The ingredients of inclusivity

The impact of inclusive work cultures on women in technology roles in Finland

Research report

accenture

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WiT
WOMEN IN TECH FINLAND

The ingredients of inclusivity
Research background and objectives

Diversity is a hot topic but simply focusing on diversity is not enough. Only a truly inclusive and equal work culture, where everyone can thrive and be their true selves, will attract a diverse workforce and drive innovation and business growth.

Studies*show that in the most equal work cultures the innovation mindset is six times higher than in the less equal ones. Inclusion is, therefore, not only an ethical imperative, but a pre-condition to business success.

Women in Tech Finland, Mimmit koodaa and Tekniikan akateemiset have in collaboration with Accenture set up a survey for women in technology roles, with the objective to understand the inclusivity of workplace cultures in Finland and its impact on how females thrive at work.

*Getting to equal: Creating a culture that drives innovation (2019)

Women are ambitious but many still find it hard to thrive in technology roles
Key findings from research

Women in technology roles are ambitious but many find it hard to thrive.
46% pursue a leadership position in their current organizations. There are also more female role models in leadership teams than before. Over 30%, however, find it hard to thrive in technology roles.

An inclusive culture is the key that unlocks opportunities for women in tech roles.
Women working in inclusive workplaces are passionate about their work, happy with their pace of advancement, believe they are given equal pay, are loyal towards their employers and believe that they can thrive in tech. When comparing this group of women to those working in non-inclusive work cultures, the difference is dramatic.

**There is no silver bullet - inclusivity is a mix of many ingredients.**
The research reveals 7 key ingredients to inclusivity which have the biggest impact on how females thrive and stay on in tech roles.

In order to make change happen, organizations need to lead and measure inclusivity systematically.
Concrete targets, actions, measurement and leadership commitment is still missing in many organizations.

- Current tech (currently works in a tech role), n=704
- Switchers (previously worked in a tech role), n=56

- Network participants, n=562
- Norstat Finland sample, n=208
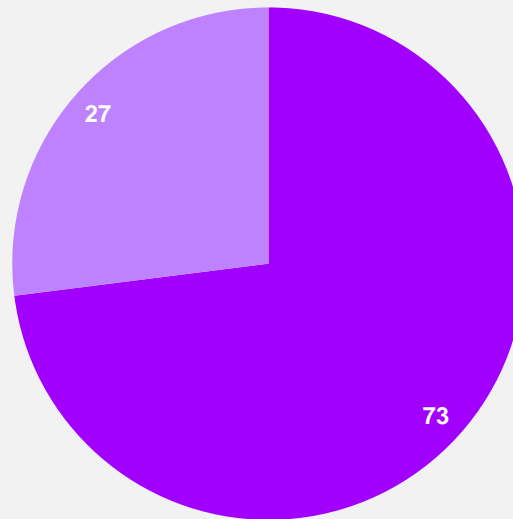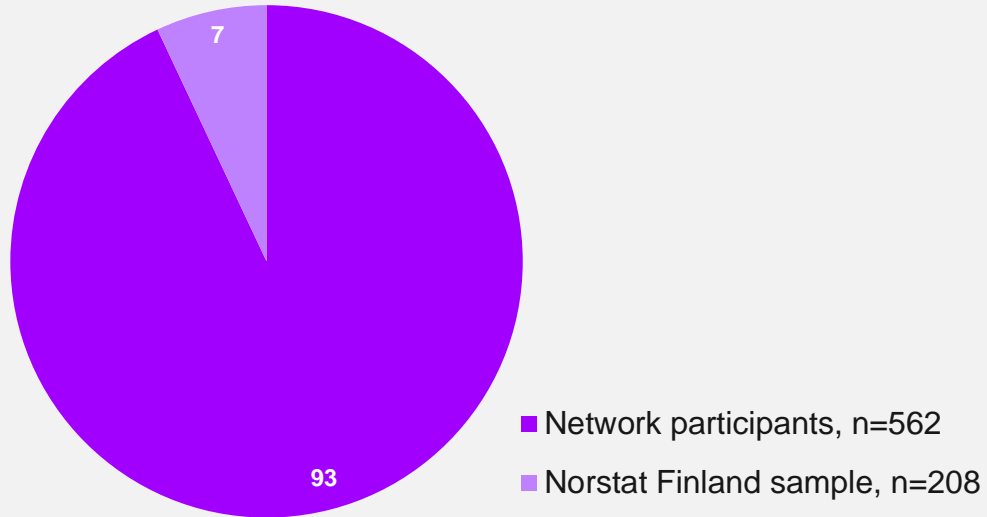
The method

The study was conducted as a quantitative survey by research company Kuulas Helsinki in June 2021. The survey link was distributed via Accenture's, Women in Tech Finland's, Mimmit Koodaa's and Tekniikan Akateemiset's networks. The study was complemented with Norstat Finland panel sample.

The research questions were based on Accenture´s international survey and included approximately 40 pre-defined aspects of an inclusive work culture.

The survey data was analyzed using regression analysis. As part of the analysis, a culture index was created where respondents were segmented into "more-inclusive" and "less-inclusive" work cultures. This forms the basis of the report and allows for comparison and calls to action.

The target group of the study consisted of women currently working or having previously worked in a technology role, N=770.
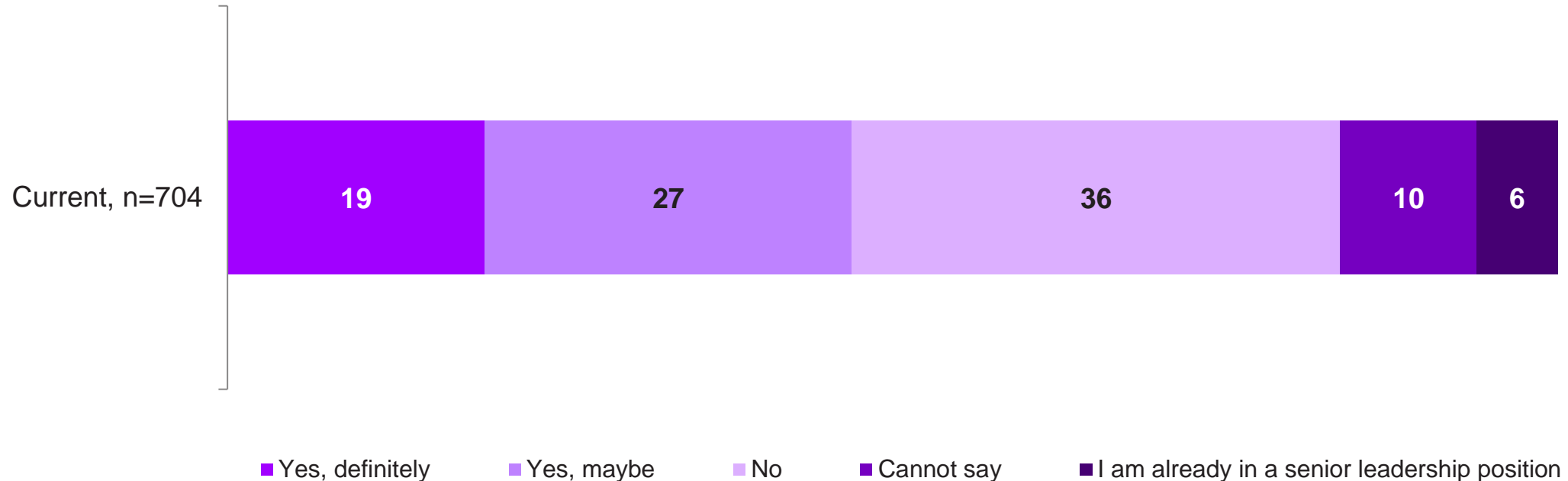
The respondents that have previously worked in tech roles are labeled switchers in the report.

