



WOMEN IN THE TECHNOLOGY INDUSTRY IN CHILE: FINDINGS AND RECOMMENDATIONS



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FOREWORD

Science and technology are sectors in rapid growth; they are vital to national economies and this means that STEM (Science, Technology, Engineering and Mathematics) skills have been identified as necessary for a country to remain economically competitive. In recent years, increasing digitalization has led to growing demand for professionals in technology fields, yet it is estimated that most of these positions will be occupied by men.

Despite their importance, women have been systematically under-represented in various STEM fields and especially in technology. This disparity begins at an early age in the classroom and covers areas as broad as research, career development and access to jobs generated in these areas. Socially-marked gender stereotypes have significant impact on the types of careers that women mainly follow. Similarly, conscious and unconscious biases, presented by both men and women especially in the workplace, are another key influence on the inclusion of women in employment in the technology sector.

In this context and under the framework of UN Women's global Tu Oportunidad – Second Chance Education programme, UN Women has commissioned the “Study into demand for women in the technology industry in Chile” in order to provide relevant information on the participation of women in the technology field and identify the capacities required, taking into account the current economic crisis resulting from the Covid-19 pandemic. To do this, a review was conducted of literature and relevant regulations on the inclusion of women in the workforce of the Chilean technology sector. After this, a survey for completion by companies that use technology in Chile was developed, implemented and systematized; its results were used to present recommendations in respect of the skills that need to be developed through training and recommendations to companies. This was in order to encourage the recruitment of women in the

technology sector, to implement gender policies and to reinforce the importance of gender equality in all areas, also taking account of the current crisis, the role of teleworking and Economy 4.0.

This study forms part of the initiatives promoted by UN Women for the economic and social empowerment of women and for reducing gender gaps and employment through its programme offerings, including the “Immediate Response Project” for the sustainable, economic reintegration of young women in Chile; the “Win-Win: Gender equality means good business” programme promoting gender equality in the private sector; the “Originarias” programme for the empowerment of indigenous women for sustainable development; and the “Tu Oportunidad - Second Chance Education” (SCE) programme, a pioneering global initiative of UN Women that seeks to provide a comprehensive solution to those women who, for various reasons, have been marginalized from receiving a formal education, by providing educational tools for autonomy and economic empowerment.

It is also pertinent to mention that UN Women has developed number of tools to mediate gender gaps in institutions and other organizations to improve the implementation of policies to ensure equality of opportunities for women and men in the workplace. One of these is the “Diagnosis of Equal Remuneration” (DER) that UN Women has provided so that every organization can, independently and without intermediaries, measure whether it is applying the principle of “equal pay for work of equal value”, on the assumption that equal pay is one of the pillars for achieving gender equality and women's empowerment in the workplace.

Here at UN Women, we are calling for encouraging investment in and opportunities for women and girls, so that they can learn, grow and innovate in science and technology. We also call on businesses around the world to adopt the Principles for the Empowerment of Women that promote gender equality and women's empowerment in the workplace, the market place and the community

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LIST OF ACRONYMS

Organisation for Economic Cooperation and Development	OCDE
Instituto Nacional de Estadísticas - National Statistics Institute	INE
Gross Domestic Product	GDP
International Labour Organization	ILO
Science, Technology, Engineering and Mathematics	STEM
STEM and Gender Advancement	SAGA UNESCO
Project Management Office	PMO
Chilean Standard Norm	Nch
Women's Empowerment Principles	WEPS
Sustainable Development Goals	SDGs
HyperText Markup Language	HTML
Cascade Style Sheets	CCS
Development and Operations	DevOps
Human Resources	HR
User Interface	UI
Curriculum Vitae	CV
Diversity and Inclusion	D&I
Key performance indicators	KPIs

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INTRODUCTION



In the context of execution of the Second Chance Education programme, whose goal is to offer a comprehensive solution to those women who have, for various reasons, been marginalized from receiving a formal education, UN Women decided, after analysing and determining that the proposal submitted offered the best value for money, to hire the services of EY to perform a diagnostic analysis of the current position of women in the technology field. An initial report was created covering the context, current situation and trends in respect of women's access and development in the industry. This first study was based on primary and secondary sources, including persons holding key roles in the ecosystem.

The literature review and in-depth interviews with important actors in the ecosystem were used to identify certain key dimensions that have an impact on the ecosystem. These were used as a source for the construction of a tool in the form of an online self-administered survey with the goal of gathering the information needed to understand the current situation regarding demand for women in companies in the technology sector, in order to develop recommendations and suggestions in this field.

1.1

MEGATRENDS

The integration of women into the labour force has always been a challenge, but today more than ever there is a need to address it with policies and specific actions. This incorporation into the workplace has been shown to have a direct impact on local and global economies and on families' quality of life and education.

Why are more women needed in the technology job market?

There are many studies supporting and emphasizing the importance of a greater proportion of women in the

labour force. Chile currently has its lowest women's employment rate since 2010, at only 41.7%, against 62.7%, according to the latest employment survey by the National Statistics Institute - INE 2020. This places Chile in the lower rankings in comparison with the other OECD countries.

Regarding the technology labour market, the N12 report found that 81% of companies were interested in incorporating women into technology areas, but 69% said that women accounted for 10% or less of the workforce; this indicates an opportunity to boost and

Given the diversity of institutions making up the Chilean labour market and knowing that the response rate in studies of this type tends to be of up to 7%, in order to obtain a margin of error close to 5% and a confidence level of 95%, several databases were compiled, with the survey finally being sent to 3500 companies via contact with 4000 individuals. This led to a sample of 140 companies, whose results are shown later in this report.

