staff who are getting paid by the hour and are therefore happy to be in the office all the time."*
 - *"When you move up an organisation so many of these IT [companies] are head quartered in London and around it and so much of the culture of doing business in IT is ... very long hours, breakfast meetings, evening meetings ... and if you're a woman with children, if you're not prepared to say 'well, I'm not going to see my children from Sunday evening to Saturday morning' ... you can't work for a lot of these companies. It is especially hard if you live outside London."*
 - One woman particularly stressed the importance of men working more sensible hours, as only then will it become more acceptable. *"Persuade men to work more sensible hours – most women tend more towards this but it can count against them in some companies."*
- *"Women tend to be better at the softer skills, whether it's resourcing, sales, marketing. Women need to be valued and recognised for these roles, which are often thought of as 'admin' roles."*
 - Similarly another strongly believes that there needs to be value and recognition placed on the people management skills, not just delivery. She states that you may get 'brownie points' for being a good manager but it is not formally recognised or rewarded.
 - *"Need to address the culture issues and I do think the IT industry is quite a male culture from two angles – it is highly competitive and a bit 'geeky'. Both of these play very much to the male qualities. There needs to be more of a balance and a higher value placed on some unidentified female qualities. The women that do well at [her company] and in the IT industry do adopt the male qualities."*
 - *"Putting your money where your mouth is on the people programmes. Need to find a way that compensation or recognition truly reflects those values as well as delivery values. You're only compensated on delivery, [you] may get 'brownie points' for being a good manager but you're not actually compensated or recognised [for it]."*

Appendix 43: Individual Evidence - Feeling Valued

Appendix 44: Individual Evidence - The Need for more Women

- *“Need to make people feel valued. It’s not just monetary things. They need to put more time and effort into career paths and planning.... I’ve noticed ... that most women I know ... start off maybe programming but you very quickly end up as an analyst or manager. So making sure that those skills are recognised as much ... as some of the purely technical ones.”*
- *“Feeling that they and their contribution is valued, and there is some consistency to that value over time.”*
- *“Generating a feeling of genuine contribution” (recognised for what women do without them having to promote it).*
- *“Provide stimulating opportunities without believing that the age of the individual necessarily precludes continual creativity and valued contribution.”*
- *“Women promotions – need to ensure these take place.”*
- *“[There needs to be] more women at higher levels so there is a balanced view on the problems women face.”*
- *Need more women to graduate in IT related subjects. “The number of women in IT has to reflect the number of women graduating in technical professions ... when I did engineering there were 2 women and 350 guys. So the figures look awful but it’s partly because there aren’t the women graduates.”*
- *One woman left to go on maternity leave and her team was then managed by a male boss. When she returned 3 months later to visit she found out that out of her team of 24, only 2 of the 6 women remained. She doesn’t know exactly why they left however when they had had discussions in the past she’d been told that “Having a [female] boss made it easier for [women] because they didn’t have anything to prove because I was proving it. So they could just ... concentrate on being good engineers.”*
- *“To encourage more senior women to stay and keep moving them up the organisation.”*
- *“It is ridiculous the few number of women colleagues that I have. I’m the only woman in the UK” (at her level). There are 10 people doing the same job as her and she is the only woman.*