Women in technology roles are ambitious

Women in tech roles are ambitious
## 46% are pursuing management positions in their current organization

Do you aspire to be in a senior leadership position (executive team or directly reporting to the executive team) in your current organization?

| Current, n=704 | 19 | 27 | 36 | 10 | 6 |

■ Yes, definitely   ■ Yes, maybe   ■ No   ■ Cannot say   ■ I am already in a senior leadership position

There are more women in leadership

25 % of the respondents say that the number of women in leadership positions in their organizations has increased significantly
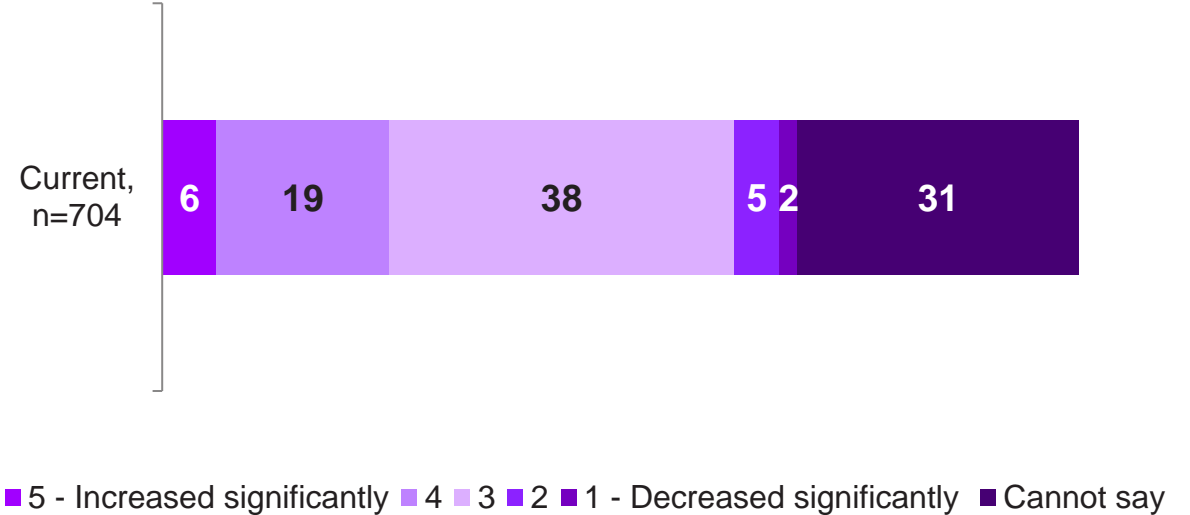
Which portion of your workplace's senior leadership positions is held by women?
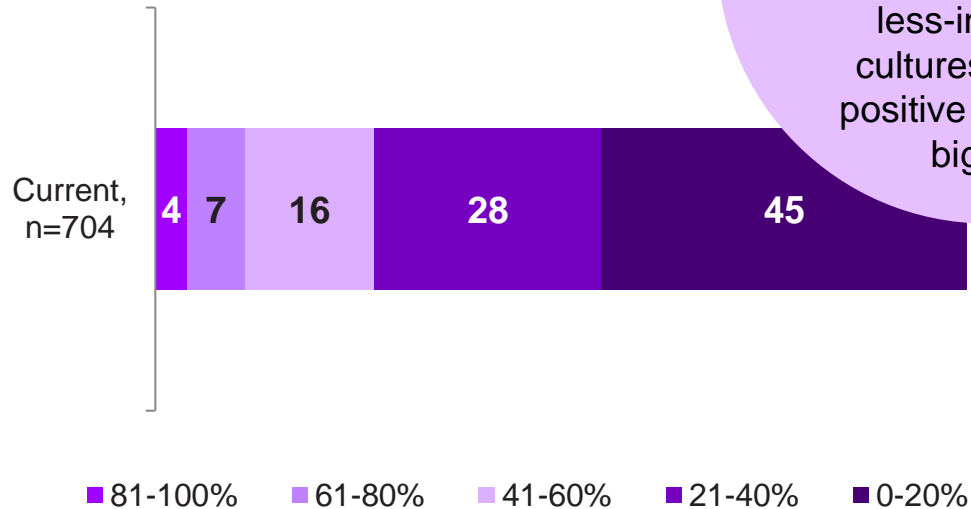
In more inclusive workplace cultures the amount of women in senior leadership positions is higher than in less-inclusive cultures and the positive change is bigger.

How has the number of women in senior leadership positions changed during the time you've been employed in the organization?

Current, n=704

| 4 | 7 | 16 | 28 | 45 |

Current, n=704

| 6 | 19 | 38 | 5 | 2 | 31 |

■ 81-100% ■ 61-80% ■ 41-60% ■ 21-40% ■ 0-20%

■ 5 - Increased significantly ■ 4 ■ 3 ■ 2 ■ 1 - Decreased significantly ■ Cannot say

An inclusive culture matters
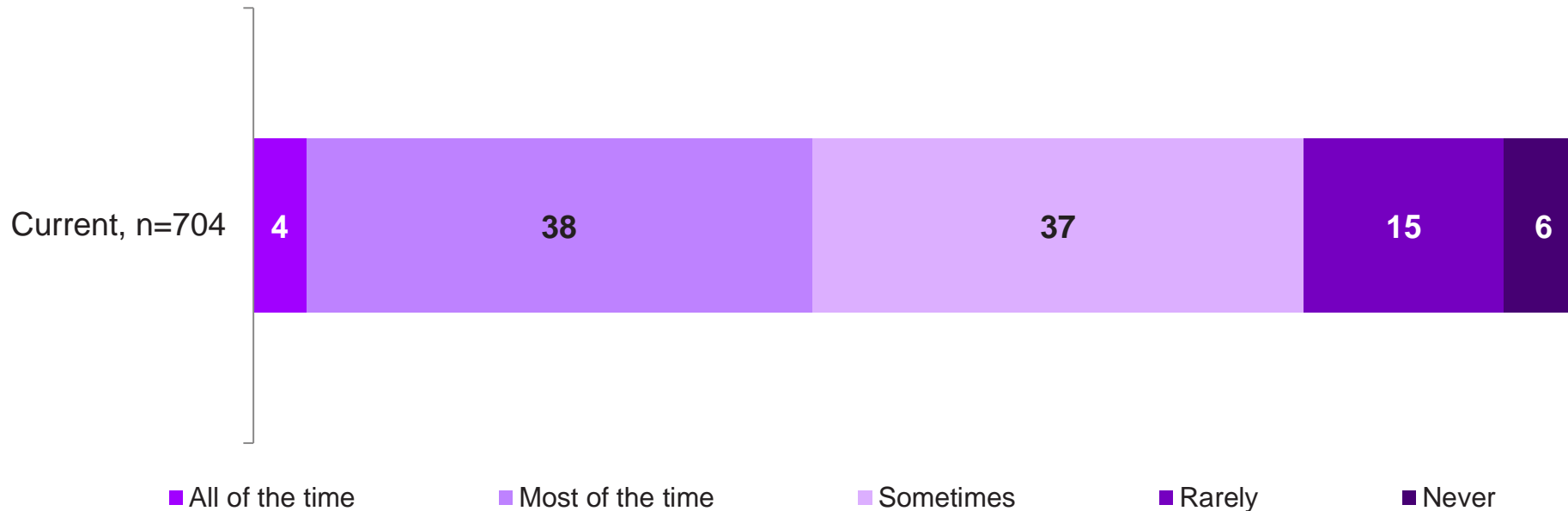
An inclusive culture matters

The degree of inclusivity in their organizations directly influences how women experience their jobs and how long they stay in them

	More-inclusive work cultures (top 20 %)	Less-inclusive work cultures (bottom 20 %)
I love my job	73 %	16 %
I am happy with the pace of my advancement	85 %	21 %
I believe that women can thrive in tech	45 %	9 %
I am treated more junior than my male colleagues	10 %	75 %
I believe that men are paid more for the same work	11 %	64 %
I will probably leave my current job	7 %	53 %