Once the results had been obtained and analysed, a joint working session between UN Women and EY was held to discuss a range of possible initiatives with the goal of finding a way of boosting the inclusion of women in the Chilean technology sector.

This document contains a consolidated report on all the analysis of both documentation and interviews, together with the results of the survey. It also includes the development of initiatives and action plans to boost women's representation in the Chilean technology sector.

strengthen women's participation in this area.

The Covid-19 health crisis has had its effects on the workplace. Increasing digitalization has led to growing demand for information technology professionals, although it is estimated that these positions will mainly be taken by men. In addition, the economic crisis has hit 1.8 jobs held by women for every one held by men. If drastic measures are not implemented to ensure gender equality, 33 million women could find themselves jobless by 2030.

Co-responsibility as a critical pillar

- Prior to the pandemic, women spent an average of three more hours a day than men on unpaid domestic and caregiving work. Now, this time has doubled.
- Women are carrying out employment responsibili-

ties, the education of their children, the care of the elderly and the sick, in addition to housework, amounting in total to 4.6 times more than men.

- Women are placed in the first line of response and take on greater physical and emotional costs.

Economic impact¹

Achieving an equitable proportion of men and women would lead to a **26% increase in global GDP by 2025** (a \$12 trillion injection). This fair share would **increase the annual GDP of Latin America by 34%**. Taking action against gender gaps in Chile in 2020 would increase women's labour participation from 0.61 (2020) to 0.71 (2030), **creating 230 million jobs** for women. Companies with the greatest gender diversity **make 15% more money**. Companies with more women on the payroll have **55% greater operating profits**.

1.2

OUTLOOK AND NATIONAL ECOSYSTEM

Provision of national context: To complement the study, literature and data compiled

interviews were undertaken with individuals important to the ecosystem defined for this study.

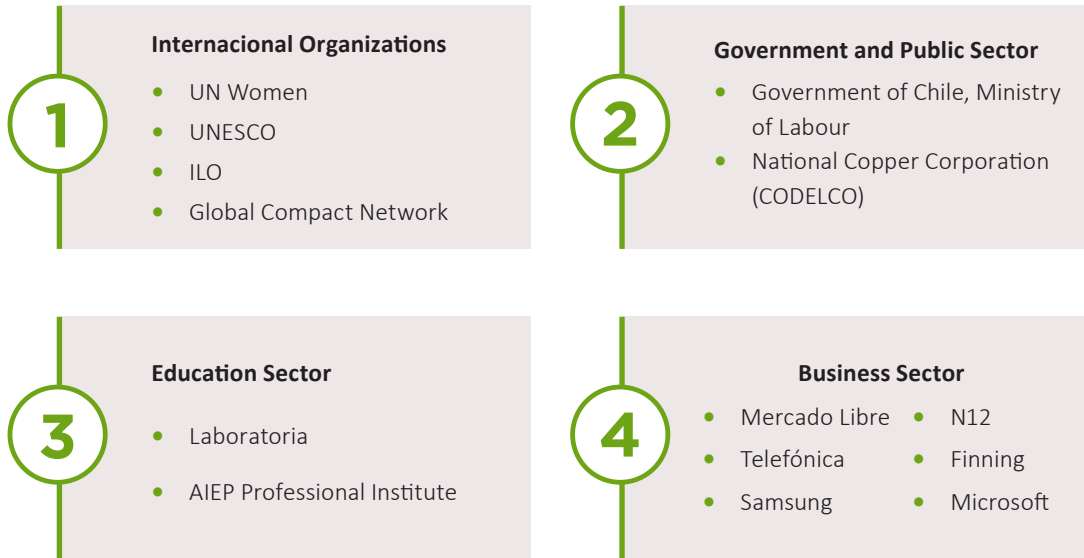
This chapter summarizes interviews with the various stakeholders that are part of the context and ecosystem under study here.

This ecosystem was grouped into four clusters for the purposes of this analysis: **International organizations, academia, private sector and government sector**.

We shall describe below the results and general findings from the ecosystem studied

1. Source: ChileMujeres Foundation (August 2020) La Importancia del Trabajo Remunerado de las Mujeres para la Recuperación de la Economía

Figure 1.
Clusters for the research



1.2.1
International organizations

- These argue that a phenomenon exists that is prevalent in all socioeconomic groups, all levels of education and globally: the fact that given the same circumstances (education, age, number of children, etc.) a significantly lower percentage of women are in paid employment than men. The perception of caring for children and the asymmetry in the distribution of household chores are cross-cutting barriers.
- They also stress that the nationally-low rate of women’s employment in the technology field, specifically, can be partially explained by the fact that most women actively in search of job opportunities have informal studies and, furthermore, this is played out against the formal technical qualifications generally required by companies and employers, among other aspects.

- From the ecosystem perspective and according to a 2018 study by the Centre for Public Studies, there is in Chile an average 20% salary gap for work of equal value, while the International Labour Organization (ILO) advocates that legislation and states should ensure equal pay for work of equal value.

The percentage of women in the workforce in Chile has always been not only below the Organisation for Economic Cooperation and Development (OECD) average (in 2018, the OECD average was 53.8%, while the figure for Chile was 49.1%), but also below the average for the region. The percentage of women employed has fallen dramatically in the wake of the pandemic, causing great concern because when women left the labour force, they left the jobs market, rather than becoming unemployed.

Experts recognize that there are several initiatives in place, such as flexible working hours, to support women’s work in all industries and businesses, but they note low integration and collaborative work among all key stakeholders, which are working in silos. Prime importance ought to be attached to conducting joint work by the state, the large cor-

porations, SMEs, non-governmental institutions (NGOs) and educational institutions.

