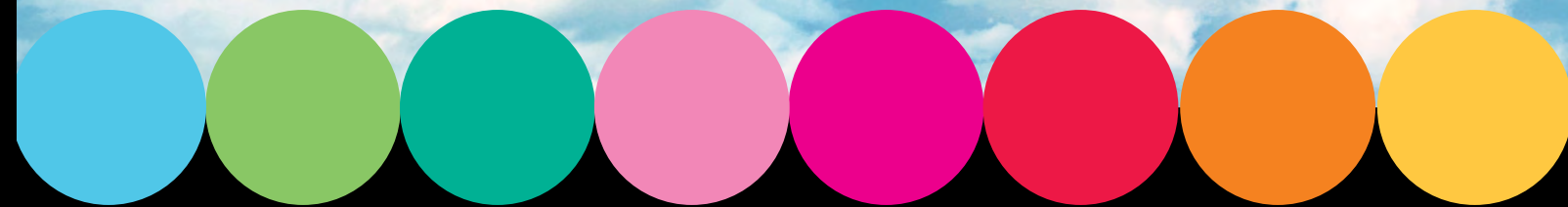


#BOLDMoves



<VICICT4.WOMEN/>

#BOLDMOVES WHITE PAPER NOVEMBER 2016

Authors: Seonaid Porter and Alice Stanley



Click through this document
for easy navigation.

Contents

Summary	4
Introduction	9
Background	10
Hypothesis	20
Methodology	21
Results	28
Conclusion	32
Featured Experiments	33
Appendix References for Statistics	92
Sponsors, Partners & Supporters	96
Speakers	98
#BOLDMoves Team	100
Full list of experiments	102
About Vic ICT for Women	126

Summary

Background

There is a persistent gender gap in the IT industry and corporate diversity programs are failing to have sufficient impact.

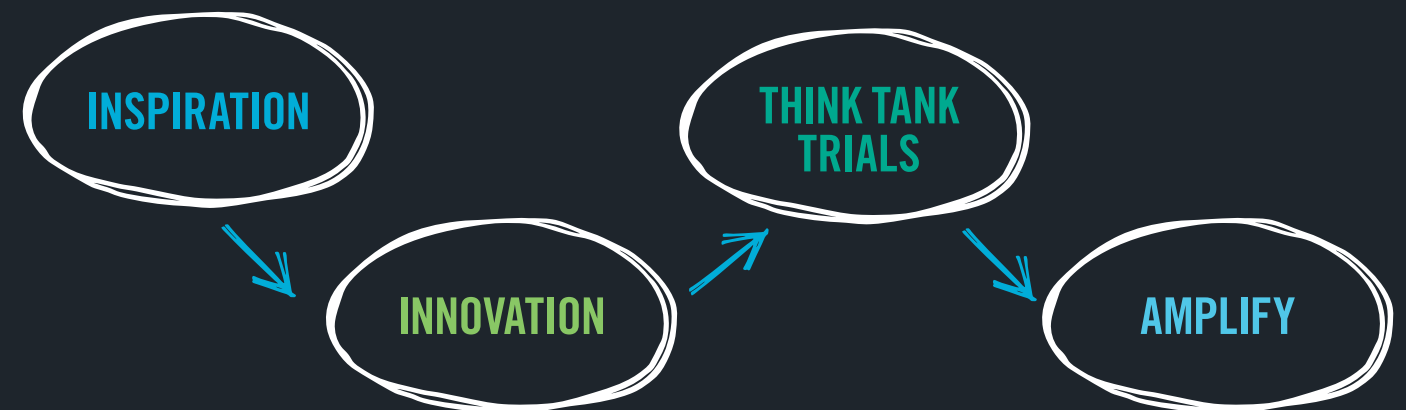
Achieving workplace gender diversity is a complex business challenge, with many dynamic factors resistant to change.

Hypothesis

Industry groups like Vic ICT for Women will create more impact if they move beyond events focussed on “case for change” to **providing organisations with the inspiration, skills and knowledge to create change within a complex business domain.**

Leaders are looking to industry groups to create a space for **thought leadership; where ideas and learnings can be shared between organisations.**

Method



Results

As a result of the **#BOLDMoves** experiment:

MORE

- people know about **high impact gender diversity initiatives**
- leaders have been **inspired to lead** diversity initiatives
- **ideas, skills and learnings have been shared** to build leadership in this space
- initiatives are now active, and showing **measurable impacts to the careers of women**

= THIS IS AN EXPERIMENT WORTH AMPLIFYING.



Special thanks to the team at Elabor8 for designing the Think Tank and for hosting the 12 month program of #BoldMoves meetups, our Think Tank hosts the Victorian Government, and to all our corporate diversity partners.

Featured Initiatives

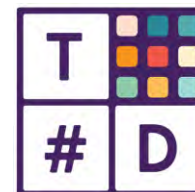


THRIVE

myob



Computershare



she
STARTS



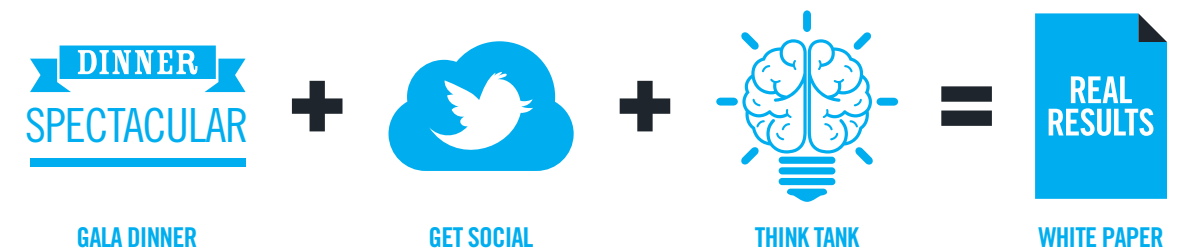
gemini³
job share made possible



50/50 by 2020

WENDY MCCARTHY AO

Introduction



In late 2015, Victorian ICT for Women, in collaboration with business innovation consultants Elabor8, established a cross industry think tank called **#BOLDMoves**. The bold vision was to uncover high impact diversity initiatives to see women equally represented in digital & technology roles, specifically in leadership roles. We were inspired to take a new approach to this complex problem, as the existing diversity initiatives were not delivering.

Over the following twelve months, business leaders were involved in designing and trialling new diversity initiatives in their own organisations. These were a mix of technology & HR professionals across finance, education, government and technology sectors. Most importantly, **#BOLDMoves** created a physical and online community to share and build on these ideas, trial and uncover existing initiatives worth amplifying. We used the power of diversity to solve a complex diversity problem.

This paper shares the inspiration, methodology, initiatives and successes of this unique experiment.

We hope to inspire employers of Victoria's most in demand workforce to be bold, to challenge themselves to be innovative, and expect high impact results from their diversity initiatives.

Background

For Victoria to thrive through digital disruption, and become the technology and innovation hub for the Asia Pacific region, we need the capability to produce the most innovative and market ready products and services.

There is compelling evidence that diverse teams outperform their competitors.

Information Technology is a growing industry, and demand for digital and technical professionals is creating a talent shortage. As demand grows, the representation of women, especially in leadership roles remains critically low. A combined challenge of workforce shortage and shrinking numbers of women in leadership has placed gender inclusion as a strategic goal for our State and Federal Governments.

Diversity Programs are not Creating impact

Many of Australia's top employers are aware of the link between diversity and economic growth and have significant investment in diversity and inclusion initiatives. Common programs include:

Attract: Unconscious bias, recruitment quotas training.

Retain: Maternity and paternity leave policies, child care benefits and flexible working policies.

Lead: Mentoring/Coaching, development programs and networking initiatives.

Despite the focus and investment, unfortunately there has been very little shift in the gender ratios of management teams. 57% of HR Leaders know their interventions are not effective yet the same programs continue to grow more popular.

57% of Heads of HR believe their diversity initiatives are ineffective.

GENDER DIVERSE companies outperform on **ASX BY 15%**

28% Women currently represent only 28% of the IT workforce.

A Diverse Tech Workforce is Important for Victoria

The gender pay gap in IT is around **20%**

72% of IT women are seeking assistance with work/life balance.

A 6% increase in female workforce participation would boost **BOOST GDP BY 11%**

Since 2001, female IT undergraduate enrolments have declined by **65%**



56%

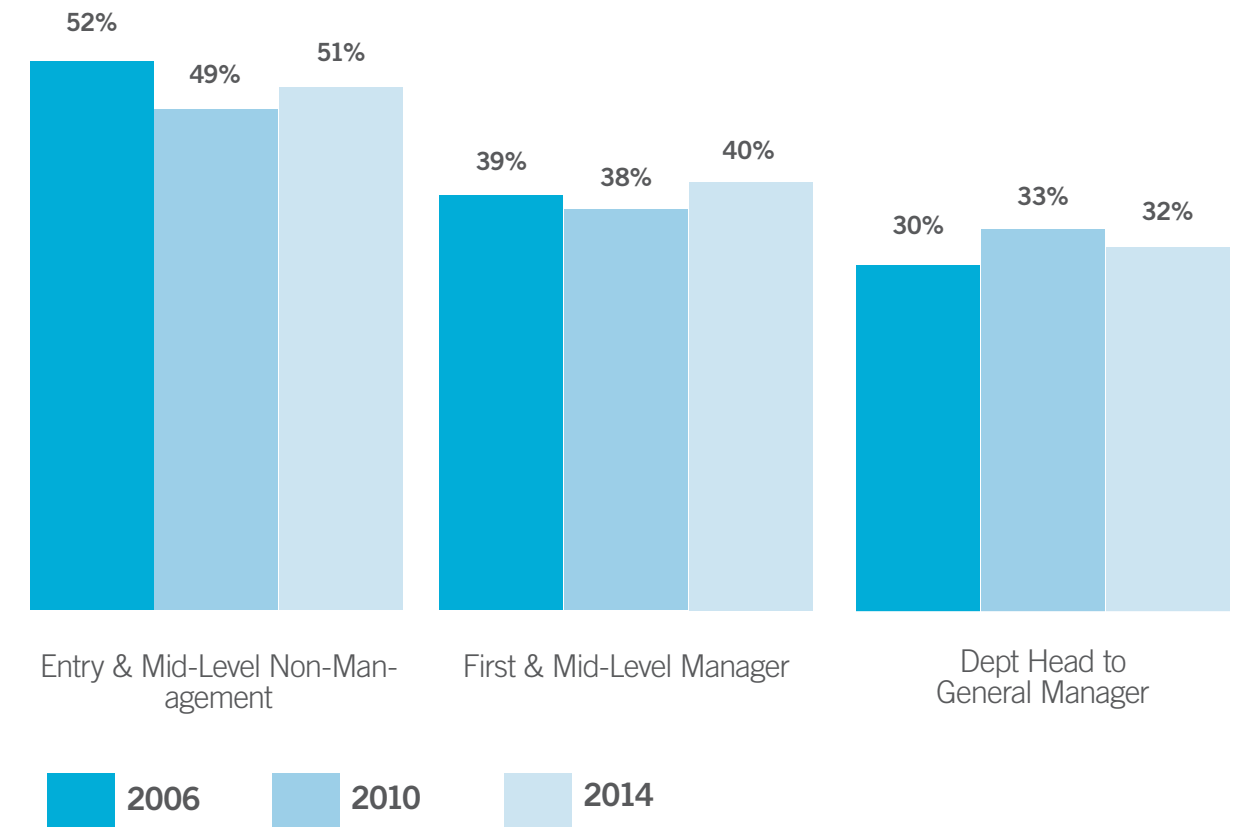
women in tech
leave their jobs
by mid career,

of these:

51%

leave industry
completely.

Percentage of Female Employees by Employment level



Source: 2015 Corporate Leadership Council "Four Imperatives to Increase the Representation of Women in Leadership Positions" CLC0526614PRO

The statistics specific to women in Australia's IT industry are particularly concerning:

Under represented: Women make up 43% of the Australian workplace, yet only make up 28% of the digital / tech workforce. Less in pure technical roles.

Disengaged Midcareer: 50% of tech women leave corporate careers by their mid 30s.

Not Encouraged: Lowest enrolments for girls in STEM subjects in over 20 years.

If organisations are to reach diversity targets, there is a strong need to disrupt the leadership mindset and shift expectations of our diversity interventions. Leaders need to be transparent and share what is working and not working. The challenge is too great with too little time to waste effort.

Diversity is a Complex Business Problem

Diversity is a complex business problem, many factors influence the number of women entering, staying and progressing in tech careers. These factors span education, gender identities, family responsibilities and workplace culture. Some of the key statistics and challenges are explored below:

Education: Less than 3% of school girls are considering careers in technology or engineering. The past fifteen years has seen a 65% reduction in enrolments of women into computer science degrees.

Having Children: Balancing family and career remains a challenge for men and women. 49% of mothers experience workplace discrimination. 27% of men who have taken paternity leave also experience discrimination. Some women leaders have children, unfortunately these are the exception. 75% of women have children, yet this reduces to 25% for women in leadership roles. Nearly 30% of women have chosen flexibility over career progression and 72% of women in IT are actively seeking assistance with work/life balance.

Gender identities & Workplace Culture: Women in tech are 74% more likely to be criticised on their characters in performance reviews and are paid 20% less than their male peers. Unless there is a diverse leadership team, women are 20% less likely to have their ideas endorsed.

Within individual organisations, there are many competing drivers across business silos like Procurement, Finance, Recruitment, Talent and HR. It is very easy in the pressure of business for siloed business initiatives to have unintended consequences impacting the workforce profile. Some seemingly isolated business decisions, when scaled, impact our state and national economy.

Without naming and shaming, we will explore a few examples that will be very familiar.

Procurement: An organisation's procurement department may decide it is cost effective to offshore certain lower skilled IT roles. These happen to be the entry level IT roles graduates are career pathed through. Once these disappear, a once thriving graduate program can find itself with no demand and starts to shrink intake. As this scales across a number of Australian corporates, the IT talent pipeline for the country is impacted.

Finance & HR: Headcount reduction is typically dictated by finance departments. When there are less jobs than people, it is not unusual for HR departments to propose whole teams are offered redundancies, commonly known as "spill and fill". During these

times, high potential leaders being nurtured by talent programs suddenly find themselves with a strong financial incentive to leave. Often for women, this is 10 years into their career with a young family and an opportunity to take a break from their career. For women in IT, unfortunately many of these women never re-enter the leadership pipeline, or indeed return to their tech careers at all.