Many tech women love what they do
A non-inclusive work culture, however, clearly makes them less enthusiastic
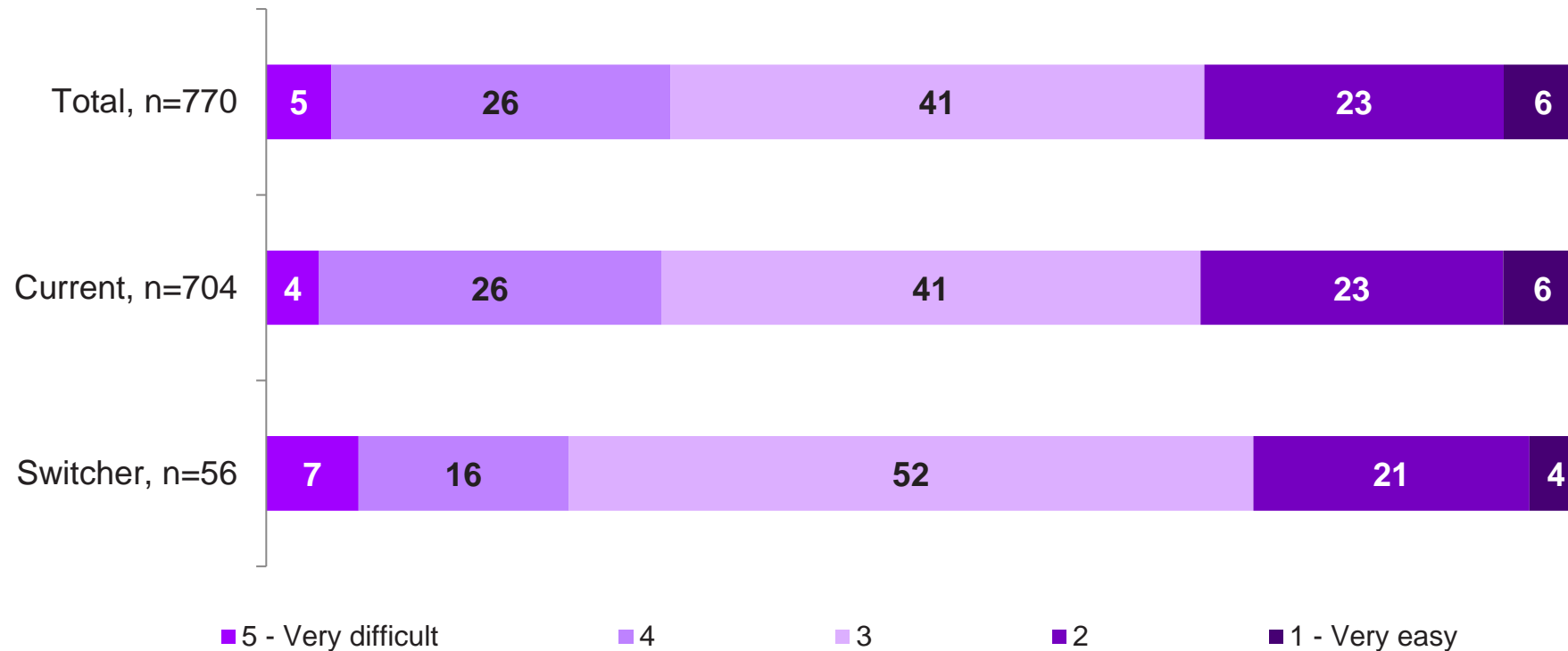
Do you love your job?

| Current, n=704 | 4 | 38 | 37 | 15 | 6 |

73 % of the women working in a more and 16 % working in a less inclusive culture love their jobs.

■ All of the time   ■ Most of the time   ■ Sometimes   ■ Rarely   ■ Never

Overall 30% of women in tech roles think it's difficult to thrive in tech
In inclusive work cultures 45% of the women believe they can succeed

Overall, how easy do you believe it is for women to thrive in tech roles?

	5 - Very difficult	4	3	2	1 - Very easy
Total, n=770	5	26	41	23	6
Current, n=704	4	26	41	23	6
Switcher, n=56	7	16	52	21	4

45 % of the women working in more and **9 %** working in a less inclusive cultures believe it is easy for women to thrive in a tech role.

■ 5 - Very difficult   ■ 4   ■ 3   ■ 2   ■ 1 - Very easy

Many women feel that they are treated more junior than their male colleagues

How often have you faced situations where you were treated more junior than your male colleagues?
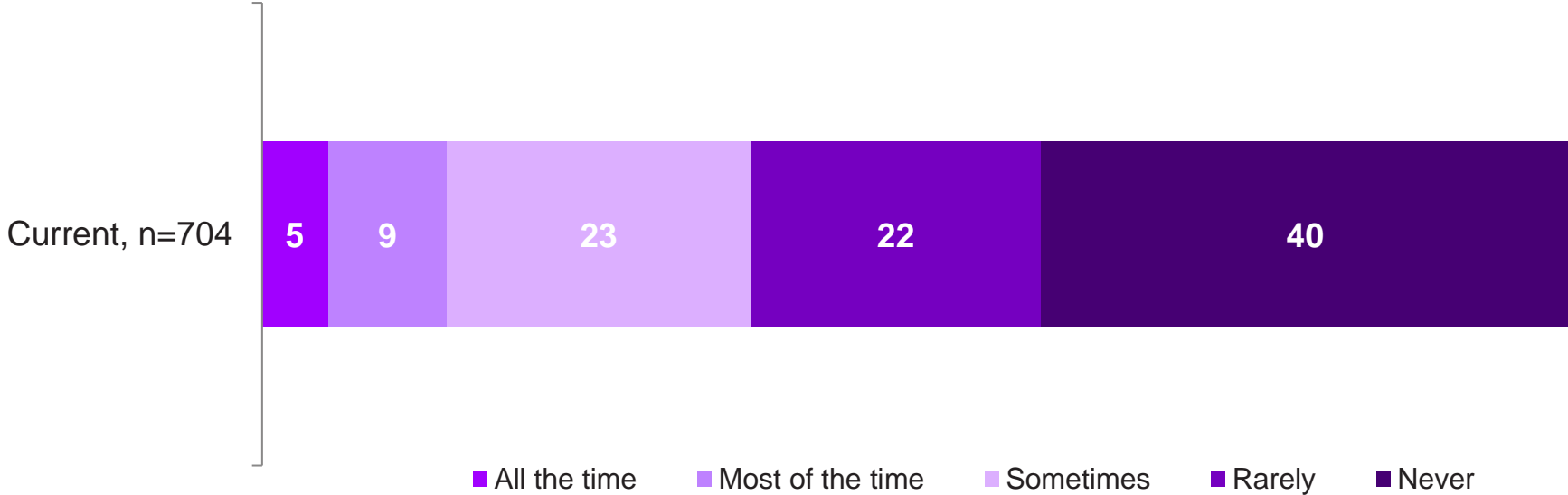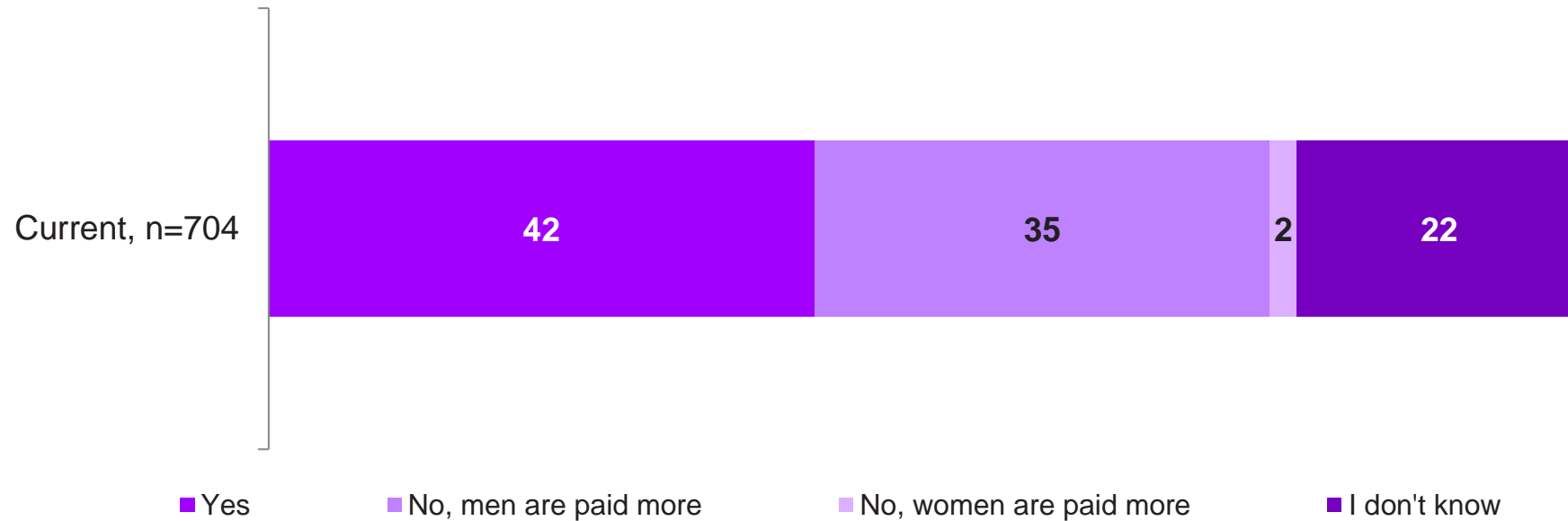