Perceived barriers²:

Foremost among the barriers that women have to overcome to enter, develop and remain in scientific careers are:

- **Reconciling their careers with unpaid domestic and caregiving work**, especially maternity and childcare, when this time coincides with the incorporation of women in the field of research.
- The **male dominance of the power structure** of science, an androcentric construction that does not place equal value on knowledge produced by women.
- The permanence of **gender stereotypes** deep-rooted in the academic and scientific communities.

1.2.2 Government and Public Sector

From the point of view of the Government, there is a perception that current legislation is a good start for improving the gender balance and that it has seen quantitative and objective improvements.

It is perceived that the issues around the Covid-19 pandemic have set back the progress made, for which reason its focus is on strengthening opportunities to recover women's work roles, and work is being done to develop actions aimed at women caregivers.

In the technology sector in particular, it is recognized that no work has been done to obtain data and comparisons in respect of women's participation, although such work

has been done globally. It is known that in order to incorporate women into any area, public policies have to be developed to ensure that care is available for their children.

Another important aspect is that they perceive that large corporations and the unions are making important steps in terms of gender equality and that many regulations taken forward by major companies are being empowered by joint work with the International Labour Organization (ILO). All these movements, programmes or initiatives have also taken place to a lesser extent in mid-sized or smaller companies and this is why the focus of the ILO is on actioning and seeking solutions, and raising the awareness of these organizations in order for them to adapt their processes and cultures towards a gender-equality approach.

Regarding policies with "gender balance", these are poorly regulated at national level and not only that, but there is still a long road ahead in respect of implementation of these policies. Given this, the principles and guidelines issued by organizations – government and private, domestic and foreign – leading the debate on these matters acquire relevance and merit special attention.

Applicable legislation:

At national level, these matters are covered in the following legal texts:

The Constitution of the Republic

- It is possible to take diversity and inclusion as being contained in the constitutional guarantee of freedom of work under article 19, paragraph 6 of the Constitution. In this regard, the constitutional guarantee recognizes every individual's right to free employment and free choice of work with fair pay, while also prohibiting any discrimination other than that based on personal skills or capability, without prejudice to the capacity of the law to require Chilean nationality or age limits for certain specific cases.

2. Source: UN Women (May 2020) Las mujeres en Ciencias, Tecnología, Ingeniería y Matemáticas (STEM) en América Latina y el Caribe

Law 20.609, the “Zamudio Law”, establishing measures to counter discrimination

- This relates to the establishment of a judicial mechanism to effectively restore the law whenever an act of arbitrary discrimination occurs. More specifically, it enables an individual to demand that their rights be respected in the event of any unreasonable distinction, exclusion or restriction on the part of agents of the State or private persons that causes deprivation, disturbance or threat to any of their fundamental rights.
- This law is especially applied when the arbitrary discrimination is based on such grounds as race, nationality, socioeconomic status, language, ideology or political opinion, religion or belief, membership of or involvement in trade union organizations, sex, motherhood, breastfeeding, sexual orientation, gender identity, marital status, age, parentage, personal appearance, and illness or disability.

Law 20.348, protecting the right to equal pay

- This establishes the obligation on the part of employers to comply with the principle of equal pay for men and women performing the same work. Objective differences in pay based on, among others, skills, qualifications, suitability, responsibility or productivity are not considered to be arbitrary.

Law 20.940 modernizing the labour relations system

- This establishes quota systems for women’s participation in trade union leadership and negotiating committees.

Law 20.595 creating the ethical family income, establishing vouchers and conditional transfers for families in extreme poverty and creating the women’s employment subsidy

- This is a subsidy for the employment of dependent

women workers under the Labour Code and of independent women workers, paid by the State of Chile to women workers aged between 25 and 60 years who are in the 40% most-vulnerable section of the population, and their respective employers.

Labour Code

- The Labour Code grants rights to breaks, benefits and privileges to all pregnant workers; it grants parents a right to parental leave upon the birth of a child and rights and benefits for any worker, a woman or a man, who has a minor in their care, among others.

Law 20.005 creating the offence of and sanctioning sexual harassment

- Sexual harassment refers to demands of a sexual nature made by men or women to another person without their consent and that threaten or harm their employment situation or employment opportunities.

Law 20.607 amending the Labour Code and sanctioning harassment in the workplace

- This creates the offence of workplace harassment as being any conduct constituting aggression or harassment repeatedly exercised by the employer or by one or more workers against one or more other workers, by any means, that results in the undermining, mistreatment or humiliation of the affected person or persons or that threatens or harms their employment situation or employment opportunities.

General Regulation No. 341

- In June 2015, the then Superintendency of Securities and Insurance, now the Financial Market Commission (CMF), issued a report explaining the need to improve and update best practice contained in the Regulations.
- The aim was to find more and better incentives for listed limited companies and any other entity that

wished to voluntarily submit to the provisions of the new regulations to raise their standards of corporate governance, social accountability and sustainable development. Here, it was proposed to incorporate a new practice in respect of social accountability and sustainable development to cover diversity in the composition of the board and the appointment of senior executives.

- This measure was intended to foster the adoption of diversity policies in view of the positive relationship existing between the participation of the different genders, ethnicities, faiths or beliefs, ideologies and cultures, among others at the various levels of organizations and in the sustainable development of society.

Chilean Standard Norm 3262 on gender equality and reconciliation of work, family and personal life

- To incorporate the gender perspective in businesses, the United Nations Development Programme (UNDP) recommended that all countries should generate programmes that included certification of a management system for gender equity.
- In the particular case of Chile, the National Service for Women and Gender Equity (SernamEG) instructed the National Standards Institute to develop a standard to promote the detection and resolution of gender gaps in organizations; this led to Chilean Standard NCH 3262. Today, this standard forms the basis for obtaining the “Equality and Reconciliation Seal”.
- This standard was the foundation for the Gender Equality and Reconciliation Management System (SIGIGC), which consists of a set of procedures and organizational management practices intended to transform the management of human resources in order to reduce gender gaps by means of the adoption of measures to promote: 1) equality of opportunities between men and women; and 2) the reconciliation of work and personal life.