Organisational Development / Talent: In another silo of the business, HR have diversity programs focussed on developing high potential women leaders. Unfortunately these programs are only open to permanent employees and in technology, women are more likely to hold contract roles like Project Management or Business Analysis. For the women selected for leadership talent, many mothers opt out due to not having the partner support to pursue a challenging career.

Leadership Culture: Many organisations are now offering paid paternity leave so men have the flexibility to support their partners returning to work. However men are reluctant to take leave as they perceive it will harm their career and of the few who have taken this leave, nearly half have experienced discrimination in the workplace.

Recruitment: In the IT sector, there is a high percentage of contingent workers. For most Australian organisations, up to 75% of their IT functions are performed by contractors or outsourced providers. Having diversity quotas on permanent recruitment only will not impact the gender mix of the IT workforce within the company or across the industry.


Having a diversity program that focuses on only one or two of these factors rather than embracing the complexity, can result in the best intended programs failing to create impact. This leaves organisations sceptical and frustrated.

How do we move forward?

For tech diversity programs to have the disruption and impact required to close the gender gap, they need to be designed and trialled within a framework suitable for this complexity.

So what makes #BOLDMoves Unique?

There is a rising community of practitioners within IT who specialise in complex business and society problems, often referred to as “wicked” problems.

A woman with short dark hair and blue eyes, wearing a blue and white striped shirt, is holding a large, dark-outlined speech bubble. The speech bubble contains text about the founding principle of #BOLDMoves.

Understanding and
designing for the complex
challenges within tech diversity,
is the founding principal of
#BOLDMoves and our journey
to solve this wicked problem.

And what are wicked problems?

“A wicked problem is a social or cultural problem that is difficult or impossible to solve for as many as four reasons: incomplete or contradictory knowledge, the number of people and opinions involved, the large economic burden, and the interconnected nature of these problems with other problems. Poverty is linked with education, nutrition with poverty, the economy with nutrition, and so on. These problems are typically offloaded to policy makers, or are written off as being too cumbersome to handle en masse. Yet these are the problems—poverty, sustainability, equality, and health and wellness—that plague our cities and our world and that touch each and every one of us. These problems can be mitigated through the process of design, which is an intellectual approach that emphasizes empathy, abductive reasoning, and rapid prototyping.”



You can read more about [wicked problems here](#)

Hypothesis

The hypothesis of #BOLDMoves:

Industry groups like Vic ICT for Women will create more impact if they move beyond events focussed on “case for change” to providing organisations with the inspiration, skills and knowledge to create change. Leaders are looking to industry groups to create a space for thought leadership, where ideas and learnings can be shared between organisations.

One of the key skills to benefit leaders who are working to achieve gender diversity is applying problem solving and design methods suitable for a complex business problem. This will enable organisations to put key resources behind initiatives that have the potential to significantly disrupt the gender imbalance in their IT workforce.



Methodology

To build expertise in this space, Vic ICT for Women partnered with Elabor8, one of an emerging breed of IT consultancies who help organisations solve complex business problems to produce competitive products and services. In this instance, the consultants at Elabor8 leveraged their complexity design process which is based on the Cynefin framework, Systems Thinking, “Safe to Fail” experiments & Agile delivery methods.

The Cynefin framework is the first step, it helps organisations understand the type of problem they are facing, and based on complexity ranking, provides guidance on the most effective design methods.

In the case of gender diversity in the tech workforce, Cynefin would define the problem as Complex and the appropriate design process being a broad program of “safe to fail” probing experiments.

Expanding on this framework, a twelve month innovation program was designed. The phased program takes the **#BOLDMoves** community through inspiration, innovation, trials and amplification.

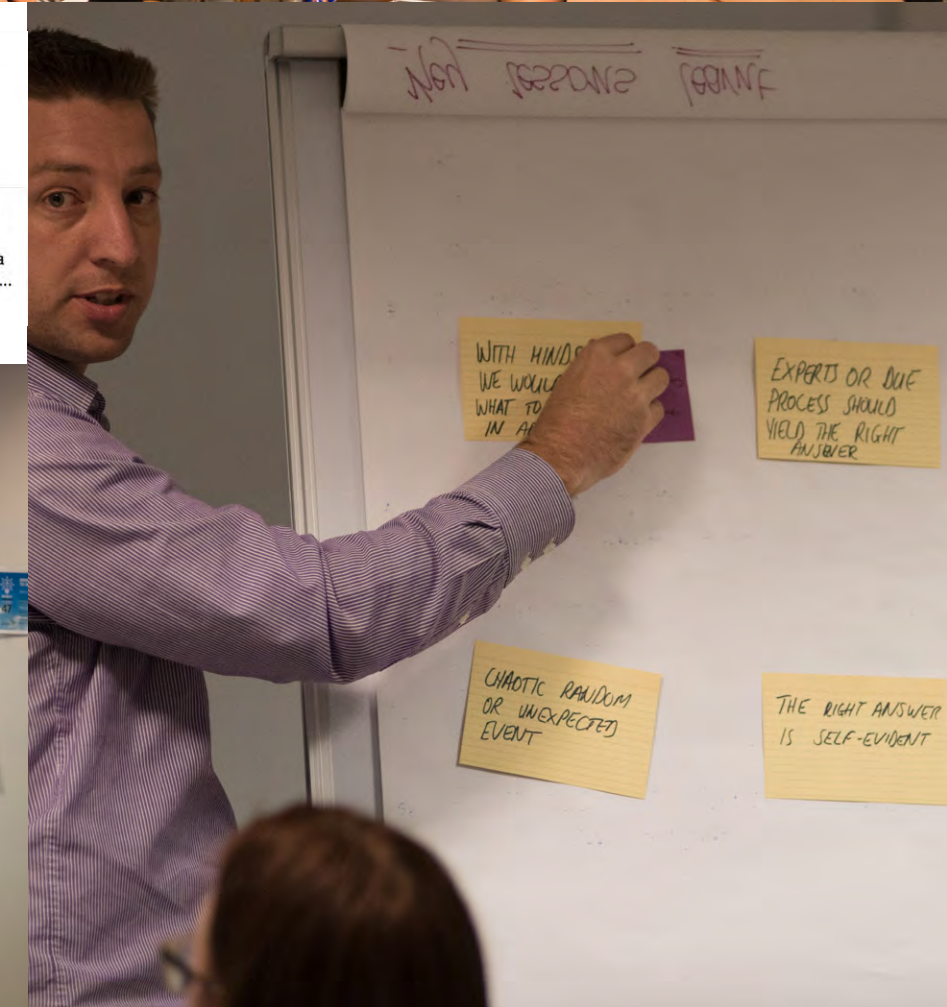


was designed into the #BOLDMoves Gala Dinner Spectacular.

was designed into a smaller group attending a **#BOLDMoves** Think Tank workshop creating 50 new experiments to trial.

of experiments were shared via monthly **#BOLDMoves** Meet Ups.

is the sharing of methods and ideas via this #BOLDMoves white paper.





Inspiration

A spectacular gala event featuring speakers and performers kicked off **#BOLDmoves** in October 2015, to inspire new bold ideas on how to tackle diversity in tech. The speaker line up was curated to inspire thought and action. The key note was Wendy McCarthy AO, who believes we all have a role in creating change. She shared her many social change efforts including leading a petition to have fathers present during childbirth and getting the first women news readers on television. Dayle Stevens was another popular speaker, co-founding NAB's Women in Tech program where a number of experiments were kicked off to nudge the complexity of gender diversity.

The method and results were impressive and quickly got the attention of business leaders across the country. Seonaid who curated the talks and was MC for the night, encouraged the audience members to embrace the complexity of the ideas explored, and to trust their minds will make the connections as this is where innovation is born. Check out the [full list of speakers, including videos here](#).

The audience were encouraged to share their ideas via a twitter feed in the room, move between tables speaking to new people, then finally leave their best ideas on sticky notes gathered by the Elabor8 consultants.

The twitter feed quickly sparked a broader conversation across the nation and by the final act, the #BOLDmoves hashtag had out trended the very popular reality TV series "Bachelorette". These stories, tweets and notes were analysed to become the key themes for the #BOLDmoves Think Tank, our innovation workshop.

This night was made possible due to the generosity and support of our [sponsors, friends and partners](#).

Three themes were distilled from the gala dinner audience:

Mindset Change

Encouraging through leadership

Talent leakage

Innovation

After the gala dinner, nominations were called for passionate leaders to join the twelve month **#BOLDMoves** program, kicking off with a Think Tank.

The Victorian Government Dept. of Economic Development, Jobs, Transport and Resources kindly sponsored the **#BOLDMoves** Think Tank event, held in their Innovation Center overlooking Melbourne from the top of 55 Collins Street.

Elabor8 facilitated the workshop using Design Thinking, Product Innovation & Cynefin methodologies. This created a divergent selection of ideas to select and refine for trial.

The resulting experiments were categorised into the following groups:

Early Pipeline

How to increase the number of women entering IT. These ideas were given to the Vic ICT for Women Go Girl Go for IT program.

Hiring

How to change recruitment, interviewing and selection practices.

Development

Enabling professional growth of women to step into leadership.

Career Changers

Movement of women from other careers into digital and technology.

Return from leave

Re-connecting women who have taken a break from their career.

Accelerate

Moving high potential women leaders into senior roles.

Raise Awareness

Increasing the understanding of the problem and potential solutions within organisations.



Check out the [full list of ideas here](#)

Trial

For the next twelve months, Elabor8 kindly hosted the Think Tank members for monthly meet ups to share their learnings, collaborate and hear new ideas.

Speakers were invited from organisations who were also trialling some of our ideas. This led to a number of experiments being uncovered and tracked through **#BOLDMoves**, including iCreate from ANZ.



Check out the [full list of speakers here](#)

Results

This section will focus on the results of the **#BOLDMoves** experiment by Vic ICT for Women. There is a second layer of experiments, the industry initiatives that have been separately documented in the [Featured Experiments](#) section as these each should be considered on their own merits.

From the twelve month program of **#BOLDMoves**, these are our results:

More people know about high impact gender diversity initiatives

Nearly 300 leaders attended the Gala Spectacular event to hear from leaders in diversity, and their 580 twitter posts created a reach of over 110,000 feeds just that evening.

Over the twelve Think Tank meet ups, nearly 100 people attended different talks and activities around tech diversity. The research and stories were shared with their colleagues and via social media. The follow up LinkedIn articles would regularly get 130 views. Often companies were not aware of diversity initiatives within pockets of their own organisation and it was fantastic to see these picked up by communications teams after we brought them into the spotlight.

By far the most comprehensive showcase of diversity initiatives was via the #TechDiversity Awards held mid year. Leveraging the networks of the full #TechDiversity community, **#BOLDMoves** inspired a movement that uncovered and promoted the diversity initiatives of 52 organisations. The #TechDiversity awards has permanently placed sharing tech diversity initiatives on the state government agenda. Read the full story in experiment [#56 Celebrate the Change Makers](#)

More leaders have been inspired to lead diversity initiatives

The shift to action focus was well received by Vic ICT for Women's members, and saw the gala event sponsorship and attendance more than double previous years. Commentary on the night and feedback surveys reflected this sense of inspiration and many senior leaders were quick to nominate themselves for the follow up Think Tank.

We were surprised by the number of tech leaders changing their behaviour and taking action on diversity just from the gala. One of the big four consulting firms held an event with key clients to focus on the issue. Telstra added gender targets to vendor agreements ([read full story #42](#)). There were many more personal stories of mentoring relationships started, and the gender question asked during hiring / promotion.

Not everyone was onboard. The expectation of collaboration and disruption was uncomfortable for some of our gala attendees who provided feedback that an event exploring "case for change" was more appropriate.

Over ten new programs than can be directly attributed to the **#BOLDMoves** movement, and a secondary wave of initiatives are expected as a result of showcasing these stories and the broader community of change makers.

More ideas, skills and learnings have been shared to build leadership in this space

The Think Tank generated over 50 ideas for experiments, and uncovered many more.

The monthly meet ups created the first truly focused collaboration space for universities, corporates, start ups and governments to learn from each other's diversity programs, work together on new ideas and share results. Creating a space to foster this collaboration built the skills, knowledge and confidence of leaders to deliver high impact diversity initiatives.

The partnership with Elabor8 provided professional rigour to the program. In our eagerness to make big sweeping change, it is easy to forget the importance of safe to fail trials and this monthly connection with complexity practitioners was important in keeping us on track.

More initiatives are now active, and showing measurable impacts to the careers of women

Some initiatives were fast and easy for everyone to start doing straight away, like having a coffee with a woman in IT. We called these our fast five, and had positive fast results in creating connections and empathy. Most ideas were more ambitious and we have captured most of this activity in the featured initiatives section. There are some initiatives that were very promising however were not quite ready for sharing at the time of this publication.

The initiatives inspired by **#BOLDMoves** have touched the careers of thousands of Victorian women and girls. Most are small in scope, organised by volunteers or leaders off the side of their desk, and the results punch above their weight.

The **#BOLDMoves** innovation workshop is now being replicated in at least one of the member organisations and has been amplified into Sydney in another Elabor8 partnership called #Equalityhacks.

Learnings and Pivots

Innovation vs Group Think: The Think Tank certainly produced a lot of ideas, however it was surprising to observe that the ideas voted as best from each group were mostly presented by the few men in the room, and were familiar / conservative. The most disruptive/high potential ideas stayed unheard in second place. If we were to run this again, we would ask the groups to share their second best idea and why it was dismissed.

Fresh eyes vs Research: The **#BOLDMoves** committee were well researched on tech diversity however tended to hold back direction to the participants to ensure emerging ideas were not stifled. On reflection, more statistical data shared before the Think Tank may have allowed participants to engage with the subject at a deeper level and probe the complexities further.

Cross company teams for experiment: When designing the program, we expected there would be teams made up of a mix of organisations who would want to do the same experiment and share / refine together. This wasn't the case, leaders tended to do their own experiments within their organisations then report back learnings.

Experiments were everywhere: Initially we expected the meet ups to be about building and refining our own initiatives, however it soon became evident that mixing this focus with monthly featured speakers who we found to be already trialling some of our ideas was highly valuable for the group learnings.