10 % of the women working in more and **75 %** working in less inclusive cultures feel they are treated more junior than their male colleagues.

Current, n=704				
5	9	23	22	40

■ All the time   ■ Most of the time   ■ Sometimes   ■ Rarely   ■ Never

35% of the respondents think that men get paid more for the same job
In non-inclusive cultures the belief that salaries aren't equal is even stronger

Do you trust that your organization pays women and men equally for the same work?

Current, n=704	42	35	2	22

- ■ Yes
- ■ No, men are paid more
- ■ No, women are paid more
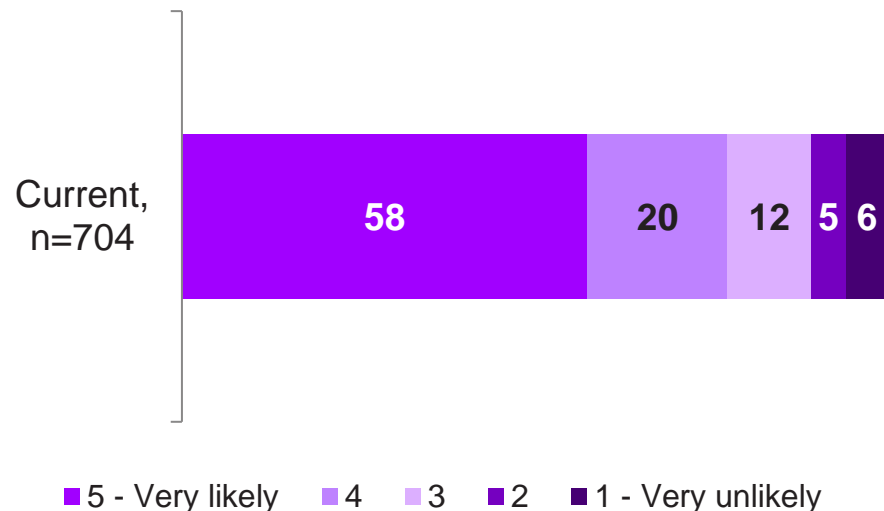- ■ I don't know

64 % of the women working in less and **11 %** in more inclusive cultures believe that men are paid more for the same work.

Nearly 80% are likely stay in a tech role
An inclusive culture has a significant correlation with employee loyalty

7 % of the women working in more and **53 %** working in less inclusive cultures are very likely to leave their current employer in the near future.

How likely or unlikely is it that you'll still be working in a technology role two years from now?

Current, n=704

| 58 | 20 | 12 | 5 | 6 |

■ 5 - Very likely ■ 4 ■ 3 ■ 2 ■ 1 - Very unlikely

How likely or unlikely is it that you'll still be working for your <u>current</u> employer two years from now?

Current, n=704

| 28 | 26 | 23 | 10 | 13 |

■ 5 - Very likely ■ 4 ■ 3 ■ 2 ■ 1 - Very unlikely

Why women leave tech roles

Women leave tech roles for many reasons

Many point out a desire for change, better work/life balance, more responsibility in a new role and not fitting into the work culture as drivers for leaving

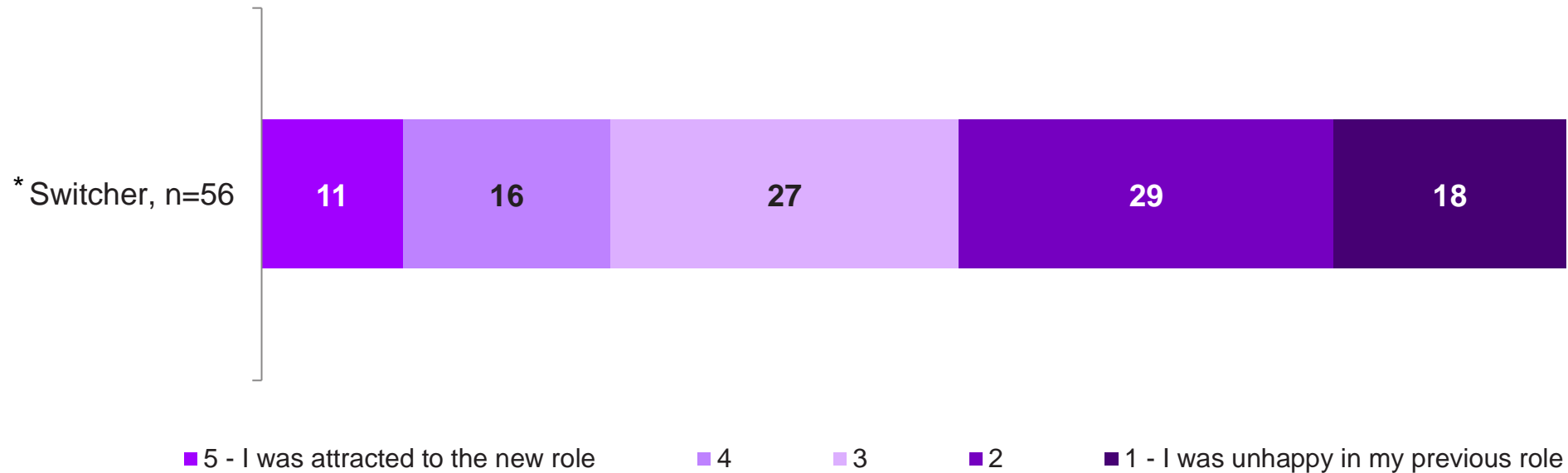| Reason	Value
I wanted change	36
I wanted a better work/life balance	25
The role offered to me was more attractive and offered more responsibility	18
I didn't fit in to the workplace culture	18
I felt that I couldn't advance or gain more responsibility	16
Hard to balance work and family commitments	13
The work was boring and repetitive	11
I could raise my salary level	11
Because of sexual harassment or discrimination	7
I didn't like my line manager/supervisor	5
Lack of senior leaders/role models of my gender	5
Lack of colleagues of my gender	4
Other, what?	20
Cannot say	13

Swithers, N=56 Respondents of the survey who have switched away from a technology role

Unhappiness with current roles drive women away from technology

To what extent was your decision to leave the technology role driven by the following…

*Switcher, n=56

11	16	27	29	18

■ 5 - I was attracted to the new role   ■ 4   ■ 3   ■ 2   ■ 1 - I was unhappy in my previous role