1.2.3 Education Sector

In a context in which the skills needed to operate in the digital world are in short supply, it is estimated that Chile has a 25% shortage of technology professionals³.

- In addition, interviewees in this study said that as a national and international trend, educational institutions are actively working on incorporating the gender-balance approach and especially the issues of women’s inclusion in their institutions and courses.
- They added that work was needed to foster the development of technology tools, such as different platforms’ programming languages, from an early age in primary education and to consolidate this in secondary education.
- As a measure to narrow education gaps and fill the labour-market demand, strong growth has taken place in bootcamps, or short courses, to develop technology skills.
- Similarly, they said that institutions had been created born from the need to advance and raise awareness of the gender balance in companies’ work teams and also in technology areas.

Such institutions as Laboratoria, Mujeres Programadoras, Fundación Kodea, and Talento Digital para Chile, among others, are creating opportunities for specialized training for women who wish to become technology professionals.

In our country, according to figures from the Ministry of Women and Gender Equity, in 2018 only one out of four higher-education enrolments in STEM subjects were by women and women account for only 5% of the workforce⁴.

3. ACTI, Chilean Association of Information Technology Companies (2017). Chile needs technology professionals and these are nowhere to be found. Recovered from <http://www.acti.cl>

4. Conicyt, 2019

Historically, the firms recruiting Laboratoria graduates the most have been technological consultancies (Accenture, Everis, Deloitte, IBM) or banking (Santander, Citibank) while retail companies (Falabella, Sodimac, Cencosud) have increased their hires in the last two to three years. (Laboratoria interview).

The UNESCO SAGA project will be implemented in public administration as a management tool that will be used to confirm differences between men and women in the STEM areas. (UNESCO interview).

1.2.4 Business Sector

- In general, the companies interviewed acknowledged the existence of a gender gap in the technology field, saying that it is an important issue to incorporate talent of women in this area in order to bridge the gap.
- This is based on several hypotheses:
 - Due to gender inequalities reinforced by cultural aspects, women tend not to opt for technology-related studies or employment.
 - Limited supply of talent of women on the jobs market or with the qualifications and/or skills required for specialized technology positions.
 - Due to periods of pregnancy, women tend to have more absence from work and have less experience than their peers, which puts them at a disadvantage.
 - As this is a male-dominated environment with a lack of policies to cover gender discrimination and sexual harassment, it has been forced to implement changes to include women (e.g., the wearing of uniform overalls, construction of changing rooms, etc.).

In addition, in varying degrees and ways, there is a trend towards establishing metrics and policies that encourage and are intended to bring about the recruitment of

talent of women. Most of these, however, acknowledge that closing these gaps is a medium- and long-term process and the majority of them, in all truth, do not have a defined, clear objective nor a specific time-frame for establishing gender balance, either across the company or in the technology area.

The “Voz del Mercado” survey:

- According to a study conducted in April 2020 by N12, **82% of companies** surveyed viewed the inclusion of women as an important issue. However, when their intentions were analysed, **less than half of companies** had inclusive policies.
- Mercado Libre has 24% of its leadership and 38% of its middle management posts held by women, but in the **technology area, only 13% of posts are filled by women.**
- A CLAPES UC study found that increasing women’s participation in the jobs market could contribute up to **\$27 billion to Chilean GDP.**

1.3

WOMEN AND COVID-19

“Currently, a change can be seen in the inclusion of technology in people’s lives; there is a before and an after the pandemic. According to companies, they began to trust people, trust in self-management and responsibility for their roles, and this has come to stay, and contribute to the incorporation of more minorities who had historically been excluded”⁵.

The percentage of women in the Chilean workforce has always been not only below the OECD average, but below the regional average. The percentage of women has fallen after the onset of the pandemic. The reasons for this include the difficulty of reconciling work with the duties of home life; according the study “El Chile que Viene” (September 2020), women devote eight hours to caring for their children, against only four hours by men.

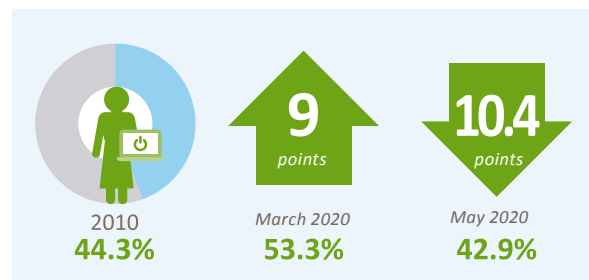
In addition, according to the organizations consulted, recruitment has been affected for both men and women, particularly at entry-level and posts requiring less experience in all areas, although **the area of technology and development of digital channels is the least affected.**

Despite having general employment recovery plans, organizations have no women-specific recovery plans.

The participation of women in the Chilean labour market

- The health crisis has forced more women out of the workforce, in a scenario of ballooning unemployment rates. This puts them in a more-vulnerable and difficult situation in the current context, according to the latest figures (May 2020) reported by the Chilean National Statistics Institute.
- Women’s participation in the Chilean workforce recorded an average 10-year decline.

Figure 2.
Labor participation of women in Chile



“Recognizing the impact of Covid-19 on women and girls, and ensuring a response that addresses their needs and guarantees their rights is fundamental to strengthening work on prevention, response and recovery”.