Appendix 45: Individual Evidence - Build a Culture of Inclusion

- *“Build a culture of inclusion. [This could be done by] mentoring up, where young women are assigned to senior executives who need to be more open to feedback about things that don’t feel inclusive. We could have a low tolerance of that kind of behaviour (exclusion) – this would make it easier for younger women that are coming through.”*
- One woman had worked for a company where every single person had been put through diversity training and it made them aware of all the challenges that their colleagues face. She states that as a result people did treat each other better. This training took place 8 years ago. *“There has been no training since and things are worse since the merger, especially around how people treat each other and respect for your colleagues.”*
- *“More awareness from a managers perspective ... of the place of informal networking and establishing working relationships. This isn’t really just about men and women, there are quite a few people, men as well, who aren’t in a position to perhaps spend time out of hours ‘going down the pub to watch football’. There needs to be an awareness of the different layers that make up the whole.”*
- *“I don’t think, in a lot of companies, they really understand the benefits of having a diverse workforce. They say they do but they don’t really get it and I think a lot of senior male managers sometimes feel a bit threatened by it because let’s say their usual night out for the team ... if they want to get them motivated, is to take them to a club or lap dancing bar ... and get them absolutely legless. You bring some women into the team and that upsets it because suddenly you can’t keep doing the same things they used to do and then you add that to some of the accountancy issues (mentioned in Appendix 12) if you want to work part-time, it aggravates it. So I think men have got to really understand why ... there is a benefit of having a mixed environment. There should be a number of carrot and stick methods within a company to encourage people [to understand / implement diversity strategies, etc].”*
- *“The men need to be conditioned from a really really early age (before age 10) that gender is irrelevant to being equal.”* The best company she ever worked for had the following motto – ‘Value the differences’. *“The law should be structured so that we value the difference for gender, for age, for race, etc.”*
- *“Promoting the acceptance of genders and the importance of genders in public life.”*
- *“There’s a lot of sexism in the IT industry, I guess it ... depends on whether you let it all bounce off you or not. [There should be a] policy that you make everybody aware of.”*

Appendix 46: Individual Evidence - Promote Industry Awareness

- *“Need to get to girls at an early age (9 - 12) to inform them about the IT industry, it’s opportunities and it’s range of jobs.”*
- *“There needs to be more information about the impact that electronics have in society.”* A couple of her jobs have been fun, exciting and innovative. This message needs to be conveyed to schoolgirls.
- *“Need to get to girls at a young age to get them to enthuse about and see how exciting IT is. Then once we have more women in the industry things may change.”*
- *“Need to visit GCSE students to help them understand more about IT – that it’s exciting and innovative not nerdish.”*
- *“There needs to be a lot more information whilst children are at school. Everybody expects that the boys will be the ones involved in computer games ... and that’s where it all stems. Women are very adept at playing different kinds of games. That’s where the interest comes and the knowledge of what’s possible with IT skills.”* Additionally, *“More companies should offer work placements to show how much fun it can be.”*
- *“We need to invest in girls coming through the colleges, especially in IT. You have to get to them at 11-13 years of age.”*

Appendix 47: Individual Evidence - Increased Visibility of Role Models

- There need to be more role models. *“When I joined the board as a Non-Executive Director the number of women who came up to me and said “I’m so pleased to see a woman on the board.” So I do think women role models (at every level) make a big difference. I must say I’ve become much more convinced of that in the last few years because of the number of comments I’ve received.”*
- Similarly when one senior woman left an IT company in Germany many of the women came to her to thank her saying that they never knew a woman could be so powerful and that they really appreciated her for giving them encouragement, knowing that they could aspire to something more.
- *“More visibility of role models. Those women who have achieved senior positions in the sector need to put their heads above the parapet.”*
- *“The industry needs to make more of the women in it. Not necessarily the high-flyers, I just mean the ordinary [women] who have managed to juggle work and home.”*

Appendix 48: Individual Evidence - Encourage More Mentoring

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- Senior women need to mentor the junior women.
- One mentioned that she was a mentee and she has found having a mentor helpful.
- Senior women to coach other women at senior levels.