Respondents of the survey who have switched away from a technology role

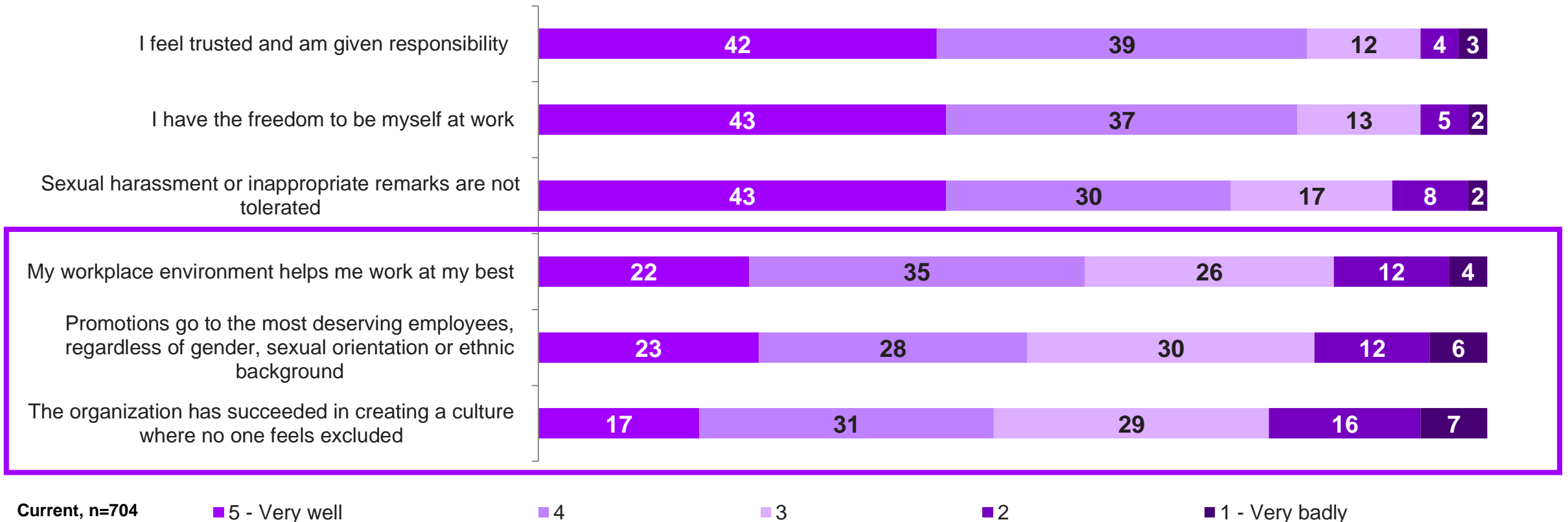# The key ingredients of an inclusive culture

There's no silver bullet

The research reveals 7 key factors which most significantly influence how women thrive and stay in tech roles

1	**My workplace environment helps me work at my best**
2	**I have the freedom to be myself at work**
3	**The organization has succeeded in creating a culture where no one feels excluded**
4	**I feel trusted and am given responsibility**
5	**Promotions go to the most deserving employees**
6	**Sexual harassment or inappropriate remarks are not tolerated**
7	**The organization succeeds in attracting, retaining and advancing women**

# Some elements of inclusivity are in a better shape than others

Each organization needs to understand their current situation

How do the following statements reflect your workplace?

Statement	5 - Very well	4	3	2	1 - Very badly
I feel trusted and am given responsibility	42	39	12	4	3
I have the freedom to be myself at work	43	37	13	5	2
Sexual harassment or inappropriate remarks are not tolerated	43	30	17	8	2
My workplace environment helps me work at my best	22	35	26	12	4
Promotions go to the most deserving employees, regardless of gender, sexual orientation or ethnic background	23	28	30	12	6
The organization has succeeded in creating a culture where no one feels excluded	17	31	29	16	7

Current, n=704

■ 5 - Very well ■ 4 ■ 3 ■ 2 ■ 1 - Very badly

Over half of the respondents don't see any progress in attracting retaining and advancing women in their organizations

How would you rate the progress your organization has made in the following areas since you joined?

Attracting, retaining, and advancing women

| 7 | 25 | 51 | 13 | 4 |

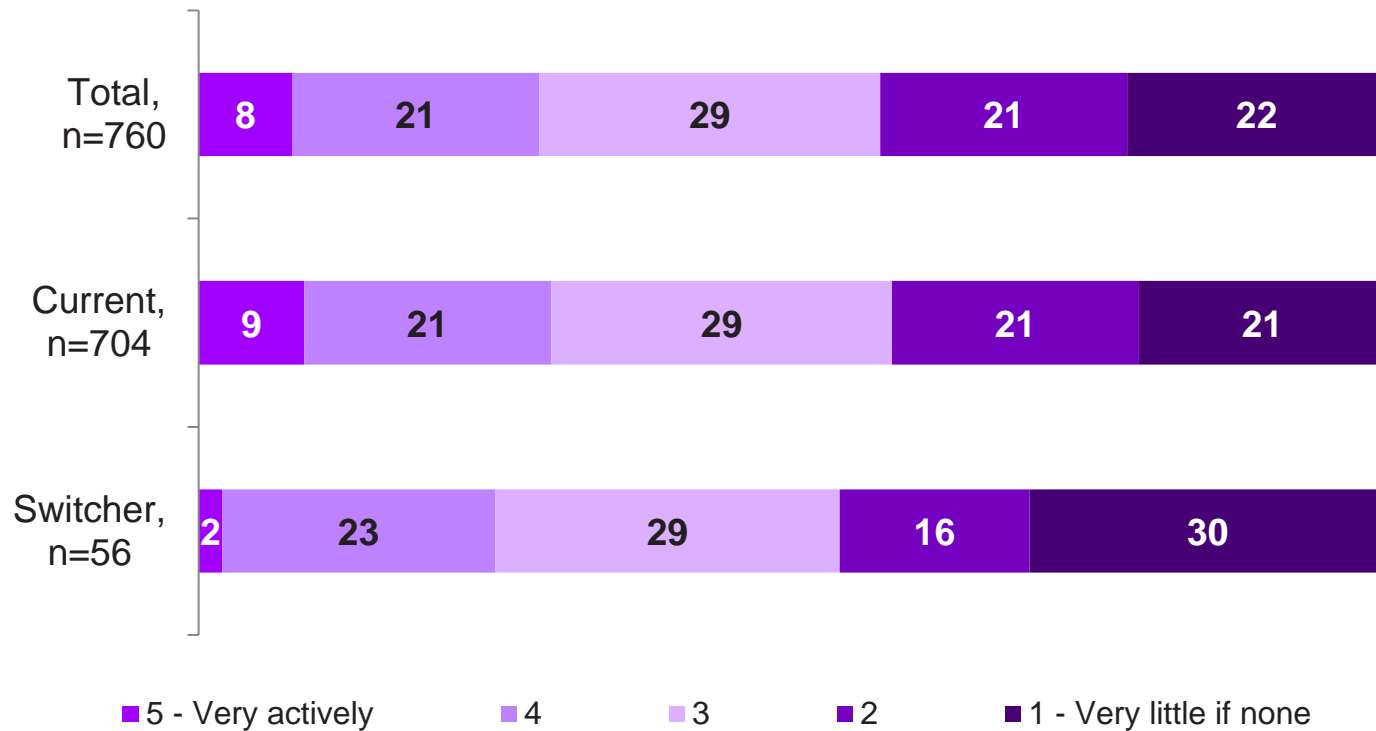■ 5 - Rapid improvement ■ 4 ■ 3 ■ 2 ■ 1 - Rapid deterioration
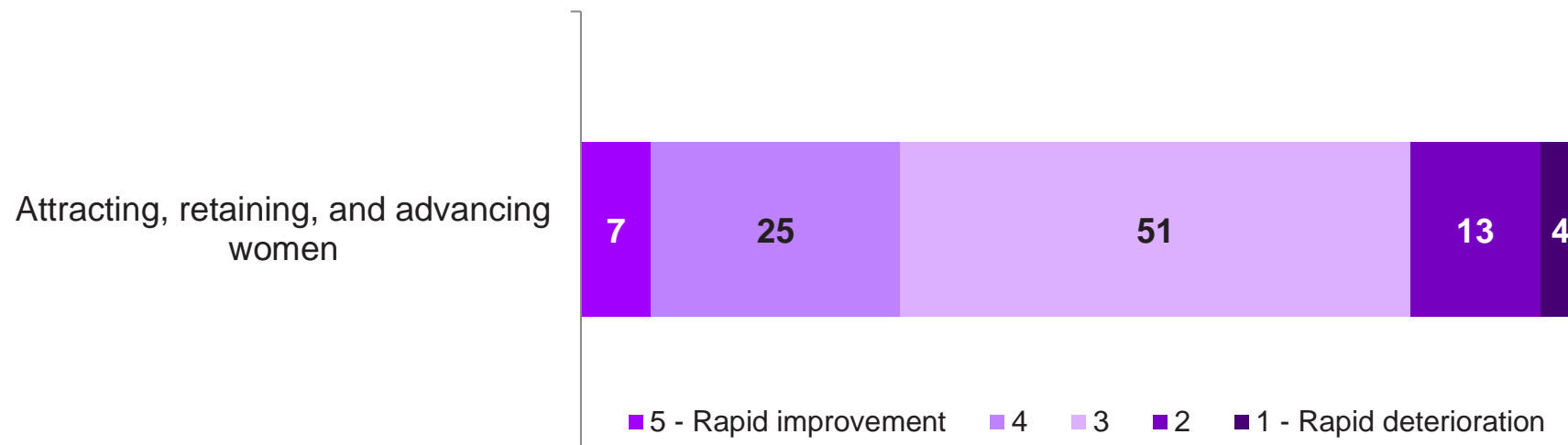
60 % of the women in inclusive cultures and **5 %** of those in less inclusive cultures believe their organization has made progress in attracting, retaining and advancing women.