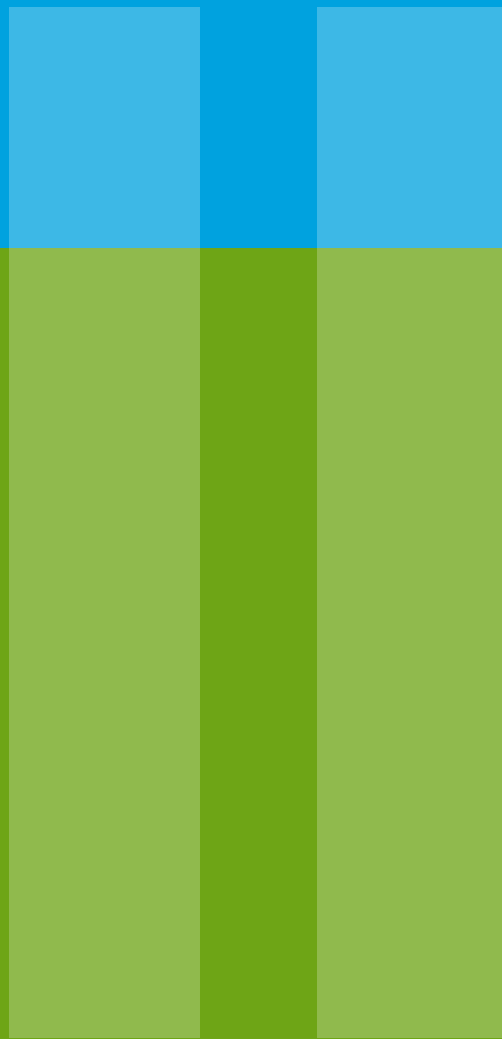
Flexibility and teleworking as key recovery tools

Flexibility and teleworking emerged as specific tools that could potentially allow the inclusion of minority groups into the world of work, and women are one of the groups for which the impact could be the greatest in the short term.

5. Extract from interview with private-sector leader

6. UN Women (2020), COVID-19 in Latin America and the Caribbean

UNDERSTANDING THE CURRENT SITUATION



In this second section of the report, we shall take a look at each of the themes put forward to be part of this preliminary study, presenting cross-cutting information about the ecosystem under study.

The themes presented are:

Figure 3.
Themes of the study



2.1

SEGMENTATION AND DEMAND

In order to facilitate conceptualization, we shall use the approach used in the UN Women study, Progress of Women in Latin America and the Caribbean (2017) to segment the profiling of women, the subject of the study, as those in the **Broken Stairways** group: women with secondary education and living in middle-income

households who actively want to join the labour market in technology areas. Women in this group can access the labour market, but they lack the safety nets that help them make leaps of empowerment and to positions of greater leadership and responsibility.

In this scenario, according to the study findings and to sources from recruiters in the fields of technology talent and technology areas, the skillsets that are currently in greatest demand in Chilean industry are related to the various subspecialties of programmer:

1. Fullstack: handles all aspects of website creation and maintenance
2. Front End: visual aspects, design and language
3. Back End: code development for the operation of the site
4. Data Analysis: analyses information to improve processes
5. UX (user experience): creates an optimal interaction experience
6. QA (quality assurance): manages the quality of the product or service
7. Project Management (PMO): ensures successful implementation

There also exist other skillsets not mentioned by the interviewees that are suggested for inclusion within the job profiles for this study:

8. Cloud Infrastructure
9. Cybersecurity
10. Architects
11. DevOps.
12. Networks
13. Innovation and Agility

There is a hypothesis within the interviewees related to job profiles and gender. The closer the role is to Development and Infrastructure, the greater the market demand and the lower the supply of women candidates, since there is usually a requirement for formal qualifications. According to the N12's study (April 2020) there are more women than men in UX positions.

The difficulty of finding developers also depends on the technology stack.

7. A technology stack, also known as a solutions stack or data ecosystem, is a list of all the technological services used to build and run a single application.

Differences are also noted in the percentage of women filling different developer roles.

- **Front End software development:** Despite women being in a minority in these positions, it is perceived that there are more women here than in other development roles. The hypothesis is that they focus on design, having fewer skills and technical or university qualifications.
- **Back End development:** These are seen to be more technical roles requiring greater experience and technical or university qualifications, due to the fact that a back-end error could cause greater impacts and adverse consequences on the development of a system.

A widespread desire can be seen in interviewees not to create gender biases or discrimination, in order to attract entry-level talent, reasoning that offers are developed based on two scenarios: candidate's salary expectations and standard recommendation. However, reference is sometimes made to the intention to include women. For example, when formulating the advertisement for the vacancy, the Spanish wording explicitly uses both the feminine and masculine gender forms, or there is a company requirement for gender-balanced shortlists or for shortlists to contain at least one woman candidate.

Interviewees' recommendations

Publish job descriptions that use inclusive language (e.g., use Spanish feminine and masculine forms), require shortlists to have at least one woman candidate, ensure gender-balanced interview panels. It is recommended that panels have no more than five touchpoints and headings are suggested so that they can implement their own procedures.

2.2

BUSINESS POLICIES AND STRATEGIES

Companies play a key part in ensuring gender equality since, according to the research done by the “Win-Win: Gender equality means good business” programme, companies provide approximately 90% of work opportunities.

In the search for greater women’s participation, companies have used various laws and standards norms, such as NCh 3262 mentioned previously in this document, and initiatives to eradicate gender-based violence, sexual harassment and gender biases and stereotypes.

75 Chilean companies have signed up to the declaration of support for the Women’s Empowerment Principles (WEPs) whose purpose is to foster sustainable growth through women’s economic empowerment and leadership. This programme promotes gender equality from senior leadership down; it seeks to increase women’s training and professional development and to achieve equality through community initiatives, among other principles.