After work meet-ups: The participating leaders were busy professionals, often parents of young families and involved in many interests. They valued the meet ups, were effective change agents but couldn't always make the meetings. Supplementing these meet ups with newsletters, Podio collaboration tool, twitter coverage and LinkedIn articles proved the most successful way to keep the community connected. Inviting interested organisations to join the meet ups throughout the year also kept the meetings well attended and fresh.

Finding Initiative Leaders: Participants who held senior leadership roles were more likely to lead successful initiatives. More junior participants were effective in sharing the initiative with their networks.

Tackling the hard stuff: Our stated focus of the Think Tank was to focus on talent leakage within organisations. However navigating the complexities of policies and culture is hard. We found many leaders focussing on engaging school children, the early talent pipeline. Although the early pipeline is important, any initiative in this space will have a long gestation time and doesn't address why women leave tech careers. There are many missed opportunities for disruption around executive sponsorship, leveraging job share and acceleration programs.

No one size fits all: Every organisation is different. An initiative that was successful in one organisation or department will not be guaranteed success when moved to another part of the business or another company. Organisations should continue to use "safe to fail" trials before adopting / scaling initiatives. In complex business problems, there is no "best practice".

Sharing the good and not so good stories: Not all our initiatives resulted in success stories to share and easily amplify; some had mediocre results, some didn't get off the ground and others were successful yet so labour intensive that organisers are not sure they are scalable. In the next section we have worked with all featured organisations to document their experiments and results in the context of inspiration and shared learning. Readers will need to judge for themselves if this is an experiment worth trialing in their organisation's context.

These are useful skills: The skills participants learned from Elabor8 around complexity and innovation have been applied to other business challenges within their organisations, an unexpected bonus for the participants and their teams.

No cures, seeking initiative to nudge the complexity: The experiments each probed different dimensions of the complexity around why women are not staying or thriving in tech careers, and in these spaces were able to create impact. Some initiatives had a high impact to effort ratio, and these are the initiatives we recommend organisations identify for trial within their own organisation.

Diversity requires a Collective Impact Model: Due to the complexity of workforce diversity, no single initiative will be sufficient, both within organisations or as a broader industry. Organisations and industry groups need to tackle the challenge collaboratively and from multiple dimensions; an ecosystem of initiatives and partnerships working dynamically together.

Conclusion

The results captured in this whitepaper indicate that the many Australian organisations touched by **#BOLDMoves** are better positioned to significantly disrupt the gender imbalance in their IT workforce. This is attributed to the inspiration, methods and knowledge sharing promoted by Vic ICT for Women's **#BOLDMoves** program.

#BOLDMoves
is an experiment
worth amplifying

Featured Experiments

On the following pages are a full listing of our featured experiments, this is a mix of trials led out of our meet up community and initiatives uncovered and shared by the **#BOLDMoves** community.



A full listing of all experiment ideas is available in the appendix.



#9 Start me up

inspire young women with the start-up scene

#14 Go for IT

overcome the nerdy stigma of IT with great role models

#28 Code like a girl

use a hackathon to engage girls in IT

There's been a **65%** reduction in enrolments by women since 2001 in ICT undergraduate roles.



Go Girl, Go For IT 2016

Margaret Wilde



What was the Problem?

Female students are severely underrepresented in IT higher education even though females make up the majority of university students. Students make the decision about what to study in university in the later years of high school and are rarely aware of the full range of careers in IT because the industry changes quickly and suffers from a stigma of being male dominated or for nerds.

What was done?

The Go Girl, Go for IT program presents an opportunity in a single day session for high school girls to experience the incredible range of vocational avenues

that are available in IT. The objective of the event is to raise awareness of careers in IT, as Fi Slaven the Director of Go Girls has said, not all girls need to work in IT but they do all need to be aware of the opportunities in IT so they can make the decision.

There were three experiment ideas from the **#BOLDMoves** Think Tank that were packaged up and shared with the GoGirls committee. Both **#BOLDMoves** and GoGirls are initiatives of Vic ICT for Women and the two working groups have crossover members.

The ideas were input to an already active, creative committee who were tasked with designing a highly interactive experience. The following items were executed as part

of the Go Girls program agenda in August 2016, which included speakers, workshops and trade shows.

#9 Start me Up. There were hands on workshops and presentations delivered by the following start ups; Select 3D & Imaginables on the opportunity 3D printing presents and Envato and Redbubble on the other innovations in the IT industry.

#14 Go for IT. The nerdy stigma of IT was blown away by the 2016 Go Girls Patron, Sophie Blachford from Brand Development at Instagram. Blachford said girls should consider a career in ICT, where jobs are in demand across every industry - and not be deterred by traditional stereotypes typically blocking women from entering the sector.

#28. Code like a girl. Hands on workshops to give practical experiences of working in IT and making something by Salesforce, ANZ iCreate Labs, Girl Geek Academy, Imaginables, CISCO, NAB and

Deakin. The Salesforce workshop creating a StarWars game was given some great reviews on Twitter.

Results?

The 2016 event was attended by 1670 girls from 63 schools across Victoria. There were 123 talks and sessions held for students and their teachers.

The event was a huge success again and continued its growth over the last 10 years. The social media commentary shows that it really works in creating awareness and excitement for the vocations available in IT. The @GoGirlGoForIT twitter account was the top tweeted account near midday and #anygirl4IT tag was trending at number 3 on the day. Without a doubt the highest mentions in the social channels came from the interactive coding sessions and the patron Sophie Blachford.

The sessions designed around the three experiment ideas; start ups, great female

role models and hands on coding activities were high impact on the day. Ongoing impact is unknown but the objective of awareness was met.

What's next?

Similar programs to engage primary and high school girls are being run by individual organisations like the big 4 banks and targeted organisations like Code Like A Girl.

Go Girl Go for IT will run again in 2018 and in between there will be a study completed by Swinburne University based on feedback from students and teachers to measure impact. Lessons learnt from the research will feed into future Go Girl events and this greater research project into the effectiveness of tech diversity initiatives.

Margaret Wilde

Volunteer Co-ordinator GoGirls, Go for IT



#29 Women without experience wanted

#32 No gender identifiers

Estimates of **3%** labour shortages in 2020, increasing to **18%** by 2030.

Much of the shortage will be in the ICT profession.



Computershare

Caroline Stainkamph



What was the Problem?

To increase the number of females in our IT departments, we wanted to explore potential roadblocks or biases in our hiring process. The **#BOLDMoves** forum gave us a number of viable experiments to try, although we had to be careful that we could separate the outcome of each one.

What was done?

Two experiments were chosen to be conducted within the hiring process for IT roles.

The first was blind resumes, where the candidates' names would be removed prior to the hiring manager receiving the resumes for short-listing. The aim was to take away any unconscious bias relating to gender and/or culture.

The second experiment was to rewrite the job advertisements to remove barriers that might discourage females from applying. The aim was to attract a more diverse pool of candidates, especially more women for IT roles.

The process was as follows:

- 1. Devising a plan:** which experiments to do, how to make them work within our environment including systems
- 2. Stakeholder engagement:** the HR management team for support, the recruitment team for their commitment and HR Information Systems team for their reporting expertise on measurements
- 3. Hiring management engagement:** to agree to participate in the experiments

4) Pre-measures: before the experiments started to obtain a benchmark

5) Conduct the experiments, including data gathering: to gauge if the experiments are making a difference

6) Review the results

The approach was to not advertise the experiments that we were conducting, but rather to make sure the hiring managers were OK at the time of the hiring job brief. The rationale for this approach was we didn't want to introduce bias by introducing the Hawthorne effect.

Measurements were gathered prior to the experiments taking place so that we could see the effects (if any) the experiments would have in the hiring process. We approached the blind CV's with a low-tech and quite manual solution so that we could implement the experiment quickly, knowing that if it was successful, we'd need to consider how to automate the solution. To

rewrite job advertisements we explored different sources of expertise, including external webinars and internal subject matter experts.

Numbers, by gender, were recorded at each stage of the hiring process.

Modifications or Pivots?

Rewriting the job ad experiment took a couple of attempts to get right. We trialled re-advertising the same ad with the different wording versus simultaneously posting both ads at the same time. As the experiment progressed we also learnt of different tools, such as Textio, to assist in the writing of ads.

Gender is an optional field on the application for external candidate, with only approx. 65% of candidates who answer this question. This question is not asked at all of internal candidates. Initially because of this, we were not sure that the experiments would be viable as there would be too many unaccounted for. We

worked around this by using the title (which is mandatory for external candidates). For those who entered Doctor/DR the pool was quite small and we were able to use LinkedIn and/or Google the candidates in order to ascertain their gender.

On the blind CV experiment, we are now backtracking to see if we can get metrics on background/culture, as we suspect we had an unintended impact on cultural diversity by removing names from CVs before sharing with hiring managers.

Results?

Initial results suggest that there is little difference from a gender perspective at the short-listing stage by removing names from the CVs.

Baseline data (13mths of data, 3,798 candidates for 68 hires).

- 20% of applicants were female
- 21% of candidates sent to the hiring managers for short-listing were female
- 23% of interviews were female candidates
- 35% of the hires were female

So hiring managers short-listed for interview 2% more females than was present in the pool they received.

Experiment metrics (5mths of data, 675 candidates for 10 hires)

- Only 8% of the applicants were female
- 13% of candidates sent to the hiring managers for short-listing were female

- 16% of interviews were of female candidates

- 20% of hires were female

So hiring managers short-listed for interview 3% more females than was present in the pool they received.

Job Advert

It has been difficult to get a breakdown of which candidates responded to which job advertisement due to the limitations of our recruitment system, so we don't have any results from this experiment.

What would you do differently?

The way we conducted the experiments was a low-tech and quite manual.

For the name blind experiment, the recruiter would download the candidate's application, manually remove all of identifying information and replace this with a candidate ID number for identification. This process would take approximately 3 minutes per CV.

The average numbers of CV's sent to a hiring manager per requisition is between 15-25 candidates so this process unfortunately resulted in some delays. If this was to be amplified an automated system would need to be in place or additional resources added.

Due to the manual steps above, and the fluctuation of open roles at any given time, we had to exclude some roles from the experiment due to lack of capacity. Also, some vacant roles were placed on hold

during the experiment. Both of these factors impacted the implementation and sustainability of the results of the experiment.

We had to take out the internal candidates from the experiment as the hiring managers usually knew who they were.

The experiments were conducted with 'organic' processes (i.e. with a "let's see what works" approach in terms of implementation), so the progressive tracking of the data became an afterthought particularly in relation to the Job Ad experiment. We initially had 3 recruiters working on the experiment, 2 of which have since left the business and as we weren't collating data as we went, it is difficult in some instances to fully capture the results of the experiment from the requisitions of the recruiters who have left the business.

Although we ultimately gained immense support from the business, in hindsight we should have involved the HR Information System team more upfront. Although they were happy, when requested, to provide the raw data, it was a service they provided to the project team of which they were not a part. Any changes needed in the raw data, for example adding an additional field, had to go through a request process which resulted in some delays. Had we included them as member of the project team, the quality of the data and the analytics would have been higher and the data more readily available.

Surprises?

The concept of running experiments within the HR team has been a great journey to undertake in itself. Undertaking something new and not needing everything to be perfect upfront encourages a different mindset. One of the responses so far has been a heightened awareness, both within HR and with the hiring managers, of their contribution to diversity. Everyone is keen to hear about the outcome of the experiments. One of the initial skeptics of the experiments is now pro-actively engaged with the broader diversity agenda.

The hiring managers have all been very supportive. This is interesting as the recruitment officers were initially worried about push back from the hiring managers, which hasn't happened at all.

The initial metrics gathered on pre-experiment hires were actually very positive. Computershare hire a greater proportion of females than the proportion of female candidates. Without doing any analysis on this, it could be that the quality of the female candidates is higher (research shows that females will not apply for a role unless they feel that they meet all the criteria).

When selecting a short-list for interview, the hiring managers put a greater focus on the skills / competencies of the candidate when the name was omitted from the resume being reviewed. This generated a positive for males as well, particularly those with time gaps in their CV's. The hiring

managers looked more favourably on these CV's when they were unaware of the gender of the candidates.

What's next?

We are currently reviewing the results to work out what our next steps are.

We would like to continue the Blind CV experiment as the number and types of roles during our 6 month experiment was not reflective of all roles. We are also trying to backtrack to get some statistics on background/culture to see if we've made a difference on that aspect. Anecdotally we think it has made a difference, with more candidates of a diverse background making it through to the next stage of the hiring process. There has been some interest from our global Diversity & Inclusion Executive Champions on repeating this in other regions, although we'd have to convince the regional HR teams of the value of this (currently) manual exercise, or find a system solution.

Is this an experiment worth amplifying?

At this stage, it's not worth amplifying the blind CV experiment. Unless we can get a system solution to removing the names from the CV's, the recruitment team are understandably pushing back on the overhead of doing this manually. And the figures at this point are not conclusive about overcoming gender bias. There is no conclusive data as yet for the Job Advert Experiment.

Hopes for the future?

We definitely think we can do more experiments in the hiring space. There needs to be a mindset shift to encourage broadening the candidate pool and thinking differently about who we hire for tech roles. This will be so important moving forward as the skills shortages hit our industry as predicted.

Caroline Stainkamp

Head of Business Management & Transformation - Global, Technology Services



#29 Women without experience wanted
#32 No gender identifiers

65% reduction in enrolments by women since 2001, compared to almost 30% reduction by men in IT undergraduate courses.



GMT People
Chris Skipper-Conway



What was the Problem?

A number of GMT’s clients were experiencing a low representation of women, 30% or less across organisation, with IT teams trending 10% or less.

Hypothesis: There was female talent to be hired, however they were not making it through the recruitment process due to unconscious bias in all parties involved, including recruitment companies and in-house recruiters, hiring managers and the applications themselves.

What was done?

Initially Chris gathered her entire team and was very clear with them that GMT was going to actively remove unconscious bias.

Initiative One – Check Job Ads for Unconscious Bias:

The team embarked on an exercise to review each of the job ads for bias using a gender decoder tool which Chris has been recommended by fellow #BOLDMoves participant Caroline Stainkamph from Computershare. This tool was showing great results and Chris was keen to put her team’s ads to the test. As an initial sample, Chris ran the tool across job ads already written by a male and female member of her team.

The tool Textio is currently also under evaluation, in some instances it identifies suggested changes that move the quality and gender diversity appeal of the roles advertised from a score of 42 to 76.