Appendix 49: Individual Evidence - Training

- To encourage training and cross training which enables individuals to move around within a company more. One woman has found that if you want to train in something else you tend to actually have to leave and find another company who will train you.
- *"More retraining opportunities for less stressful roles, whilst recognising the contribution of longevity and experience within [the company] ... without demeaning the employee."* Due to personal domestic circumstances people may have the need to work in a less stressful role.
- *"Encouragement to learn more. A lot of the time they're not encouraged to do that, they're encouraged to come in and do the job that needs doing. They're not as nurtured as they could be."* She believes that companies should provide more training and encouragement about self-development.
- *"There should be much more support for women during their career breaks. In the computing industry they're probably out for 3 or 4 years ... they need ... more opportunity and assistance to help with distance learning ... a way of gaining qualifications while they are on their break, [so they're not behind when they return]."*

Appendix 50: Individual Evidence - Monitor and Measure

- *“Measure and seek results from leaders concerning the number of women they have and how quickly they are moving up.”*
- One woman who believes that the people management skills are not valued suggests that the *“retention and motivation should be made a target”*.
- *“We need a proper Equal Opportunities policy with targets – race, gender, disability, etc.”* She believes it would then be possible to monitor if and why women are stuck at a particular level and then implement strategies to address this problem.

Appendix 51: Individual Evidence - Change Male Attitudes

- *“Need to change male attitudes towards women in technology. Need to change male attitudes towards women in power.”*
- *“Attitudes have got to change. It’s a pity that the attitudes aren’t just amongst the older colleagues. I get as much grief from the male undergraduate apprentices as I do from the middle aged ones.”* She cites examples of recently being asked by a male colleague to clean his desk, to make coffee, etc. Whilst these comments were said as a joke, she knows that they would never be said to male colleagues. *“Some of the young men ... seem to think that it’s ok to assume you don’t know as much as they do and yes, this is the arrogance of youth but they don’t do it to blokes.”* Also, *“You ring up suppliers and after the introductory pre-amble they say ‘Wouldn’t it be better if I actually spoke to the technical person who actually had the requirement’. They automatically assume you are a clerk.”*
- *“For better or worse, all of the anti gender discrimination in the US has really conditioned the men and ... at least they are thinking twice. I’m not saying that they don’t discriminate because I think they probably do, but they’re much more careful about it. It’s unfortunate that you are to resort to legislation and lawsuits.”*

Appendix 52: Individual Evidence - Build Women's Confidence

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- *"I do think there's a confidence issue. Women are much more likely to say 'I'm not sure I can do that.'" She has interviewed graduates and noticed different answers according to gender. When interviewees were asked the same set of questions the men said "I can do that" and the women said, "Well, I've never done that but I think I might be able to." "As an interviewer you tend to respond to the confidence the men have. I think women are more honest and more hesitant. So I do think this level of confidence and building confidence in women ... teaching them the role of confidence ... needs addressing, especially at a young age."*
- *"Right from a young age we need to build up the confidence of girls and their self-esteem." She gives an example she knows of a woman who is 26 years old, who has a very good job in a multinational company and is thinking of leaving after just 3 years. "She finds it a very scary environment and is expected to do lots of work untrained. She is a perfectionist and is scared that she won't be able to deliver..."*

Appendix 53: Individual Evidence - Encourage More Networking

- More networking opportunities for women are needed. Some of the big companies offer this but more needs to be done.
- *"Encouragement of women's networking, women's forums, for women to share ideas." Just before she left the company she ran a women's forum. "There was definitely a desire to informally meet other women, understand the challenges, ask silly questions, etc." They thought that it would be a good idea for men to sit in, to see the challenges faced by women.*

Appendix 54: Individual Evidence - Collaborative Approach from Companies

- *“Women are much more inclined to do something that fits with their value set. [Companies] have to treat people well. They have to have values that women can buy into. Women are about co-operation and ... mutual support and the corporate world is traditionally about people positioning and competing with each other. So there would have to be more opportunities for people to work together, teams co-operating, a more co-operative spirit.”* As an example, she had set up a practice, whereby you work in teams with your customers. *“You co-operate together as a team and both your companies measure you as a co-operative team.”*
- *“A more collaborative approach, more emphasis on networks, relationships, and teaming to get things done rather than aggression, intimidation and old boy network tactics.*