97 companies are members of the Global Compact Network Chile; this initiative promotes, among other things, achievement of the Sustainable Development Goals (SDGs). Regarding SDG 5, Gender Equality, some of the main lines of action include participation in the workforce, the wage gap, post-natal and parental leave, and work flexibility.

More than 170 companies are members of the Gender Parity Initiative (IPG) with the intention of implementing good practice to close gender gaps through voluntary application of a performance yardstick. The IPG promotes a range of measures, including implementation

of a gender approach in human resources policies, and programmes to break down gender stereotypes.

More than 200 companies have taken part in RED-EG activities. The Gender-Equity, Diversity and Inclusion Network (RED-EG) has an agenda that includes diagnosis and implementation of actions, training and learning events, talks and discussions, and fostering the exchange of best practice, in this way guiding companies towards gender equality.

The ecosystem agrees that every sector has good and bad practice within companies and even when companies have internal policies, these are not always actionable with defined metrics and timescales. They perceive that for these policies to have impact, they need to originate from government and be promoted at Board or Senior Leadership level, as they form a process that requires time and will depend on the maturity and size of the organization.

Assumptions

Multinationals and large corporations are taking the lead in actionable gender-balance policies

The companies with strong implementation of gender-balance policies and strategies are the large corporations and the multinationals.

The Government view is that SMEs should be added and what the large organizations are establishing should be permeated and that discussions should be established involving all parties.

SMEs do not have the resources or expertise to implement these strategies.

Awareness raising through visible leadership and role models

Gender equality needs to permeate from leadership positions down, generating a paradigm shift that enhances the role of women and the skills that they can bring to work teams. For this reason, there is a shortage of supply and high demand for women in leadership

positions in technology areas.

The technology area does not appear to differ from the corporate in terms of policies and strategies

In the main, no policies or specific strategies can be noted in respect of the gender balance in technology areas, beyond trying to bridge the gap through more-inclusive recruitment processes and inclusive management of internal talent, provision of uniforms and infrastructure, such as breast-feeding rooms, changing rooms, etc.

2.3

EDUCATION AND TRAINING

- There is a general perception among those interviewed about the cultural existence in Chile of gender stereotypes related to professions, which are typically categorized as “male” or “female”.
- One of the critical factors that may influence this, according to the interviewees, is that they perceive a correlation between preferences for area of study and gender, with health, education and social sciences being mostly preferred by women and science, mathematics, engineering and technology (STEM) subjects being mostly preferred by men.
- This being so, they conclude that there is a need for a paradigm shift in Chilean education to reorient programmes of study from primary through to higher education, specifically in the area of technology to promote gender balance from the early days of schooling.
- “The incorporation of women into the labour force, and specifically into the area of technology, should be actively fostered at school in order to generate women’s motivation and curiosity to choose careers or jobs considered more masculinized”.
- A difference can be seen between technology companies and other businesses that use technology, in respect of educational requirements for filling technology posts.
- The technology companies accept people who do not have professional qualifications but are able to demonstrate their skills. Traditional organizations, on the other hand, have not implemented initiatives of this type and demand university degrees.
- Bootcamps are an increasingly-positive alternative and a large number of companies are taking initiatives with universities or technical institutes to incorporate women whom they train in web programming in order to generate opportunities for women who have not been able to gain qualifications or secure high-quality work.

Factors that influence women's participation, performance and progression⁸

Family and peers: Parental beliefs and expectations, education achievements and socioeconomic levels, and other home factors, together with peer influences.

School: Factors within the school environment, including

the profiles of teachers and their experience, beliefs and expectations, and the curriculum.

Social: Social and cultural norms in respect of gender equality, and stereotypes in the media.

2.4

KEY TOOLS AND SKILLS

As part of the study a crucial dimension was identified in the form of having key specific tools and skills apart from the technical knowledge required to achieve formal certification.

Constant updating in tools and programs

- In general, it is the view of those interviewed that a distinction exists between tools and key skills.
- For developers, the tools generally required by companies are oriented towards knowledge of technological systems, and these are very specific to the job profile required, meaning that people need to constantly update their knowledge and certifications in order to keep up with the profiles sought by organizations.

Example of tools

- There are several types of Front End, such as those prepared by Laboratoria, made for developing web applications programmed in HTML and native developer profiles for programming mobile applications.
- The minimum skills for Front End are HTML, JavaS-

cript and CCS. Most of this profile is programmed using a framework, of which the pre-eminent ones are Angular, View and React.

Important social and adaptation skills

Some participants in this ecosystem attach importance to such skills as projecting personal self-confidence, motivation, team management, project organization and management, problem solving and continuous learning as skills required for the technology area.

Requirements vary depending on the type of company

- Multinational companies like Mercado Libre and Microsoft do not require formal qualifications but rather people who can carry out the functions needed. A developer could be formally qualified or self-taught, although the ideal would be to have certification. To compete for entry-level positions, there are no criteria acting as exclusions; qualifications and certifications are required more as positions become more specific.
- More traditional companies say that they require degree-level education for the technology area.

8. Source: UNESCO (2017) Descifrar el Código: La educación de las niñas y las mujeres en STEM.

2.5

MAIN BARRIERS AND LIMITATIONS

Gender stereotypes

It is perceived that socially-marked gender stereotypes have a significant impact on the types of careers mainly chosen by women, those associated with STEM being preferred less by them despite the existence of opportunities in the jobs market. Also, the lack of role models in the more male-dominated industries makes it harder for women to join this part of the labour market.

Unconscious gender biases

Unconscious biases shown by men and women in work settings are also considerable and are a key factor influencing the inclusion of women in the workplace.