Initiative Two – Short List with gender blind CVs:

Selected two clients from industries with lower female representation to participate in “blind” CVs. Shortlists were presented to the client with all gender identifying details removed. Not until the interview, would the hiring manager know the gender of the candidate.

Initiative Three – All shortlists include at least 1 woman:

Recruiters were directed that every shortlist should have at least one female. If a recruiter was unable to find a female candidate, this had to be discussed/ explained to Chris to create another sanity check and sense of accountability.

Results?

Initiative One – Check Job Ads for Unconscious Bias:

Started with two recruiters in own team, one female and one male

For the male recruiter, no presence of unconscious bias was detected. For the female recruiter there was slight unconscious bias detected.

Then unknown to Chris, her team decided to run job ads written by Chris through the tool, she was very relieved to find out she also had no bias detected.

Simple to do and a good conscious step for team members.

Initiative Two – Short List with gender blind CVs:

CLIENT 1: This was a more senior level role and GMT had success in attracting more women.

GMT Shortlist: 40% female
Client Interview shortlist: 2/3 female
Client Interview (present to board): 1/2 female

Outcome: Board had trouble deciding, male was selected because had more local industry experience. Client was confident

female would soon secure another role in the organisation. In the years Chris had been working with this client, this was the strongest result in presenting senior women to this organisation. Since this experiment, GMT have now become a sole supplier to this organisation. The leadership were impressed with the innovation, and were able to report this initiative to their board around gender numbers and as part of their Workplace Gender Equality (WGEA) reporting.

CLIENT 2: This was a more technical role, developing a legacy system within a traditionally male dominated field.

GMT didn't have the same success in attracting female talent due to the rare skill set/ experience mix required. Chris believes in some fields, her team have trouble attracting female applicants no matter how carefully the job ad is written.

A few women did respond to the role, this was the result;

Only 1/14 applicants shortlisted by GMT were making it through to being interviewed by the client.

As the number of female candidates were so low, GMT discussed option of submitting resumes with no names. HR Manager was happy and on board, however the hiring manager was extremely uncomfortable. He expressed feeling unsettled not knowing what to expect when walking into an interview.

He did agree to go along with it. One of the male candidates was hired for the job. GMT have now lost this hiring manager as a client, no reason was given.

Chris was devastated at the loss of business.

Initiative Three – All shortlists include at least 1 woman:

Chris can understand why this isn't always easy, having this extra check makes the recruiters accountable.

In recruitment, most organisations limit the number of CV's allowed, generally the limit is three. If GMT believe there is a fourth female candidate who doesn't 100% fit brief, but the shortlisted candidates are all male, they pick up the phone and talk the clients through the female applicant. GMT ask the client to accept a fourth candidate for their consideration for 2 reasons – increasing the client's gender diversity and giving the client access to a candidate with what GMT considers "untapped" potential.

Clients have been open to this and in many instances concurs with GMT's suggestion that the underlying reason could be as a result of lack of opportunity due to family circumstances, confidence or worse still gender bias. It creates a heightened awareness in the client's mind.

Surprises?

Despite losing a key client, the recruitment team were pleased. Their preference was to work with clients who were open to new

approaches, who they believed in and they wanted to be known for their focus on gender diversity, even if the outcome was sometimes losing their commission."

The following are some of the initial positive outcomes:

These overt initiatives create a partnership with the hiring manager, where they know we working to help with their gender diversity.

By engaging with an approach that actively presents more women, hiring managers' start looking at the female candidates with more empathy, taking the time to identify hidden skills and coaching candidates on their potential.

GMT have seen clients addressing skill gaps on high potential female candidates by putting the women through training to get them up to speed.

Many hiring managers involved in the recruitment process are hiring only to a rigorous check list of current skills, using the approach of identifying untapped

potential the conversation shifts the focus to future skills capability.

Learnings?

Need to pick clients carefully for these trials.

Need to engage senior managers / board ensure they are on board, not just HR.

What's next?

GMT are committed to running all job ads through the gender bias tool, gender-decoder.katmatfield.com, and are currently reviewing Textio as an additional option.

They are redeveloping their website to highlight that they actively work with those clients who require extra attention to meet their diversity challenge and will do this by applying additional effort as part of their standard offering in seeking to address the client's diversity challenges.

GMT will introduce these methods to more

Chris Skipper-Convay
CEO GMT People



#3 Uncovering unconscious bias

Women only represent **28%** of the ICT workforce, less in pure tech roles.



Rea Group Nick Di'Lodovico



What was the Problem?

There were two diversity challenges at REA Group, first the visible and easy to track problem of gender diversity. Although overall REA Group meets the industry standard of 40% of the workforce being female, within some parts of the organisation, the numbers of women were lower.

Additionally there was an opportunity to enhance the innovation culture and better represent their customer base by hiring for more diversity, not just in gender, but in race, ethnicity, age, disability etc.

What was done?

There were three parts to REA Group's diversity challenge.

Set Gender Diversity Targets:

There were two targets set: 50% of executive leadership and secondly 30% of the technology team to be female by 2018. Looking at the LinkedIn data REA Group could see that 30% of people in technology were women so they set their targets for their technology teams to be relative to the market.

Attract Diverse Talent: The talent acquisition team was tasked with changing how job ads were written to ensure that all gender groups would feel like the role was designed for them. This meant removing terms like 'coding ninja'. REA Group used software to scan job ads for gender exclusive terms, but quickly upskilled to write neutral jobs and in fact didn't need

the software beyond the free trial.

Create an inclusive culture:

This included unconscious bias training which was rolled out to all REA Group people managers. Additionally all staff were given access to 'Ted Talks' on unconscious bias.

The first session focused on education and awareness of unconscious bias with the core message being that it's okay to have unconscious bias but once you are aware of it, it's not okay to do nothing about it. Over the next four weeks, participants observed their own bias and where it exists in the workplace.

The second session was focused on giving participants the tools and skills to manage their biases, these were some of the online tests available but also processes to use during the People Lifecycle. For example: having a second person in an interview of the same gender as the candidate, having a third party review people potential

ratings, and giving permission to those around you to challenge you when you might be making decisions influenced by your unconscious bias.

Learnings, Pivots & Surprises?

There were learnings about the format of the training, which is likely to change to two sessions on the same day to maintain the momentum in the group, additionally the weekly communications sent to participants following the session would be made more accessible and easy for staff to engage with.

The major pivot was from a singular focus on gender to taking into account all types of diversity. This was a result of the feedback from staff that there were more opportunities to make staff feel included at work and to better represent the company's customer base.

A fantastic surprise from the program has been teams taking what they have learnt about diversity and applying it to their

public facing websites like realestate.com.au. They did this to ensure all audiences for the business feel included and that the experience is designed for them, for example having the title fields of forms cater for the full LGBTI community.

Results?

There have been positive results from the program, some of which are easily tracked and others which are visible in the culture of the workplace, REA Group is really proud of them both.

Employee engagement is tracked twice annually and over a 6 month period there was an increase in all of the Diversity and Inclusion metrics. An increase in how well parents feel they belong in the workplace is especially important for REA Group and they are proud of the change they have created here.

Additionally the proportion of women in leadership roles across the organisation and in technology has also increased.

There are plans to have more self-identity fields within HR systems so that more diversity metrics can be tracked (e.g.

disability, transgender, ethnicity, Aboriginal or Torres Strait Islander) and this richer data can be used to include these groups.

What's next?

The unconscious bias training will continue to be rolled out to new groups of people managers taking into consideration the learnings above.

REA Group will continue to have its Spectrums of Diversity speaker series where staff can come and hear from people from diverse backgrounds talk about their experiences in the workplace.

REA Group is currently working on becoming White Ribbon accredited with a focus on creating respectful relationships and language at work.

Additionally REA Group is the major partner of the Australian chapter of Girls in Tech. One of the benefits is that women within REA Group have access to development opportunities and it opens up the talent pipeline to females working in adjacent industries, making REA Group an attractive employment opportunity globally.

Nick Di'Lodovico

Head of Talent Development
& Diversity, REA Group



#52 Live Brave and Thrive Meet Ups

Women in Tech **74%** more likely to be criticised on their character in performance reviews.



Thrive

Helen, Rebekah and Lucy

THRIVE

What was the Problem?

Leaders of the not for profit organisation “Live Brave & Thrive” joined the **#BOLDMoves** Think Tank.

Live Brave and Thrive’s purpose is to champion individuals to be their best selves and upon joining the **#BOLDMoves** initiative they asked the question “How might we amplify our impact by empowering female IT leaders to gain greater balance between being and doing and as a result achieve personal and career growth?”.

This experiment recognised:

- The **#BOLDMoves** Challenge 50/50 by 2020 (in IT leadership) is a ‘Wicked problem’ this means there is no right or wrong answer; you can only try to make things better.
- Despite significant investment of resources from many organisations there hasn’t been a significant shift towards equality in IT roles.
- Just addressing demographic inequality would not unlock benefit for business and society but diversity of thought and equality of value was required.
- Experienced, educated and talented females were not progressing as quickly as they would like despite in many cases having the technical or functional skills.
- Evidence shows that leaders who create sustained transformation, lead confidently, authentically and holistically.



Focus of our experiment



Scaled personal transformation is critical to organisation transformation

- In reviewing many organisations past efforts to address gender equality in IT, the Live Brave and Thrive team recognised that solutions predominantly took a technical, functional, process or system approach, and they saw the opportunity to take a more mindset driven approach.

This became the ‘Thrive’ Experiment.

The Thrive experiment aimed to: Drive transformation by developing authentic leadership skills in current and emerging IT leaders to accelerate their personal and career success. Once this leadership was scaled within organisations, also lead to cultural transformation.

- To create a safe environment and the support network required for the sometimes confronting path of deeper

self awareness and vulnerability involved in developing emotional intelligence and authentic leadership.

- Increase of consciousness around the benefits of personal development and how it shows up with in organisations and the way individuals lead.

What was done?

Two groups of 10 emerging and established IT leaders, were brought together and committed to 2 hours of personal development work a month for 12 months utilising Brene Brown’s e-course ‘The Gifts of Imperfection’. One of the groups was made up of all women and one both men and women.

The development work focused on the below areas:

PART ONE LESSIONS	PART TWO LESSONS
1 Courage Compassion & Connection	1 Cultivating Creativity
2 Cultivating Authenticity	2 Cultivating Play & Rest
3 Cultivating Self-Compassion	3 Cultivating Calm & Stillness
4 Cultivating a Resilient Spirit	4 Cultivating Meaningful Work
5 Cultivating Gratitude & Joy	5 Cultivating Laughter, Song & Dance
6 Cultivating Intuition & Trusting Faith	6 The Wholehearted Revolution

Each month the individuals worked through the development task alone in or with their accountability buddy. Once a month the group would meet to reflect and storytell their experiences.

This created opportunity for people to receive encouragement and support when they found the work difficult or confronting and fostered a sense of community to continue to learn in.

Results?

Three months into the experiment it was identified that reviewing content weekly was too labour intensive and it was adapted to monthly meetings with development tasks in between.

The monthly face to face and buddy accountability allowed for a safe environment and time for self reflection.

Twelve months on the following results were observed:

- There wasn’t a person on the project who didn’t learn, grow or benefit as a result of the experience. A number of the participants see it as a life changing and career defining experience.
- Activities anchored in research and data helped attendees move past the perception of the development being ‘fluffy’ into one of recognisable value
- Both the women and men previously lacking in confidence, have been successful in getting new roles and are enthusiastically sharing their stories.

- Participants have been recognised for their authentic leadership style and being given accountability for more transformation projects and roles not just technical ones

- Success shows up differently for each person; as a result some participants were able to ask for what they needed to be successful both professionally and personally, others recognised that just being successful at work wasn’t enough and were able to build play and rest into their world without shame.

- By authentically turning up as themselves and courageously sharing each week, surprisingly strong bonds were created between such a diverse and eclectic bunch of men and women spanning multiple organisations.

Challenges?

Feedback was collated from the groups as follows;

- This type of reflection is something you have to be ready for, it requires courage to truly self reflect on difficult topics therefore some participants chose not to continue for the full duration.
- The tone of the content did not suit all involved and if scaling, additional content would need to be sourced allowing for diversity of needs

- The administration and support of this activity (promotion, awareness, event set up and reminders) was completed as discretionary effort however as numbers rose the scale of effort would put this at risk.

What's next?

Post implementation reviews are currently in progress with reflection activities on

how best to scale for existing members vs new members. Additional content will be incorporated for future iterations based on experiences from other contexts and organisations. In order to scale the impact more group facilitators are required and the Live Brave and Thrive team are working through how they might develop these.

Helen Whitehead, Rebekah Taka, Lucy Ryan

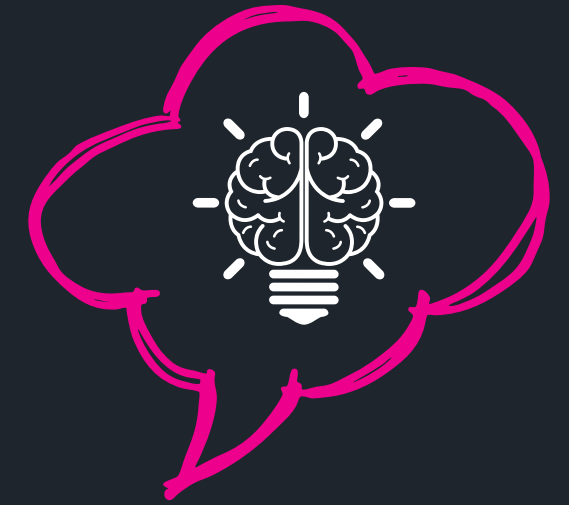
Co-Founders, THRIVE



#6 IT or not IT

Find women from adjacent industries and teach them IT skills.

Women hold **54.7%** of Bachelor holders in Aus, only **21%** of Engineering & related technologies.



MYOB DevelopHER

John Sullivan



What was the Problem?

In Australia software engineering is dominated primarily by males and the current gap between women and men will only worsen due to two factors; Firstly the main source of entrants into the market is from Tertiary courses, and the number of women entering courses is in decline. Secondly women are leaving work at a greater rate than men, with two times the number of women being the primary home care giver.

MYOB is an Accounting Software product company, whose products are used by a large portion of the Australian and New Zealand businesses, Small to Medium Enterprises, Accountants, Bookkeepers and mid size companies. The software is primarily built by teams employed in

Melbourne, Sydney and Auckland, however, our products are bought and used by a diverse population, half of which is likely to be female. MYOB believes that a software product will reflect the cultural dimensions of the teams which build it, with the features and user experience of the product a reflection of those teams. Today the teams are male dominated and due to that domination, they are more likely to build products optimized for the needs of male customers.