Current, n=704

Concrete actions, measurements and leadership needed

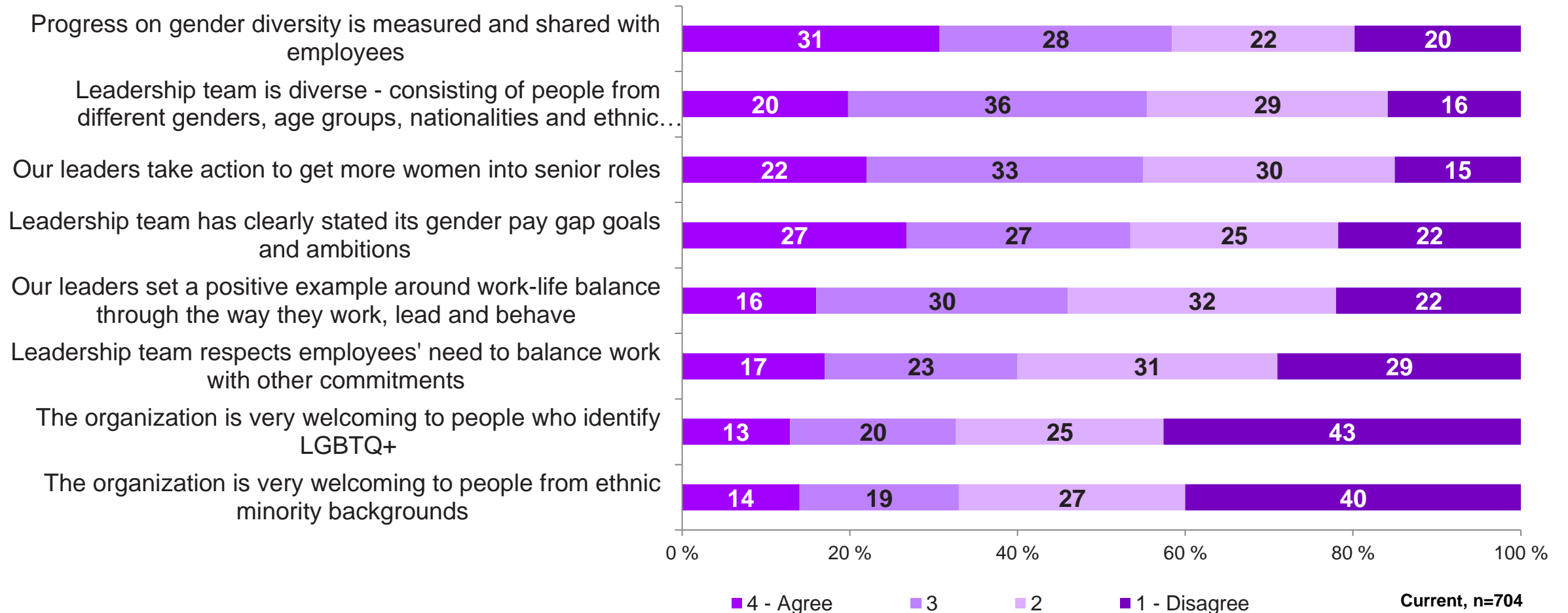# Over 40% of the respondents say that organizations fail in promoting advancement opportunities and career paths

Are the advancement opportunities and career paths actively promoted in your organization?

Category	5 - Very actively	4	3	2	1 - Very little if none
Total, n=760	8	21	29	21	22
Current, n=704	9	21	29	21	21
Switcher, n=56	2	23	29	16	30

Legend:
■ 5 - Very actively ■ 4 ■ 3 ■ 2 ■ 1 - Very little if none

54 % of the women currently working in inclusive cultures agree that advancement opportunities are actively promoted, when in less inclusive cultures only **7 %** think so.

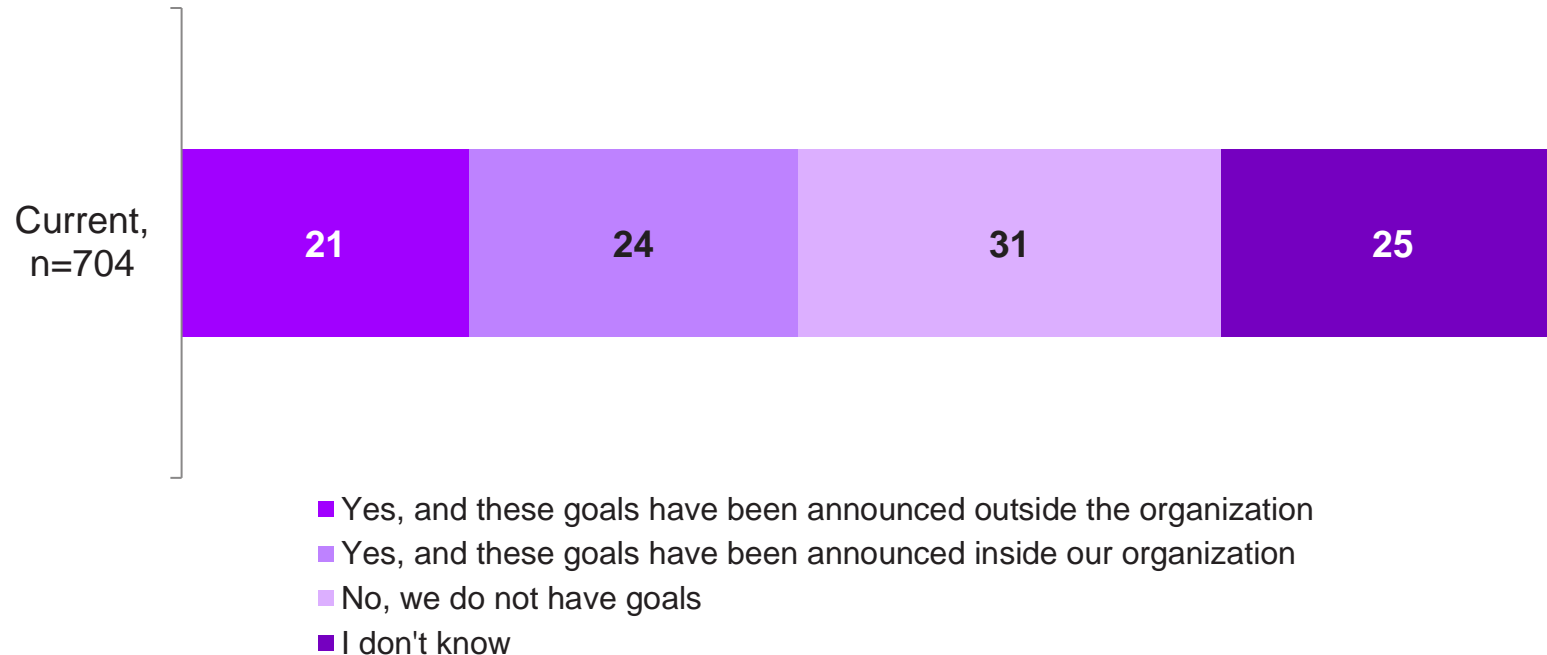# Leaders need to take more concrete actions to drive inclusion and diversity

How would you describe your current employer's approach to improving the diversity and culture of the organization?