Principal here are those biases associated with recruitment and selection processes where there is a tendency to demand greater merits and achievements for women to be appointed..

Language and the construction of reality

Everyone in the ecosystem agrees that the language used in work settings and especially in selection processes presents the greatest difficulties for women.

The way in which a position is referred to and the adjectives used when advertising vacancies mainly have masculine connotations.

The main stereotypes and biases adversely affecting women's participation

- Women should devote themselves to looking after children and the home.
- Men are better for STEM careers.

- It is harder for women to fulfil their professional responsibilities because they have to look after the children.
- Simple exposure effect: When we historically selected one particular sex for a particular role, industry or area.
- Stereotype bias: When we assume that women will not be able to manage the workload on account of other burdens to manage in their professional or personal lives.

FINDINGS AND CONCLUSIONS ON THE CONTEXT

A decorative graphic consisting of three vertical bars of varying heights, colored in a gradient from light blue at the top to green at the bottom. A thin white horizontal line is positioned above the text, and a thicker white horizontal line is positioned below the text, both spanning the width of the text.

3.1

PRELIMINARY SEGMENTATION OF THE SURVEY

As a result of gathering documents, studies, data and publication and conducting interviews, the following hypotheses were generated on the demand for women in technology areas:

1. Is there a relationship between the type, size and characteristics of companies that could have an impact on the demand for women in the technology area?
2. Are there significant differences in requirements between the different job profiles and organizational levels surveyed?
3. Is there any correlation between the number of women working in technology and number of women per role and women's interest in working in technology areas?
4. Is there a relationship between technology job profiles needed for companies and women's participation in these posts?
5. Can the level of policy maturity and type of policies in respect of gender equity influence demand for women in technology?
6. Can value propositions to attract and retain talent contribute to women's working in companies?

In this context, from these beliefs, the following segmentation is suggested to verify and implement a survey tool to systematize the information and answer the hypotheses made in this document.

3.2

STRUCTURE OF THE SURVEY

I. Information about the enterprise

- Industry (technology, telecommunications and entertainment, finance, retail and consumer goods, productive, energy and mining, health, government, other)
- Type of enterprise (multinational/national)
- Size of enterprise (large, medium, small, microbusiness)
- Economic sector (primary, secondary, tertiary, quaternary)
- Location (Santiago/Regions)
- Number of staff
- Number of women staff
- Number of women working in technology area
- Average salary per level in technology area

II. Profiles of respondents

- Area of work of respondent (Human Resources, Technology, Operations)
- Hierarchical level of respondent (manager, assistant manager, supervisor).

III. Level or participation of women in their technology areas

- Percentage of women in technology areas
- Percentage of women in managerial positions, middle management and at entry level

IV. Roles that have been “more difficult” for your company to fill with the professionals required

- Types of role that exist in your company and the percentage of women in them (programmers, developers, user experience, management, analysis)

- Roles that are the hardest to fill: developers (fullstack, back end, front end); data analysis; UX; QA; cloud infrastructure; management; cybersecurity; architects; DevOps; networks; innovation and agility

V. Gender balance policies

- Level of maturity of policies (policy + incentives, policies, informal incentives, not applicable, no policies, do not know)
- Types and scope of gender policies (inclusive recruitment and selection, inclusive retention and development, regulation of quotas in the organization, diversity and inclusion committee, mentoring for women, other)

VI. Value proposition to attract and retain talent

- Teleworking, career development, flexible working, dress code, snacks, mobile phone, internet, cutting-edge technology, career plan, financial support for studies, gym, family activities, vouchers, health plans, other

3.3

GOOD BUSINESS PRACTICES

We have also incorporated a compilation of the main good practices mentioned by interviewees in respect of gender-inclusive practices in the workplace.

1. Plan for gender quotas for organizational areas and levels, and report on this in the CSR report.
2. Intentionally seek to recruit women for vacancies and include them in shortlists so that there are equal opportunities.
3. Create an inclusive-language policy for both external and internal recruitment.
4. Strategies for flexible working arrangements and hours of work to fit with home life.
5. Gender-balance policies in the various HR processes, such as recruitment and selection, performance management, profiles, measurement KPIs⁹, so that all these have an inclusive approach.
6. Gender-sensitive review of job descriptions and person profiles to attract women’s talent to technology areas.

9. Key Performance Indicators

7. Incorporate certification under Chilean Standard NCh 3262.
8. Create diversity and inclusion committees chaired by senior management.
9. Have mentoring plans for women, from management level down.
10. Gender-sensitive design of spaces and work tools.
11. Agreements with training institutes and universities to foster women's talent in technology fields.

FINDINGS OF THE STUDY



Remembering that the purpose of this study is to generate recommendations and best practice for the inclusion of women and boosting women’s participation in the technology area, the participating enterprises were segmented according to two initial criteria:

Firstly, the number of staff, as an approximate measure of the size and maturity of the sample.