Today MYOB is generally recruiting for open software engineering roles, every month of the year and there are very few or no women CV's coming through this channel, MYOB believes this is because of the low level of women in the industry.

Taking into account all of the above

background there are just not enough women developers in the market to create balanced diverse teams, therefore we need to build the numbers of Women in Tech now.

What was done?

MYOB hypothesised that it is possible to build the number of women software developers through an internship program specifically developed to take women with life skills, however, no software development knowledge and build them to the same level of skill as a graduate developer using a team-based learning mechanism. MYOB developed a 360-hour paid internship program to develop three women into software developers.

The program has four phases:

- **“Recruitment”** phase which identifies women with the right level of interest, drive and need for a program like DevelopHer.

- **“Classroom”** phase to develop entry level development skills led by a range of developers from teams within MYOB

- **“In-team”** phase where each woman works with a dedicated delivery team building on their “Classroom” skills whilst delivering in product features.

- **“Job-Hunt”** phase where MYOB help the women identify the types of companies and positions to apply for.

The measure of success for the program would be that the three women; firstly decide on a career as a software developer, secondly have interviews with companies and ultimately have received offers.

Pivots & Surprises?

The first surprise was the large number of Women interested in taking part. Without a dollar spent advertising the DevelopHer program, simply links sent via

social media in three phases; Initially we asked for expressions of interest, via a blog post, MYOB had over 170+ expressions of interest. At the application phase, emailed to the people who expressed interest, there were 70+ applicants. In the final group interview day, 30 people attend, all of applicants were suitable to take part in another run of the program.

Pivots and adjustments were made during the program.

In the “Recruitment” phase the number of applications was far greater than first assumed, a larger team was needed to coordinate and identify the candidates with the right personal attributes.

In the “Classroom” phase some of the subjects took longer to learn or required more in-depth training than was originally planned. The training was adjusted and the “Classroom” phase extended by an extra 6 days.

For the “In-team” phase, they found that one of the teams, due to technical complexity and time frame pressures, were not able to provide the right environment to mentor and pair with the DevelopHer. The DevelopHer changed teams to one that had the right technical landscape and had enough flexibility in the time frames to support the learning needs of the DevelopHer.

Results?

MYOB have not yet completed the program, they are in the “In-team” phase of the program, however we have been

able to create a program and environment where the three women are at a Graduate developer level.

As the Women have reached that level of skills MYOB has offered all three DevelopHers full-time graduate roles within the company. In the interview phase they identified that there is a huge demand for programs like this, as the number of suitable people applying was 30+. In the “Classroom” phase they were able to provide the right level of training and skills so that the DevelopHers were able to contribute in the teams, when they moved to the “In-Team” phase.

What's next?

Although we have reached a successful point in the program, offering all three Women full time roles, the program is still incomplete. Due to the program's success MYOB believes that the DevelopHer program is at a point where it can be expanded to run again internally, externally and across geographies (Melbourne, Sydney and NZ). MYOB are also in conversations with other like minded companies to set up a committee to develop the program into an industry based learning program, supported by companies within the broader IT market.

MYOB also had a large number of internal staff apply for the internship program, who they could not support, they will develop an internal budget and support mechanism to run an internal version of the program as part of the company's learning and development program.

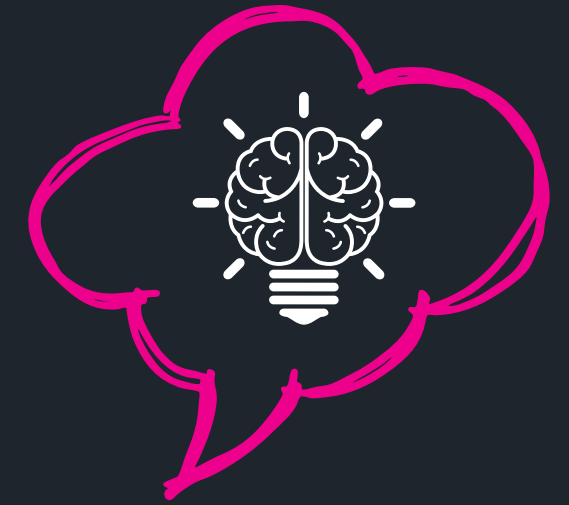
Next years goal is to broaden the participation rate of DevelopHers and companies committed to the cause and to grow 20+DevelopHers into successful developers. The format could also be used for other IT disciplines like Business Analysts ([see the Elabor8 experiment](#)), Testers, DevOps.

John Sullivan
Head of Delivery



#50. Teach your colleague to code

Women hold **54.7%** of Bachelor holders in Aus, only **21%** of Engineering & related technologies.



ANZ iCreate Labs

Chris Venter



What was the Problem?

Tech jobs are well paid and the industry is growing, however women are missing out on this opportunity because there are less women working in IT and even less women studying STEM subjects in university.

The hypothesis was that by introducing women to the interesting technology roles and opportunities, that the perception of Technology could be improved and the adoption of roles in technology by women would increase.

What was done?

iCreate Lab was born to debunk the myths of technology for participants and to encourage them to explore the various

roles available in the industry and build the participants' confidence.

It is a 3 hour interactive session which covers; a general introduction to various concepts of technology such as clients and servers, infrastructure, programming languages, user experience design etc; the different roles in technology, and culminates in the participant coding a basic app.

The content was written by ANZ staff with free coding tools leveraged. To make the session fun and accessible the content is full of pop culture references and the app is making Elsa from Frozen ice-skate. iCreate Lab runs every 4-6 weeks with a maximum of 10-12 participants. There are 5 facilitators in the room who are all volunteers from ANZ.

Pivots & Surprises?

The program took multiple pivots from the original idea to bring the program to schools (which is still a future plan), to running test sessions and continuing to evolve the course based on participant feedback. For example the app the participants coded was changed.

The surprises from the program have firstly come from the iCreate team themselves, who have built their own confidence to present, learn new skills and be innovative in solving diversity problems.

There has also been an alumni of participants created which has led to mentor relationships and networking opportunities for roles.

The major surprise has been just how popular the sessions have become from the full range of branch staff and more traditional banking roles, the team have also had interest from men at ANZ which has led to more important conversations about the need for programs that

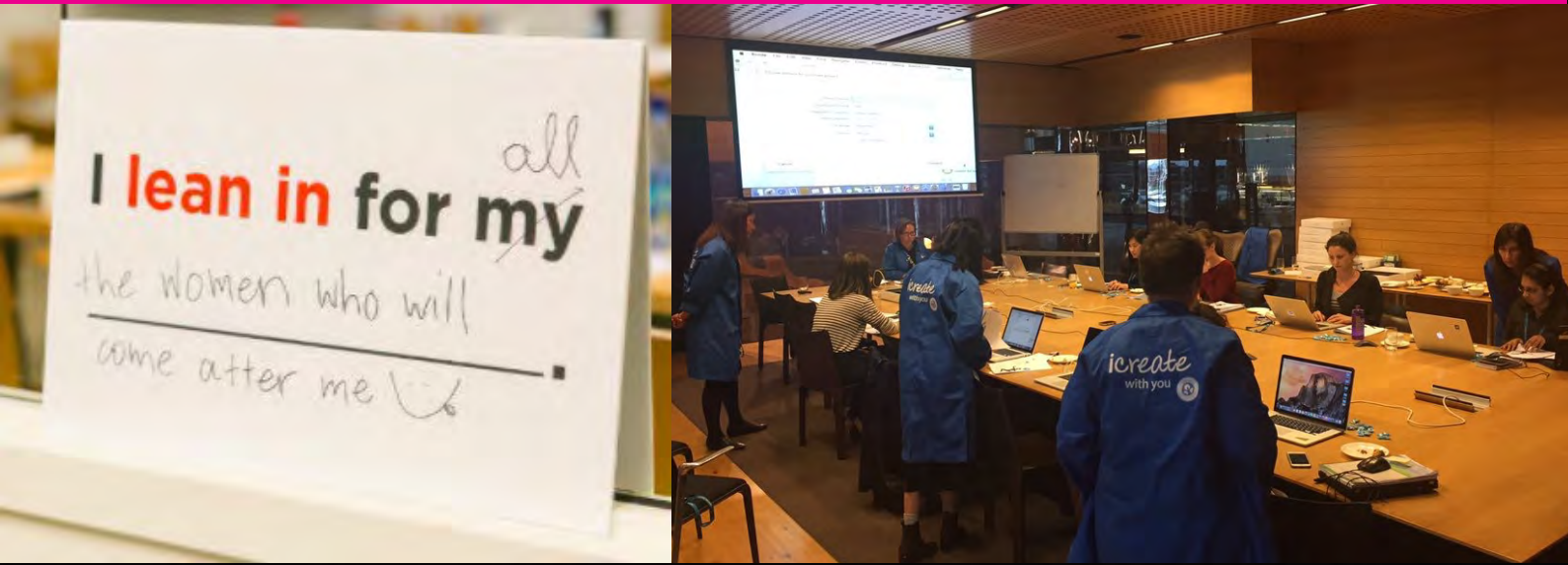
specifically target improving gender diversity and how that benefits ANZ's performance.

Results?

14 sessions have run and 142 ANZ women have participated with 52 on a waiting list to join. We've had a bank teller sign up for a Masters in IT, Technology has hired talent from program and past participants have entered into events such as SheHacks.

What's next?

The first phase of iCreate Labs focused on internal ANZ staff including, ANZ internal women and the General Manager community. The model can be reused and modified to cater to different audiences such as age, cultural background and other community groups. Phase 2 of the program will see the focus shift to external groups including female school students, Women with a disability and other communities such as the Indigenous and Refugees within Australia.



Chris Venter

General Manager

Consumer Digital Technology ANZ



#6 IT or not IT

Find women from adjacent industries and teach them IT skills

A **6%** increase in female workforce participation would boost Boost GDP by **11%**.



Elabor8

Paul Velonis



What was the Problem?

We found anecdotal evidence that there are experienced women (and people from diverse cultural backgrounds) in other careers who are looking for an entrance into technology, but aside from graduate programs there are not a lot of true entry points into IT professions.

What was done?

We worked with a key client of ours to build a program with a mix of theory and practice that would provide someone with life skills, good business acumen and a keenness to learn with an avenue into technology. Elabor8 engaged a woman with experience in a non-tech background, on a fixed term contract and gained agreement to place her in an experienced

team at one of our clients, MYOB, who is highly regarded for their industry leading software development practices. The aim was to create an environment where both organisations were competing to provide the best development experience and ideally competing to hire the candidate on a full time basis at the end of the program.

Our hypothesis is that by investing in approximately six months of theory, practice and coaching we would produce a viable candidate for employment with either ourselves, our client or another company in the sector as a junior agile business analyst or product owner.

Pivots?

The program is ongoing and we are constantly pivoting our approach. If we

run the experiment again we will probably revisit the theory element and try and get a bit narrower and deeper. We adopted a breadth based approach to theory which has been useful, but probably did not provide the candidate with the depth of knowledge required for some core skills prior to the practical placement.

Surprises?

The biggest surprises were the mismatch in expectations that arose between us, the client and the candidate about: what progress would look like; how the candidate would have been prepared; how quickly progress would be made; how much support would be required; and, who should have been involved in providing it. We anticipate that better program setup and communications on our part would have prevented these surprises.

Results?

We won't know for certain until next year but at this stage we have had mixed success. The candidate has been really effective at picking up theory, but we failed in our first attempt to provide an optimal learning environment for her to gain the intended practical experience.

What would you do differently?

We set the program up well at a leadership level but failed to communicate program objectives successfully to the people in the teams who were executing. One of the key aims of the program was to create a competitive environment where both organisations would be aiming to provide the better development environment. This message got lost a little, as it filtered down and the candidate felt (to some extent) external to the team where she was gaining practical

experience in, and also disconnected from her mentors at Elabor8.

What's next?

We're going to see how things pan out with the current experiment and then have a think about what a larger scale experiment might look like. Ideally we are looking for additional partners who are willing to share some of the costs of the experiment, we would love to run a program where we hired six candidates, with three development partners, and gave those candidates an opportunity to cycle through three environments over a 12-18 month period. We think it would be an

unbelievable experience for a woman who was looking to enter technology from a different career path to get experience in a large enterprise delivery environment, a digital product development environment and a technology support environment.

Hopes & Fears?

Our key hope is that we can overcome our current challenges, and get back on track with our current candidate and creating a safe learning environment for her to work within. Our major fear is that we fail in our goal and the candidate is lost to technology despite a really promising start.

Paul Velonis,
Managing Director Elabor8



Effective jobshare arrangements for women to pursue meaningful careers.

29% of women have chosen flexibility over career progression.



Gemini 3

Madel, Mariebelle & Sarah



What was the Problem?

According to the Australian Bureau of Statistics, part-time work represents 36.9% of Australian current employment but only 1.2% of managerial positions. Part time employment has doubled during the last 25 years with close to 47% of women now working part time. With part time positions rare at senior levels, this drives further gender disparity at these levels.

One of the most untapped flexible work arrangements is job share. This isn't two part time roles, in job share both employees are accountable for the majority of the role's responsibilities and need to collaborate in order to reach their goals. It is more suited to career progression and senior roles.

Job share is ultimately an effective work arrangement that allows people the flexibility they need while still allowing them to pursue a meaningful career.

The number one motivation for considering job sharing amongst women is caring for children, with research indicating 29.5% of female respondents have chosen flexibility over career progression at least once in the past.

Offering the possibility of job share can then not only retain talented female employees who might otherwise leave the workforce, it also helps bolster diversity at the senior level.

The business case for job share was very compelling, in Australia only 2.5% of employment is currently job share.

What was done?

In 2015, Madel Giles, Sarah Liu and Mariebelle Malo founded their Start-Up Gemini3 and took part in the government's DataStart initiative. This was a public-private partnership to support data-driven innovation by unlocking government data. Findings were further explored in March 2015 by a survey of 229 people conducted by Research Now.

What emerged was a white paper quantifying the opportunity for flexible work and a business model to leverage job share to increase staff retention, diversity and productivity.