	4 - Agree	3	2	1 - Disagree
Progress on gender diversity is measured and shared with employees	31	28	22	20
Leadership team is diverse - consisting of people from different genders, age groups, nationalities and ethnic…	20	36	29	16
Our leaders take action to get more women into senior roles	22	33	30	15
Leadership team has clearly stated its gender pay gap goals and ambitions	27	27	25	22
Our leaders set a positive example around work-life balance through the way they work, lead and behave	16	30	32	22
Leadership team respects employees' need to balance work with other commitments	17	23	31	29
The organization is very welcoming to people who identify LGBTQ+	13	20	25	43
The organization is very welcoming to people from ethnic minority backgrounds	14	19	27	40

Current, n=704

Almost a third say that their organization has not set targets to increase diversity

Has your organization set a target/goal to increase diversity in the workforce?

Current, n=704

| 21 | 24 | 31 | 25 |

- ■ Yes, and these goals have been announced outside the organization
- ■ Yes, and these goals have been announced inside our organization
- ■ No, we do not have goals
- ■ I don't know

23% in inclusive work cultures and **50%** in the less inclusive cultures had no targets to increase diversity.

Our call to action

Our call to action

1. **Measure the current state of diversity and inclusion.** Previous research has shown that there is often a perception gap between the leadership and the employees when it comes to the inclusivity of the work culture. Only by having clear data of the current situation, organizations will know what to improve. It is also vital to trust that data and not dismiss it – even if it wasn't what was expected.

2. **Gather insights about why women leave.** Listen to why they leave your company or technology roles and understand why they feel unhappy with their careers.

3. **Set your targets and create an action plan.** Once the stage is set, it's go-time. Set ambitious goals and plan for actions towards that goal, whether they be big or small – it all counts.

4. **Zero in on the everyday experiences.** Inclusivity happens every day, starting with teams and meetings. A single incidence of "micro-exclusion" can lead to an immediate 25% decline* in an individual's performance on a team project.

5. **Make some noise.** Spell out your values from the recruitment process to highlighting advancement opportunities and career paths for women throughout their progression.
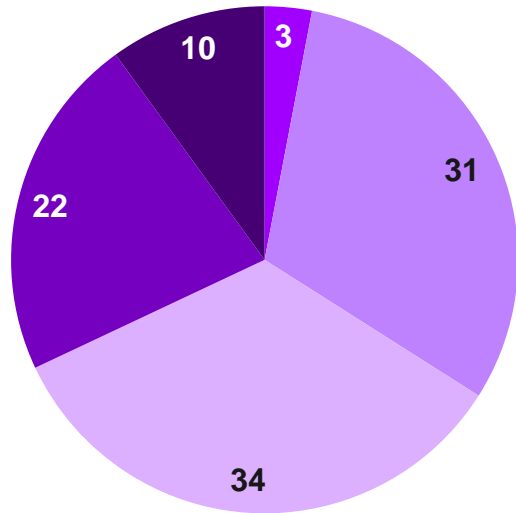
Ultimately, more inclusive workplaces make work better and more meaningful for all, not just for women
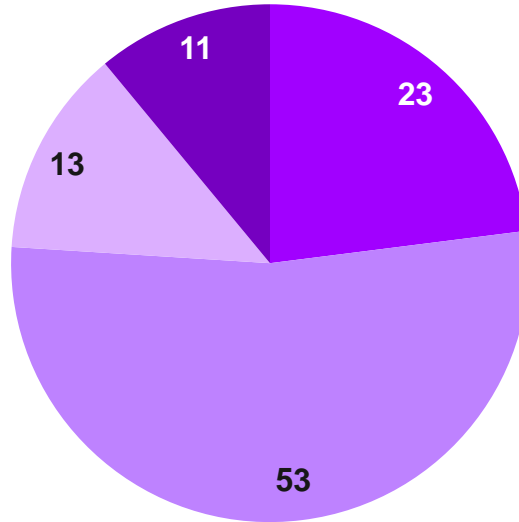
Appendix

Backgrounds of the respondents

Age

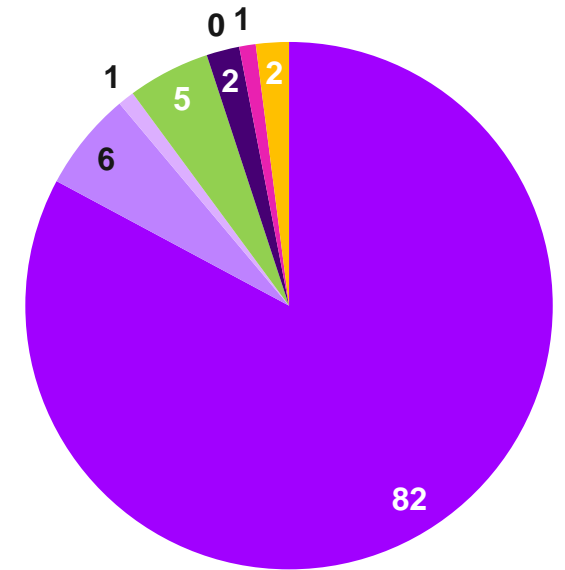|	
■ 15-24	■ 25-34 ■ 35-44
■ 45-54	■ 55+

Area

■ Western Finland
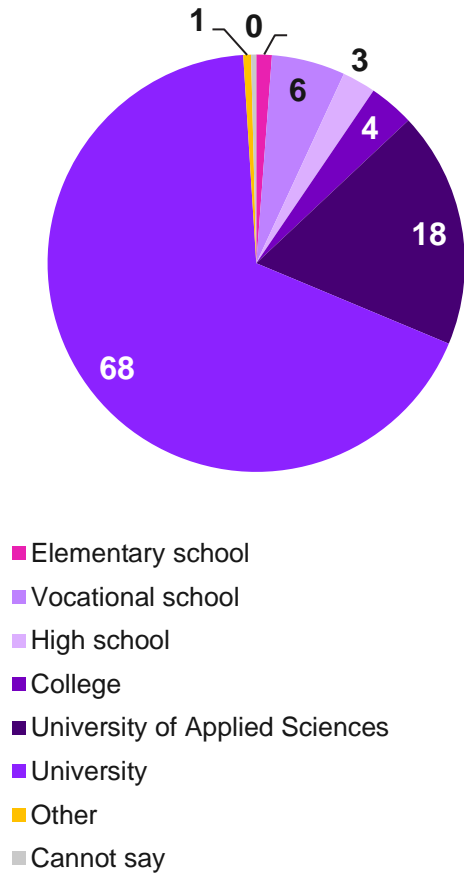
■ Helsinki-Uusimaa

■ Southern Finland

■ Northern and Eastern Finland

Employment status

■ Full-time work
■ Part-time work
■ Freelance/independent contractor
■ Full-time caregiver (children, parents etc.)
■ On study leave
■ Retired
■ Unemployed, looking for work
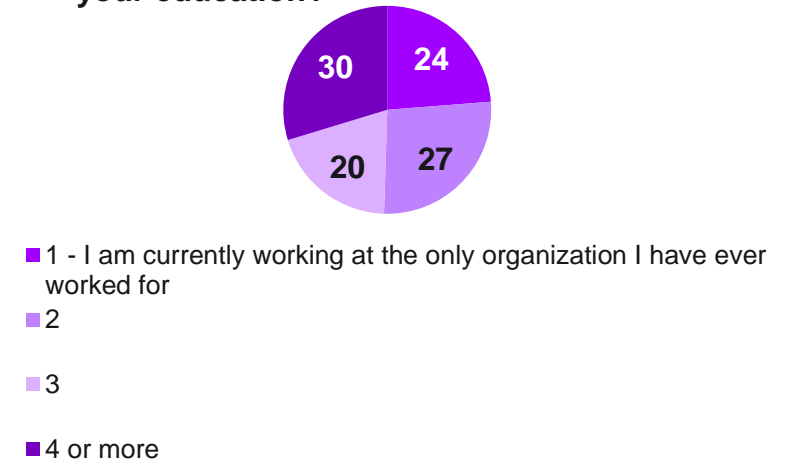■ Other, what?

n=770

Backgrounds of the respondents

Education level

- 1
- 0
- 3
- 6
- 4
- 18
- 68

Legend:
- Elementary school
- Vocational school
- High school
- College
- University of Applied Sciences
- University
- Other
- Cannot say

Please select studies you focused in at College or University?