Appendix 55: Individual Evidence - Other actions

- One woman believes that that the industry should focus on innovation and new growth markets, in addition to cost-cutting and short-term financial targets. *“The market is not really growing at the same rate it used to be, it’s flattening and so all the companies are moving into cost-cutting mode rather than innovation mode ... and by and large women just don’t want to keep working in that sort of environment. It’s hitting women first but I think it’s going to start affecting men as well. Rather than just focus on cost-cutting and short-term issues, like the monthly forecast and bringing in business, they’ve got to step out of that and back into innovation ... new growth markets and solving customers business problems, as opposed to fire fighting all the time and just trying to cut costs. I found that most women get frustrated ... it’s not that you can’t do the cost-cutting, making people redundant ... but when ... every three months you’re taking out 10% of your organisation and you know that you’re not solving the fundamental problem, it’s just a very negative environment to work in and it’s soul destroying.”*
- *“Accreditation should not just be based on commercial market leaders, there needs to be something else to prove you have the basics.”*
- *Removal of the glass ceiling. “The IT senior management is still very much male and white.”*

- *“System Manager role needs to be recognised as fundamental to the business.”*
- There needs to be *“A better approach to ladies coming back after a career break, so they’re not penalised forever for the flexibility they have had for just a few years.”*
- *“Good maternity policy.”*
- *“It’s an industry where I don’t think you get on unless you go into management and to get into management in the IT industry requires incredibly long hours, so that’s the choice a lot of women have to make. “There should be more opportunities for people to achieve without having to climb ... the management ladder.”*
- *“Interesting and rewarding career opportunities.”*
- Career development plans. A structured approach to developing employees including training.
- *“Money – the level of remuneration has to be make it worthwhile with regards to childcare.”*
- *“The IT industry with C+ Java, etc, has become a bit of boys and their toys [industry]. Women aren’t actively discouraged but can be put of going into that kind of boy racer environment.”*
- *“More [IT] taster courses, which are understandable to a lay person, so that women can see what they’re getting into.”*
- *“Childcare issue – needs to become more acceptable.”*
- Two women believed that there should be more Government support around childcare and childcare costs. One stated, *“I fundamentally believe that if you pay for a nanny or childcare it should come out of your pre-tax earnings.”* Another suggested more opportunity and assistance to help with distance learning, whilst women are on career breaks.

Appendix 56 – Individual Evidence – Evidence of women having to behave more like men.

- *“One thing I’ve learned over time, whether or not it’s right, you have to say ‘how is this game being played’ and you have to take those rules and do whatever you need to do to win. You have to change yourself more than you should have to because of this industry being a ‘males world’.”* When asked what her success was down to she replied *“being a real bitch, just being really tough.”* She has accepted coaching from men and she tries never to compromise her personal values, so she will leave a company before she does things that she cannot live with.
- *“I tend to find that the women I’ve worked with, the more senior you go... are much harder.and are more used to juggling.”*
- *“I feel that it was a constant battle to have the female qualities and values recognised. You did have to emulate the male ones. It became more competitive / aggressive, that sort of style of culture, the higher you went up the company ...”*
- With regards to feelings of exclusion, one woman states that, *“You have to do a lot of things in spite of it or you have to modify your style. You have to have a thick skin or at least let them not see you cry ... it hurts.”*

Appendix 57: Individual Evidence – Evidence that men also want to leave the industry

- *“I coach guys that want to come out of corporate life for that reason (companies’ lack of values) but women are much more prepared to vote with their feet, even if it means losing that income and that car. Whereas the guys are more prepared to stick it out and say ‘Ok, well I’ll just hack it out until I retire. [Women] realise there’s more to life than having a career. I think at the moment women don’t stay because they don’t want to. It’s not because they can’t break the glass ceiling, they just don’t want to do what it takes. I’ve imposed the glass ceiling on myself and actually said no I don’t want that promotion because ... of what is involved.”*
- It became apparent that there were pay inequalities after a take-over and as a result male colleagues also felt aggrieved but many had families and felt that they could not afford to ‘rock the boat’.



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