Gemini3 have now launched a lifecycle of business solutions:

Attract: An online platform that matches employees with employers willing to offer flexible working via job share arrangements

Match: A matching platform to connect compatible job share partners powered by insights driven algorithm

Success: Toolkit for job share design and frameworks to optimise communication and workflows for job shared roles.

Results?

Learning 1: Require 1.2 FTE – Opportunity for the Unicorn

The majority of employees and employers are not aware that most job share partners are paid the equivalent of 1.2 FTE, not a half salary. This allows both partners to work three days and have a face-to-face hand-over. This is an overhead as well as an opportunity. With emerging and disruptive markets, employers are often looking for an impossible mix of skills and experience, across business domains, leadership, technology and industry experience. Job share can match two complementary sets of skills as a job share pair, like the solution architect with business development skills.

Learning 2: Positive impact on Clients / Customers

There is a myth that client-facing roles, for example sales, can't be shared as it would compromise the client relationship. Gemini3 conducted interviews with 20 current job share pairs, and found that 6 of the 7 pairs with direct client contact had positive feedback from both the clients and their managers. Two of them even said their clients preferred having two people job sharing and thinking about them rather than only one person.

Learning 3: Help finding the right Partner

A very real barrier to successful job share is finding the right partner. Gemini3 identified and fulfilled a gap by providing employers access to a system that perfectly matches employees with internal or external candidates, where pairs can be formed based on different attributes such as compatible skills, motivations, values and communication style.

Challenges to amplifying?

Awareness: According to Gemini3, one of the biggest barriers is awareness, with only 49% of survey respondents knowing about job share. There is also a discrepancy between companies' actual policies and employees' knowledge and access to them.

Support Structure: Gemini3 believe employers need to be better equipped to support job share partners. In interviews conducted with 20 current job share partners, none had job share specific tools and resources to help them succeed.

What's next?

In mid 2016, Gemini3 were seeking organisations to join a national job share project, this involved companies across all industries in professional roles to create and fill a job share role using the Gemini3 toolkit and matching platform. This is now in progress.

[Madel Giles, Mariebelle Malo & Sarah Liu](#) Co-founders Gemini3



Reimagining Start-Up culture

Women currently make up between **14 to 24%** of start-up founders and less than **5%** of those attracting venture capital.



Blue Chilli

Nicola Hazell



What was the Problem?

While Australia is building an innovation and technology-driven economy, there is a significant risk gender equality will go backwards if this low representation is not addressed.

The need to increase the number of women led start-ups is compelling, with research clearly demonstrating female-led businesses and diverse leadership teams outperform male-dominated business.

What was your hypothesis?

The team at BlueChilli recognised the importance and value in increasing the number of women leading startups.

They identified a gap in the pipeline for early stage ventures, but also recognised that to draw more women into the ecosystem, the image and culture of the startup scene commonly represented by blokes in hoodies, t-shirts and sneakers needs to change.

Across all sectors, resting on the laurels of “merit” has not worked, as merit itself is blinded by personal perceptions which limit our understanding of potential to what we have seen or experienced before.

To improve gender equality in tech and entrepreneurship, organisations need to design for it. This means creating spaces for women to learn about the opportunities available, to develop key skills, to identify in

themselves the potential for leading globally scalable companies, and to see in others examples of how it can be done.

Corporates play an important role in driving startups growth, as customers, distributors, investors and in providing expertise. By engaging corporates as partners in the SheStarts program from the outset, this would also provide opportunities for women leaders in corporates to connect with start-ups and build their entrepreneurial and leadership skills – driving greater female leadership right across the innovation economy.

While a customised tech start up accelerator program for female founders would provide additional support for a number of women, on its own it could not be a catalyst for driving gender equality across the entire start-up economy. To achieve this required collaboration with other individuals, organisations and corporates working to drive greater female representation in tech and

entrepreneurships. And what’s more, the stories needed to be amplified through a national multi-media campaign to engage a far wider audience.

What was done?

Testing the market and attracting Female Founders

In March 2016 BlueChilli hosted 150 women entrepreneurs from meet up group “Like Minded Bitches Drinking Wine” to celebrate International Women’s Day. At this Champagne breakfast they announced their plans for a tech startup program for women.

They launched a temporary website to gather expressions of interest. Over the coming months, 500 women registered, driving the development of the program.

It was important to BlueChilli the program would be what the community wanted, with the broader potential to shift the public narrative on entrepreneurship.

To do this, they listened – meeting with

female founders across the country and hearing from other groups working to address the gaps in various parts of the pipeline.

Woman friendly assessment

As a VC and tech accelerator, BlueChilli receives around 200 direct pitches a month with only two 2-3 successfully accepted into the portfolio.

For the #SheStarts program, only female-led startups will be invited to pitch their ideas to a specially selected panel who will shortlist down to 20. These top 20 entrepreneurs will then be invited to take part in a rapid validation bootcamp where BlueChilli will pressure-test their ideas and prepare them to pitch for a place in the final ten.

An important design feature of #SheStarts is to address any unconscious bias in the selection panel. Training will be provided to judges on unconscious bias and the assessment will be based on a pre-agreed matrix and criteria to further remove bias.

Building a high impact and inclusive accelerator program

The team at BlueChilli have challenged the structures of their own accelerator program, understanding that everyone has different needs. They are leveraging technology to be more flexible and support women taking part in the program.

The successful participants will have a specially designed accelerator package:

In return for 15% equity, the ten successful participants will receive the following kick-starter benefits to take their business from idea to launch:

- \$100k in pre-seed funding
- a place in the #SheStarts accelerator
- opportunity to partner with some of Australian's leading organisations to test / launch businesses
- inclusion in the web series
- trip to Silicon Valley

The #SheStarts accelerator participants will be guided by leading advisors and mentors as they learn how to rapidly build a successful tech company and become a great CEO. They'll have access to an in-house team of developers, designers and product managers, who help non-technical founders build their first commercially viable tech products.

The trip at the end of the program will help the participants to learn about the investment landscape in the US and see inside other global tech companies, to build relationships and expand opportunities for their business to grow.

Building a campaign

Changing the narrative of female tech founders remains central to the #SheStarts program. Every move throughout the program will be chronicled for an online documentary series.

The webseries starts with at the bootcamp,

and also includes the participants recording their pitches for the online People's Choice vote. The series will then follow the final ten through the accelerator program and trip to San Francisco.

Results?

#SheStart was flooded with applications in the first fortnight the program was announced.

\$1M was raised from Australian Corporates and venture capital as founding partners of the program.

The message has already received strong traction with online audiences, with the initial promotional video made by one of BlueChilli's own female founders attracting 10,000 views in the first ten days.

While applications are still being received, the broader media campaign has indeed started. Founding Partners like ANZ, MYOB, Sunsuper and UTS are proudly promoting their sponsorship with the #SheStarts launch video via their social media channels, sending a clear positive message to women and men about female leadership and the championing of diversity in innovation.



Nicola Hazell

#SheStarts Director, BlueChilli

#42 Diversity throughout the supply chain

Without diverse leadership, women are **20%** less likely than straight white men to win endorsement for their ideas.



Telstra

Pablo Garrido



What was the Problem?

In early 2016 we were negotiating the renewal of two major IT outsourcing agreements for Telstra. These were complex agreements that were designed to enable Telstra to outsource end-to-end responsibility for development and maintenance services for entire designed IT applications portfolio(s) to selected vendors in order to achieve improved efficiency for our Business Critical Applications.

A negotiation of this nature is usually governed by a steering committee representing key stakeholders in Telstra, and a deal team which negotiates with a

management team representing each vendor. The two agreements in question had been in place since 2010 and during the negotiations it became clear one of the vendors had not made any changes to their Management Team and we found we were negotiating with the same six gentlemen we had dealt with for the last four years.

The lack of diversity within the management team with the vendor over a period of time, didn't reflect the same values held by Telstra.

Telstra is a highly diverse organisation and aspires to lead the way in Australia (including in the gender diversity area),

however our gender diversity policies are not enforceable across our supply chain unless they are included as binding in our contractual arrangements with our vendors, in particular amongst those vendors that provide critical outsourced business functions to Telstra from offshore locations.

What was done?

In March 2016, we made the decision to amend the negotiation term sheet, to include one additional term to commit the vendors to implement gender diversity strategies in their workforce (Term). The objective was to ensure these Vendors became aligned with Telstra's Gender Diversity policies as they provide critical outsourced services, some of the Vendor's staff members from off shore locations.

This additional term was submitted to the steering committee, positioning the case for change and the opportunity to align these vendors to Telstra's Diversity and

Inclusion policies, leveraging the negotiation with the fact that these agreements represent strategic spend for Telstra and are only renegotiated every seven to eight years.

The steering committee discussed the intent of the inclusion of this term taking into account all vendors are broadly expected to comply with Telstra's corporate policies; however, given the vendor in question appeared to be misaligned with gender diversity in their management team and in relation to the other vendors, a decision was made to include this additional term into the negotiation Term Sheet as a means to "hard wire" diversity policies and commit the Vendors to Telstra's diversity policies. This also implied the Telstra Business Units that owned the budget for these contracted services, would be required to track and control compliance of this commitment through their operational governance.

During the subsequent negotiations, both vendors agreed to this term and had this commitment approved through their respective organisations governance approvals.

Results, Pivots & Surprises?

Initially the negotiation process and the scope of the term sheet had a specific intent of achieving financial and non-financial (strategic) benefits for Telstra. Tenure, ongoing revenue and strategic partnership were some of the levers used in these type of negotiations, resulting in sourcing and negotiation strategies that focus on specific business benefits. The assumption remains that Telstra's vendors are compliant with our corporate policies and procedures.

This leads to a pre-framed approach where negotiations with vendors are focused on specific benefits to be achieved for business units, measured in savings or cost avoidance opportunities. This tactic of pursuing benefits, mostly

financial is therefore the result of an unconscious bias which drives our behaviour when interacting with the vendor's management teams, which is also compounded by long term relationships.

A surprise is realised when an unconventional lense is applied to a negotiation strategy or on any day to day dealings with vendors. Diversity and more specifically gender diversity ensures we step out of stereotypical frameworks, which in this case easily exposed the lack of gender diversity in the vendor's management team responsible for the negotiation with Telstra. Furthermore, as we considered growing global economic trends which enable the provision of services from offshore locations, there was nothing stopping us from negotiating options to ensure our cultural values were considered and adhered to by offshore vendors, whilst we also collaborate with them and provide them the opportunity to adapt.

Pablo Garrido
Senior Vendor Management
Specialist at Telstra



#25 Leadership Pipeline

The **25%** of Senior women in business who have children said the only thing that mattered was executive sponsorship.



Leadership Pipeline
Organisation withheld

What was the Problem?

There were two key macro challenges to changing the systems that stop women progressing to senior technology roles that were experienced in the micro by the **#BOLDMoves** team level which created important lessons worth sharing.

The first is that there are already so many diversity ideas and programs underway, even though many of which are not making any progress, that new ideas are hard to get approval for. One team from a large financial institution picked up the following experiment to trial;

#25 Leadership Pipeline; Identify women close to gaining a leadership position and give them a secondment into the next leadership position for a few weeks or a

month while the leader is on leave or on task. Creates the opportunity to increase confidence and build capability.

The experiment was well suited to the organisation which has women underrepresented in senior IT roles and has a similar program already underway in to bring more women into commercial banking roles.

However the experiment never got any traction due to the following reasons; Multiple diversity programs already underway in pockets of the organisation meant that getting support involved a complex series of conversations justifying where this idea filled a gap not already being looked at, it became too hard to navigate; Sponsorship was challenged by

a large restructure removing the intended sponsors; and lastly being able to find the internal data to prove the value of the initiative. However the team have rallied and will take a new approach to work with Human Resources and the Diversity and Inclusion team to gain support and navigate sponsorship.

#33. Give up a speaking gig if the panel is all male

Women are less than
15% of Panelists in
Tech / Start Ups Event.



Fitzroy Academy

Will Dayble, Principal



What was the Problem?

In 2015, Male Champions of Change launched a campaign called “Panel Pledge”. According to their research, many high-profile conferences, events and taskforces lacked gender balance, despite there often being no shortage of qualified women. They estimated that less than 15% of panelists in Australia are women. They asked all Australian business leaders to take a pledge that whenever they were invited to be involved in or sponsor a panel or conference, to inquire about organiser efforts to ensure women leaders are represented.

Although the intent was good, these passive enquiries were not having a high impact on speaker line ups and many of the most popular speakers in Tech and

Start up Conferences regularly found themselves called out on social media being part of all male panels. See #manel, #allmalepanels.

What was done?

Early in 2016, five of Australia’s most booked conference speakers realised they had more power than others to inspire change, and searched for a simple solution to get more people involved. It all kicked off on the 1st May, when Dr Dan Gregory, Darren Hill, Dr Jason Fox, Dr Adam Fraser and Matt Church put a line in the sand with an article in the SMH publicly boycotting all-male speaker panels. Inspired by the stand, Will Dayble rounds up Marcin de Kaminski (founder of Men Say No, Thanks), the above speakers, and various women in his network to

workshop a solution. They decided to launch a site where speakers could publically pledge and be held accountable to their social community. The start up community was quick to step up and by the 9th May, www.speakerdiversity.com was launched.

Within weeks, the site is covered by AFR and achieves over 100 signatories, including whole organisations especially within the start up / VC scene. Then somewhere along the way, this Aussie movement makes it all the way to prime time Swedish news.

Results, Pivots & Surprises?

The initiative had a very narrow scope, and this was to create a measure of accountability. When Adam from BlueChilli found himself on an all male panel after his organisation had publically committed to the panelpledge, his social network called him on it. This social accountability is the key design feature of speakerdiversity.com and the surprises have been on how quickly this

simple tool changed the conversation.

Will is regularly forwarded email exchanges and screen grabs, that read “Hey Will, here is my thanks but no thanks moment...” including a link to the pledge. For these speakers, it was powerful to point organisers to a list, taking it from a personal stand to a movement.

One of the early surprises was when male speakers continued to be involved, switching the conversation from “no thanks” to “how about we work together to find some female speakers”. This early pivot emerged from a broad appreciation that diversity in technology is complex and there is a need to help organisers. Will sees speakerdiversity.com as a simplistic solution with no pretences of being a silver bullet, however the website now includes links to helpful references for event organisers and organisations committed to diversity.

The eye opening part of the initiative was the comments and public debate around

public pledges. Ann Nolan wrote a piece on Medium that highlighted these many opposing views. According to Will, for some critics the removal of privilege felt like oppression. In equal measure, there were also critics saying a public pledge was not going far enough.