Field	Value
Engineering	33
IT (Information...	16
Business, Economics	15
Computer Science	8
Science (Chemistry,...	6
Humanities	4
Arts, Design	3
Social Science	3
Mathematics	3
Data Science	2
Education/Teaching	2
Graphic Design	
Finnish, Finnish Literature	
Media, Communications	
Medicine, Dentistry,...	
Political Science	
Any other tech related...	
Cyber Security	
Other, what?	8
None of these	7

n=770

How many years have you been working since completing your education?

Years	Value
0-5 years	27
6-10 years	20
11-15 years	17
16-20 years	14
21-25 years	12
26-30 years	6
31 or more	4

For how many different organizations have you been working for since completing your education?

- 30
- 24
- 20
- 27

Legend:
- 1 - I am currently working at the only organization I have ever worked for
- 2
- 3
- 4 or more

Which of the following best reflects your position within your organization?

Legend:
- Owner or partner
- C-level excecutive
- Executive Vice President, Director or equivalent
- Vice president, Senior Manager or equivalent
- Manager or equivalent
- Specialist or expert
- Employee
- Other, what?

- 1
- 3
- 4
- 2
- 6
- 15
- 19
- 51

31
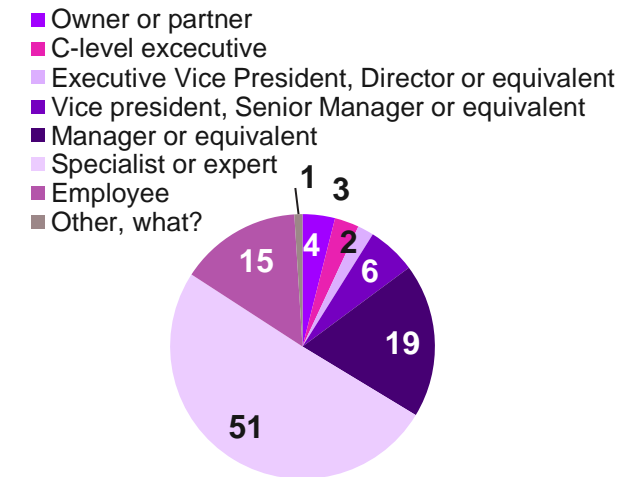
Backgrounds of the respondents

In which industry do you currently work?

- Telecommunications and ICT
- Technology
- Software
- Gaming
- Engineering
- Consulting
- Finance
- Construction
- Consumer Goods and Services
- Marketing and Media
- Retail and Logistics
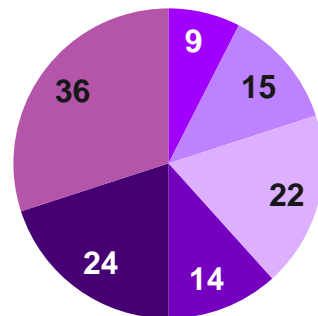- Healthcare Providers, Healthcare Admin
- Education and Training
- Arts and Culture
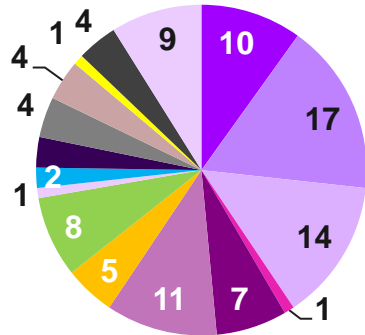
How many employees does your organization have?

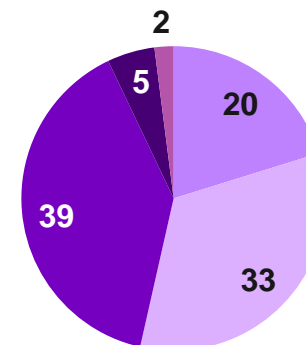- Less than 10 people
- 10-49 people
- 50-249 people
- 250-500 people
- Over 500 people
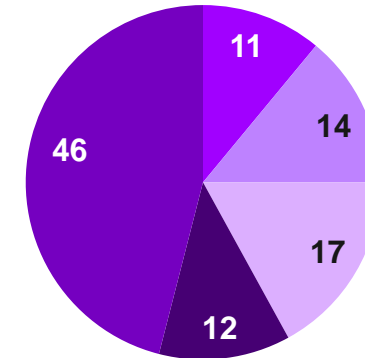
What age are your children?

- Less than 3-year-olds
- 4-7-year-olds
- 8-13-year-olds
- 14-18-year-olds
- Over 18-year-olds
- I don't have kids

n=770

Which of the following best describes your living situation?

- I live at home with my parents
- I live alone
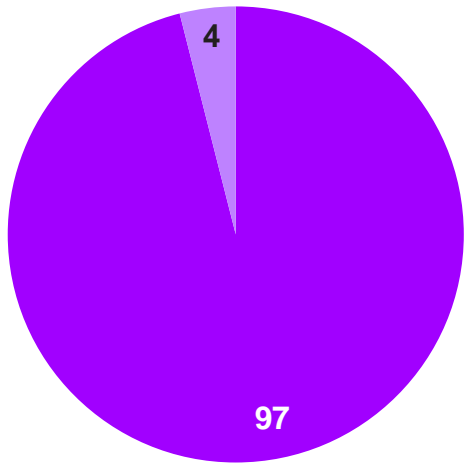- I live with my spouse
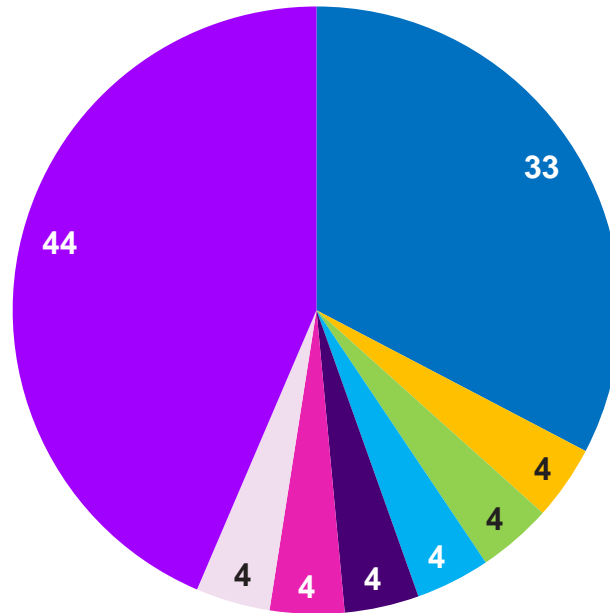- I live with my spouse and children

32

Backgrounds of the respondents

Background (n=770)

- Finnish
- Other

What is your background (if other) (n=27)

- Russian
- Estonian
- Somalian
- Former Yugoslavian
- Chinese
- Thai
- Vietnamese
- Turkish
- Afghan
- Iraqi
- Syrian
- Swedish
- Danish
- Norwegian
- German
- French
- British
- Indian
- Other, what?

Do you feel belonging to…? (n=770)

- Sexual minority
- Ethnic minority
- Cultural minority
- Linguistic minority
- Religious minority
- Other minority, which?
- I don't belong to any minorities
- I don't want to reply