One of the recent successes was signing up Venture Capitalist Blackbird, who decided to get on board as a whole company. Will hopes promoting the commitment of such senior and influential leaders will trickle down awareness to all the start-ups under them.

Challenges to amplifying?

Speaker diversity was a passion project for a collective of busy people who have other things to do. There has been a concern that the people behind the website have not had the time to give it the promotion to

truly build awareness.

Will was also aware of the natural next step being to help event organisers by building a site promoting emerging women speakers. This is an uncomfortable amplification for Will, as he is concerned that if the same men who created speakerdiversity.com were to create a space for women to nominate themselves as speakers it would feel patronising. He is hoping to find a literal “sister” site, created and promoted by women for women.

What's next?

The focus has shifted from individual signatories to getting more companies involved. Will believes real change is when people who are not natural advocates get on the list, and will probably only do this when called on it by their boss, company, mentor, peers.

Will Dayble
Principal Fitzroy Academy



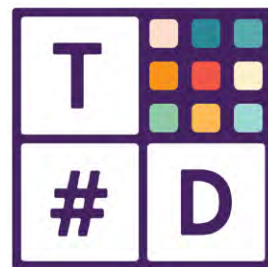
#56. Celebrate the Change Makers

57% of Heads of HR believe their diversity initiatives are ineffective.



#TechDiversity Awards

Deidre Diamante, Co-Founder



What was the Problem?

There are not enough good news stories of companies who are delivering high impact diversity initiatives to inspire leaders to take action.

What was done?

In January 2016, Vic ICT for Women pitched the diversity awards to the #TechDiversity committee, an industry collective representing 13 industry groups and businesses including Australian Computer Society (ACS), Australian Information Industry Association (AIIA), Females in IT and Telecommunications (FITT), Vic ICT for Women, Australian Women in Security (AWSN), SeniorPreneurs, Mia, Artesian Venture

Partners, Method9, Startupbootcamp, Optus and Nexec Leaders.

The awards would uncover and promote the stories of individuals, companies and groups who have demonstrated leadership in delivering high impact diversity initiatives and programs.

In February 2016 the #TechDiversity committee adopted the awards and within a few months the techdiversityawards.com/ site was launched with strong support from Melbourne City Council and Vic Government. A campaign was launched to seek nominations for individuals and groups who had demonstrated diversity leadership across one or more of four key awards categories: education, business,

government and/or advertising. By the end of June, 52 nominations were received and their stories showcased on the website.

A judging panel was established and Vic Government hosted an awards ceremony in July to award the #TechDiversity “leader” from each categories. The overall winner was announced at the #TechDiversity gala dinner attended by over 200 guests at Melbourne Town Hall.

The overall #TechDiversity Champion of 2016 was awarded to the Avanade Australia Culture Team, for the two projects ‘Proudly supporting LGBTI at Avanade’ and ‘Realising results through diversity and inclusion initiatives’.

In a surprise announcement as part of his keynote address, the Hon. Phillip Dalidakis, Minister for Innovation, Small Business and Trade unveiled the inaugural “Victorian Innovation Minister’s Diversity Award” directly sponsored by the Victorian

Government. This was awarded to Code Like a Girl for providing school-aged girls with the tools, knowledge and support to enter and flourish in the world of coding.

What’s next?

The diversity awards was a successful initiative for #TechDiversity and there are plans to hold the program again in 2017 and hopefully uncover a new generation of diversity leaders.

Deirdre Diamante

Co-Founder at #TechDiversity



Time to settle in and
read the Appendix



References for Statistics

Women were 43% of new board appointments this year, up from 5% in 2009

Australian Institute of Company Directors, 2016
Number of women on ASX 200 boards rising steadily, companydirectors.com.au

Between 2006 & 2014, Aus middle management roles held by women only increased by 1-2%

57% of Heads of HR believe their diversity initiatives are ineffective

CEB Corporate Leadership Council, 2015
Four Imperatives to Increase the Representation of Women in Leadership Positions, cebglobal.com

Women currently represent only 28% of the ICT workforce (compared to 43% across all professional industries)

The gender pay gap in ICT is around 20%

The contribution of digital technologies to the Australian economy is forecast to grow from \$79 billion in 2014 to \$139 billion in 2020. This represents growth of over 75% and an increase in the digital economy from 5% to 7% of Australia’s GDP

By 2020, ICT workforce will have an annual growth rate of 2% compared to 1.4% for the workforce as a whole

Since 2001, male ICT undergraduate enrolments have declined by almost 30 per cent (from 27,034 in 2001 to 19,023 in 2013), while female enrolments have declined by 65 per cent (from 8,627 to 3,032)

Deloitte Access Economics
Australian Computer Society, 2016, Australia’s Digital Pulse, deloitte.com

72% of IT women are seeking assistance with work / life balance

Females in Information Technology and Telecommunications, 2015, Corporate Diversity Report, fitt.org.au

14% Australian IT executives are women

Foreshew, F., 2016, Linkedin data shows Australian tech still has a gender diversity problem, theage.com

76% of Australians seek flexible work arrangements

29.5% of female respondents chose flexibility over career progression

Gemini3, 2015, Jobshare White paper, gemini3.com.au

37% people believe working flexibly limits career progression

75% of Australian women are mothers, 75% of snr women in business do not have children

The 25% of Snr women in business who have children said the only thing that mattered was sponsorship

Hawkins, J., Tierney, M., Akayan, C., et al, 2016, Driving Tangible Results in the Gender Balance Equation: So what is working and what is not?, morganmckinley.com.au

Without diverse leadership, women are 20% less likely than straight white men to win endorsement for their ideas; people of colour are 24% less likely; and LGBTs are 21% less likely

Hewlett, S., Marshall, M., Sherbin, L., 2013, How Diversity Can Drive Innovation, hbr.org

49% of Australian Mothers experienced discrimination in the workplace at some point during pregnancy, parental leave or on return to work

75% took action, most discussed with their manager or HR, only 8% made a formal complaint within their organisation

18% new mothers made redundant, restructured, dismissed or contracts not renewed

27% of men taking parental leave experienced discrimination

Human Rights Commission, Roy Morgan Research, 2014, Headline Prevalence Data National Review Discrimination, humanrights.gov.au

15% of panelists in Australia are women

Male Champions of Change, 2015, Gender Balance at Every Forum: The Panel Pledge, malechampionsofchange.com

56% women in tech leave jobs by mid career, of these 51% leave industry completely

Miller, C., 2015, Technology’s Man Problem, nytimes.com

65% of Aus CTOs have increased hire of women into tech roles

Redrup, Y., 2015, Majority of Australian businesses hiring more women in tech roles: study, afr.com

Women hold 54.7% of Bachelor holders in Aus, only 21% of Engineering & related technologies

Renando, C., 2012, Gender inequality in Australia: It's alive and well, mate, sidewaysthoughts.com

Women in Tech 74% more likely to be criticised on their character in performance reviews. (2% male / 76% female)

Snyder, K., 2014, The abrasiveness trap: High-achieving men and women are described differently in reviews, fortune.com

Estimates of 3% labour shortages in 2020, increasing to 18% by 2030. Much of the shortage will be in the ICT profession

Strack, R., Baier, J., Marchingo, M., Sharda, S., 2014, The Global Workforce Crisis: \$10 Trillion at Risk, BCG Perspectives.com

Gender diverse companies outperform on ASX by 15%

A 6% increase in female workforce participation would boost GDP by 11%

Workplace Gender Equality Agency, 2016, The business case for gender equality, wgea.gov.au

Sponsors, Partners & Supporters



“ Diversity is good for innovation, innovation is essential for diversity. ”

Seonaid Porter #BOLDMoves Lead

Gala Dinner Speakers



Click on the hyperlinks to watch the full video



Claire Foo [Don't tick all the boxes](#)



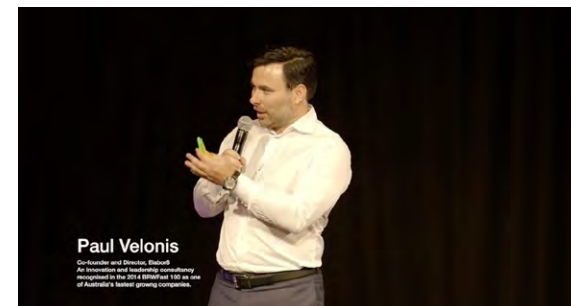
Jim Cassidy [Entrepreneurs](#)



Stanley Johnson [Your Work Matters](#)



Dayle Stevens [NAB's Women in Tech](#)



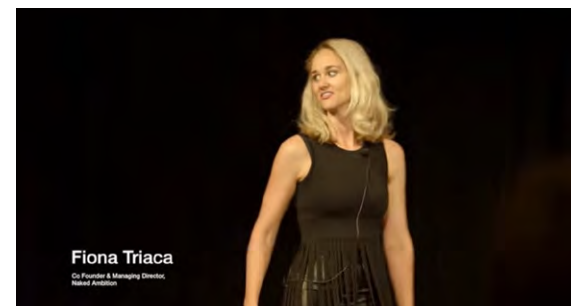
Paul Velonis [Think Tank](#)



Tegan Kop [GoDigi](#)



Michelle Sherwood,
Head, Red Planet Commercial at Qantas.
[Start Ups within Corporates](#)



Fiona Triaca [Design Thinking for Diversity](#)



Romy Panzera [Next 100 Women in](#)



Michelle Taylor MD & Founder, Ignitis

Wendy McCarthy AO Chair, Circus Oz
& Headspace National Youth Mental
Health Foundation; Non-Executive
Director, Goodstart Early Learning & IMF
Bentham; Founder & Mentor, McCarthy
Mentoring; Ambassador, One Million
Women; Patron, Sydney Women's Fund;
Adviser, Grace Papers

[The Long View](#)

Meet Up Speakers

Chris Venter

General Manager, Consumer Digital
Technology, ANZ

February Meet Up: iCreate

Helen Whitehead & Rebekah Taka,
Co-Founders, Thrive

September Meet Up: Thrive

Jackie Cook, Program Director,
Telstra

April Meet Up: Career Phases

Kim Ballestrin
& the Cynefin Meet-Up group

June Meet Up: Complexity & Innovation

John Sullivan
Head of Delivery MYOB
March Meet Up: DevelopHer

Nick Di'Lodovico,
Head of Talent Development & Diversity,
REA Group

July Meet Up: Unconscious Bias

Robert Pental
Founder, RailsGirls Australia
October Meet Up: RailsGirls

Valeria Ignatieva
Co-Founder, Diverse City Careers
August Meet Up: Diverse City Careers



SEONAI PORTER



ALICE STANLEY



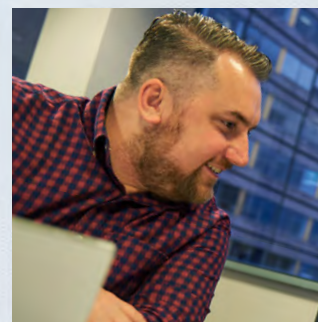
KIM BALLESTRIN



PAUL VELONIS



DIPA RAO



PETER RYAN



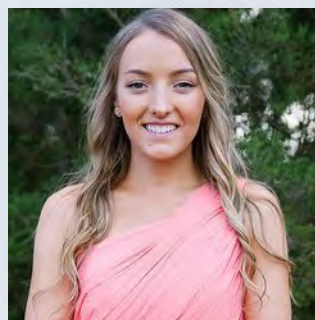
LYN MURNANE



LYNNE FARRELL



MARY TURSS



BRIANNA LANDRY



LIZ DOHERTY



#BOLDMoves Team



Full list of experiments

Early Pipeline

Hiring

Development

Career Changers

Return from leave

Accelerate

Raise Awareness

Early Pipeline



EXPERIMENT 9: START ME UP

Inspire young women to join IT by introducing them to the Start-Up scene which is more disruptive therefore attractive than large organisations. Create a series of workshops for Year 10 students in which they learn what it takes to create a start up and think like an entrepreneur.

EXPERIMENT 10: FOLLOW THE LEADERS

Allow our schools to understand what IT is all about by having a school teacher shadow a female senior IT leader and take the experience back to share with her class. Creates an up to date image of the jobs available in IT and one to many communication of what IT can be.

EXPERIMENT 11: COOL FOR SCHOOL

Overcome the nerdy stigma attached to IT and demonstrate it is a great career choice to primary school students. Following the success of Mathletics this could be in the format of a game or a social media campaign. We can show kids that a career in IT allows adults to 'play' at work.

EXPERIMENT 14: GO FOR IT

Overcome the nerdy stigma attached to IT and demonstrate it is a great career choice to Secondary school students, before they are choosing their VCE subjects. Have industry volunteers to educate female students on careers prospects in IT.

EXPERIMENT 23: KIDPRENEURS

Immerses kids in the social and emotional skills used in IT. Give school kids a list of problems we have in our country/world and ask them to prototype an App that could help to solve that particular problem.

EXPERIMENT 24: BE ME FOR A DAY

Enable kids to create a vision of a career in IT by having primary age girls follow a senior female in IT in a workplace situation to experience a day in the life of. Matching mentors from selected organisations with students with a set of skills and interests.

EXPERIMENT 28: CODE LIKE A GIRL

Get more schools and organisations supporting IT programs by running a Hackathon so girls can learn coding skills. Get teenage girls participating in User Experience Design as well as coding to experience the creativity involved.

FOUND - RailsGirls

EXPERIMENT 38: GEEK CHIC

Teenagers essentially already work in IT... they have created their own content from birth. GoGirls 2016 host a workshop where teenage girls partner with an innovative IT crew and an ad agency creative to learn why IT is cool, then create a content video to tell the world.

EXPERIMENT 47: BRING YOUR DAUGHTER TO WORK DAY

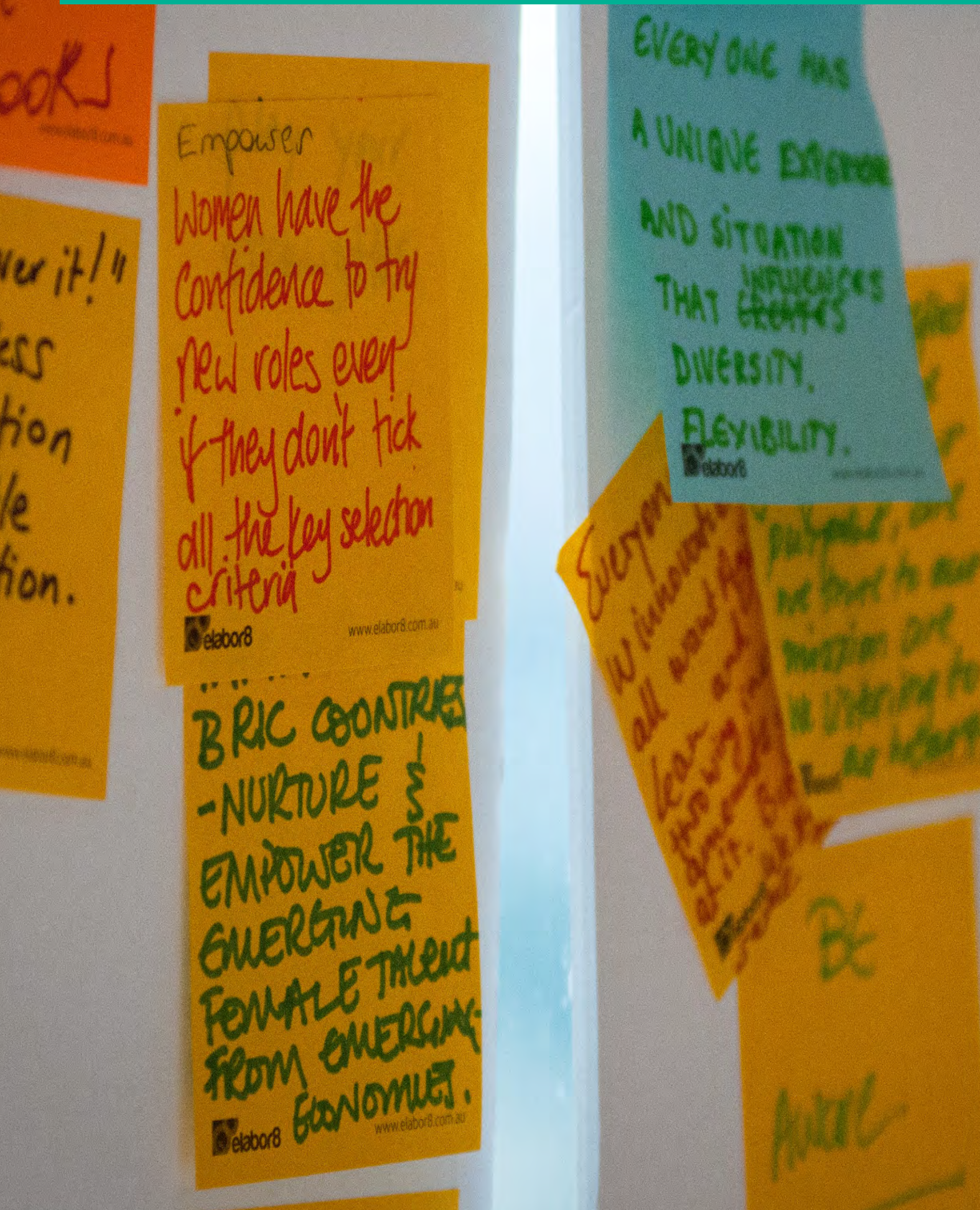
Inspire young women to consider a career in tech and encourage the leadership team to create work-place ready for young women. Include activities for the daughters that showcase the creativity like Innovation Days and User Experience Design workshops.

EXPERIMENT 7: SHAKE IT UP

Fund a chair for a female IT professor in university to highlight an iconic role model to lead by example and influence the pipeline of future IT talent. Choose the professor by looking for the values of disruption, risk taking and innovation.



Hiring



EXPERIMENT 3: UNCOVERING UNCONSCIOUS BIAS

Becoming aware of our unconscious bias allows us to change our behaviours to ensure we are not perpetuating the diversity issues in our workforce. We can train hiring managers on how to uncover their biases and coach them through a hiring process.

FOUND - REA Group

EXPERIMENT 17: RISKY BUSINESS

Create a target for hiring high risk applicants. Consider applicants that don't necessarily have the skills and experience but have transferable skills from different industries, aptitude to learn and history of performance. Open up the pool applicants until 50% of appointments are women.

EXPERIMENT 27: BLIND INTERVIEW

Minimise conscious and unconscious bias by not allowing the interviewer to see or hear the candidate. Interview questions and answers are typed like a chat.

EXPERIMENT 29: WOMEN WITHOUT EXPERIENCE WANTED

Increase the pipeline of women ready for IT leadership by recruiting from other industries. Target IT job ads to attract cross industry and different discipline candidates. A/B test this by placing one ad with original wording, then rewrite it so it will attract women from outside of IT.

EXPERIMENT 31: DON'T TICK ALL OF THE BOXES

Women tend to hold the belief that they need to tick all the boxes of skills in job ads. Encourage the shift from 'Can I?' to 'I can' by stating that we want you if you can tick some, but not all of the boxes.

EXPERIMENT 32: NO GENDER IDENTIFIERS

Remove gender identifiers from CVs to reduce the chance of bias and create a blind recruitment process. Could also work for race and ethnicity.

**EXPERIMENTED - Computershare
- GMT People**

EXPERIMENT 49: OUTSOURCE WITH TARGETS

Workforce is more than permanent employees, includes contractors and vendors who are key contributors to products and services. Include gender targets in contracts for professional services.

EXPERIMENT 55: REMOVE ROLE TITLES

Remove Role Titles from Job Ads to avoid associations that can be made that the role is a ‘male’ role or intimidate a potential candidate who could be coming from another industry eg Senior Solution Architect or Coding Ninja.



Development



EXPERIMENT 46: TELL HER ABOUT IT

Find out how women in IT actually want to network by running an online survey. Find out; when she wants to talk; how she wants to listen; what media to communicate with. Networking is so important for time poor women so we need to customise it to make it work.

EXPERIMENT 51: CAREER PLANNING

Encourage career goals and planning to bring women into leadership positions. Run a workshop to share learnings on career planning, participants to share their experience, learn from research, then follow up with a survey to understand results.

EXPERIMENT 52: THRIVE MEET-UPS

The goal is to create a strong female talent pipeline to increase gender inclusiveness in decision-making and leadership in 100 days. This is an amplification of the IAG Thrive Project. The focus is to create a mindset where each individual is ready to Live Brave and Thrive.

EXPERIMENT 41: TIME FOR A COFFEE

A simple networking experiment to see if a short session can make a difference in opening up leadership opportunities for women. IT leaders (men & women) to make time to have coffee with a woman in IT.

Career Changers



EXPERIMENT 6: IT OR NOT IT...

Find IT leaders and companies to mentor and train non-IT women, in IT skills for free. Female participants are trained or up-skilled from non traditional channels to address the IT skills shortage.

FOUND - MYOB

EXPERIMENT 13: ONLINE INCLUSIVE

Increase the pool of females ready for tech jobs by creating a tech hub or meet up for communities that don't have access to technology. Reach groups such as stay at home mums, the underprivileged and new immigrants. Share IT skills and tech devices.

EXPERIMENT 50: TEACH YOUR COLLEAGUE TO CODE

Programmers spend lunch times showing their female colleagues across the business how to build Apps. This creates accessible learning to spark interest and a connection and pathway to tech roles.

FOUND - ANZ

Return from leave



EXPERIMENT 36: AIRTASK IT

Keep people on leave engaged with the organisation, building confidence and up to date skills through an Airtasker style App where tasks are posted by an organisation and completed by the person on leave. Could be implemented at an industry level or an organisational level.

EXPERIMENT 40: TOUCH POINT

Develop a course or forum for women to stay connected to the IT industry while on maternity leave. Allows women to keep their IT skills current while on leave as the industry is currently focused on tech skills and certification.

EXPERIMENT 45: BEGIN AGAIN

A focused program to re-engage women who are returning from maternity leave. Initiatives like a progressive ramp up of days in the office, training/skills uplift and networking. Motivates and reinvigorates women returning from a career break.

EXPERIMENT 48: MUMS + BUBS MORNING

Women and men on parenting or caring leave come in once a month for morning tea and a session to keep them connected and bring babies. Keeps people connected with employer and changes at work. Keeps parents in mind for team planning.

Accelerate



EXPERIMENT 16: AVALANCHE! TEAM SOUNDING BOARD

High potential women are given a team of senior people to be a sounding board, providing guidance on ideas, projects and decisions without judgement. This could deliver accelerated performance, exposure for the women and expose ideas that might not have been said.

EXPERIMENT 20: GIVE A SISTER A LEG UP

Create greater visibility of senior female IT leaders for those in their mid 30s where women opt out of IT. A cross industry connection point, will encourage women who are in IT leadership roles to help the next wave of women survive life in the pipeline. Let success drive success.

EXPERIMENT 21: LET'S GET FLEXIBLE

Experiment for one week working the times that suit your lifestyle – not the other way around. Have honest and open minded conversations about how flexibility can benefit everyone and create a more engaged workforce, increased happiness and reduced stress.

EXPERIMENT 25: LEADERSHIP PIPELINE

Identify women close to gaining a leadership position and give them a secondment into the next leadership position for a few weeks or a month while the leader is on leave or on task. Women increase their confidence and build capability.

EXPERIMENT 26: FOLLOW THE LEADER

A female candidate is made a leader and assigned a team for a month in which time they must produce a deliverable. This allows for feedback to be received and gives the candidate management level experience.

EXPERIMENTED - Leadership Pipeline

EXPERIMENT 33: YOU'RE THE VOICE

Give up a speaking gig if you are a male and there isn't 50/50 representation on the panel. Or experienced senior women can offer their speaking place to an emerging leader. More women represented so that their ideas are heard and more junior women are exposed to role models.

FOUND - Fitzroy Academy

EXPERIMENT 53: LOOKING OUT FOR YOU

Senior leaders to choose 3 women to coach them through their next career step. There is evidence to show that there is an improvement in the numbers of people applying for promotions, better acceleration and better retention when people had attention and focus on them.

EXPERIMENT 54: NUDGE TO APPLY

When a role is available actively encourage and support more women to apply for senior roles. Many women simply don't put their hand up. When some companies eg Google & ANZ have processes to encourage people to apply then women are more likely to put their hand up.

EXPERIMENT 21: LET'S GET FLEXIBLE

Experiment for one week working the times that suit your lifestyle – not the other way around. Have honest and open minded conversations about how flexibility can benefit everyone and create a more engaged workforce, increased happiness and reduced stress.



Raise Awareness



EXPERIMENT 2: PAY IT FORWARD

Recognise and collect great examples of team behaviours that are positively addressing gender equality. Contributing towards the greater good brings both genders together to act on the issue.

EXPERIMENT 12: THE GOOD GUYS

Hold a Think Tank with 50/50 males and females to solve the gender imbalance in IT at an organisational level. To achieve genuine equality, both genders need an equal share of voice.

EXPERIMENT 15: FROM MOMENT TO MOVEMENT

All it takes is a moment – in this case one line in Wendy McCarthy’s speech at #BOLDMoves “50/50 by 2020”. Using #50/50by2020 create a campaign where Organisations sign up reach gender parity. Leveraging the Male Champions of Change as ambassadors.

EXPERIMENT 22: THROUGH MY EYES

To create empathy and understanding, create an environment for males to shadow the woman through her day. Could gamify this and create a virtual reality experience.

EXPERIMENT 34: #MANEL

Hop onto Carol Schwatz’s twitter feed #manel to share and shame those examples where there is a boys club or unbalanced boards and panels. If enough of us highlight the gender imbalance at the top, the world will start to listen.

EXPERIMENT 35: THOUGHT WALL

Create a positive diversity action ‘Happiness’ or ‘Thought’ wall in your office. Each day as you leave post a thought, quote or idea relating to how to achieve equality. Give compliments, making people laugh... Attract a diverse mix of people, from different departments to create incremental change.

EXPERIMENT 37: FROM THE GROUND UP

A junior woman coaches a senior male leader for one month, on how to manage women, providing powerful insights for both parties. Creates exposure for potential women leaders and enough senior leaders to create an organisation designed for women.

EXPERIMENT 56: CELEBRATE THE CHANGE MAKERS

Celebrate the change makers with Tech Diversity Awards. Have formal awards in different categories to identify and amplify the stories in different organisations, including smaller organisations and different industries. Focus on the individual change makers though not the organisations. The most innovative will achieve the Bold Moves award. **EXPERIMENTED - #Tech Diversity**

JOIN OTHER CHICKS WITH CLICKS WHO ARE MAKING A DIFFERENCE



<VICICT4.WOMEN/>

ASSOCIATION FOR ADVANCING WOMEN IN DIGITAL + TECH

Women in tech are a smart lot, working as developers, analysts, programmers and everything in between. However, while some can code in a number of complex languages and have all the smarts in the world, many struggle with how to progress into leadership positions. And, quite frankly, this does not compute. Vic ICT for Women is the professional organisation that is putting a rocket up the industry and creating epic pathways for women in tech leadership.

WE ARE THE VOICE OF LEADERSHIP

We are working the diversity agenda from the top down. We are mentoring, training and connecting our individual members. We are inspiring women of all ages to enter, stay in and upskill in an amazing industry. We have pioneered award-winning and record-breaking programs that mean we're rolling our sleeves up and getting seriously dirty about diversity in tech. Here are just a few of our other ground-breaking programs, so visit our website to see them all.

SAVVY PEOPLE GET WITH THIS PROGRAM

At Vic ICT for Women we are doing our bit to help. Membership comes at a small cost but with a lot of benefits. It's easy to take part in, open to everyone and is already making a difference in the lives of the thousands of women and girls who have participated. It's a priceless investment in your career.

This savvy membership gives you the keys to a professional network, a voice when it comes to diversity agenda-setting, access to our programs, events and workshops, the ability to develop broader skills that enhance your core career skills via volunteering, and access to likeminded associations' events at their member prices.

GET INVOLVED

Now is the time to pull together, get real and create real change. Please share this with your sisters, mother, neighbours and daughters. Everyone is invited, not just those with a two X chromosome. Women played a massive role among the original tech pioneers, so let's get behind diversity and create balance, fairness and visible career paths for everyone in tech.

Join the women shaping tomorrow and be recognised as an industry leader.

You can find out more at vicictforwomen.com.au/membership-benefits/ or email enquiries@vicictforwomen.com.au for more information.



Thank you