Chart 2
Number of staff in the enterprise

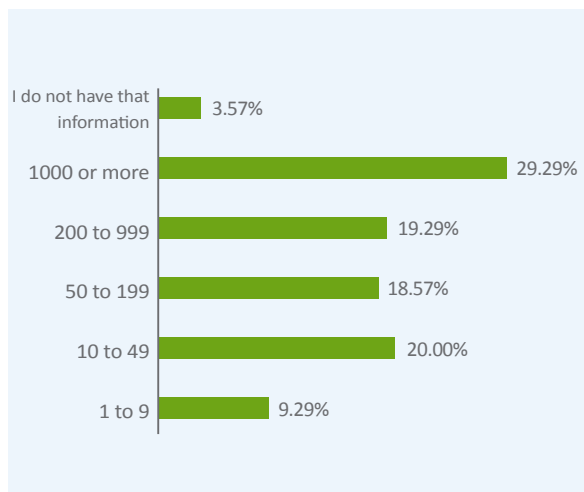
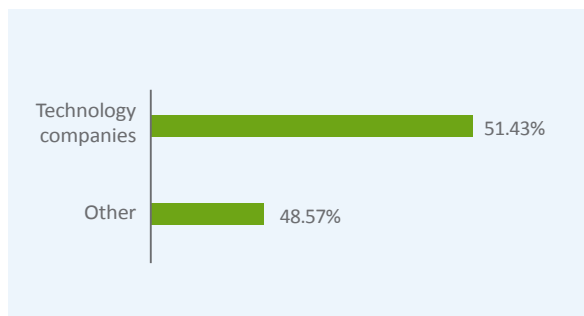
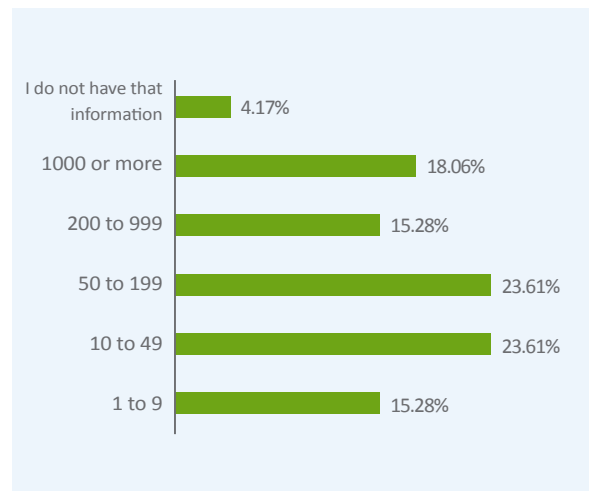


Chart 1
Percentage of enterprises by type



The second segmentation criterion is that of the type of enterprise, divided into two broad groups: on the one hand, technology-based companies, including those in the internet, software development and information technology industries, among others; and on the other hand, those companies that, even though they are not technology-based may have important technology areas, such as retail organizations involved in e-commerce, consultancy firms with technology arms, telecommunications companies, among others.

Chart 3
Number of staff in technology-based enterprises



- To help with understanding the results and findings of the study, this section of the report has been structured to match the sections into which the survey was divided, corresponding to the dimensions previously identified as being crucial and having impact on the ecosystem.

- Profiles of respondents
- Information about the enterprise
- Participation of women in technology
- Recruitment and selection policies
- Business policies
- Approach to Covid-19

4.1

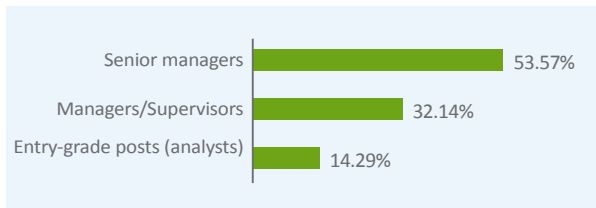
PROFILES OF PERSONS

INTERVIEWED

When designing the study and cleaning the database, the goal was to reach out to specific people profiles: those with management roles, leaders and decision makers, since it is they who are more likely to have the information needed to respond. People were sought out from human resources or the technology area.

From this, a sample was obtained of persons surveyed, of whom 53.6% were managers. It is noteworthy that of the 140 responses, 50% were from men and 50% from women. Of the women, 38.6% held management posts and 40% supervisory or assistant manager posts; of the men, on the other hand, 68.6% held management positions and 24.3% supervisory posts. It is also important to note that entry-level positions accounted for only 14.3% of the sample.

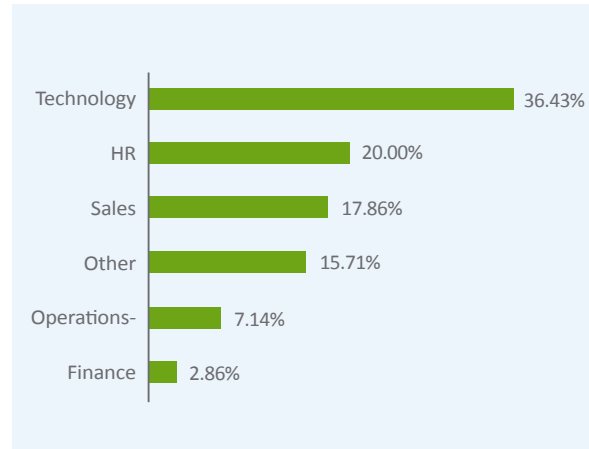
Chart 4
Level of responsibility of person surveyed



Furthermore, of the 15.7% belonging to other areas, 68.2% correspond to positions within the administration or general management of the company.

In technology-based enterprises, the group of persons surveyed is also heterogeneous, as it is composed of 56.9% men and 43.1% women. 41.9% of the women surveyed from the technology industry held management positions and another 41.9% held supervisory or assistant-manager posts. 73.2% of the men surveyed in this segment, however, held management positions.

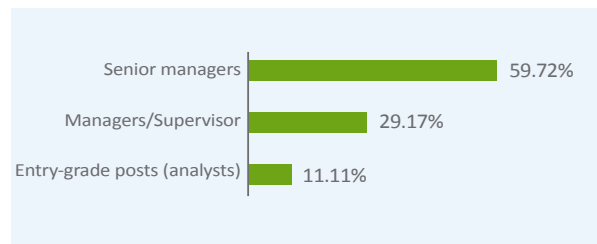
Chart 5
Areas of work of respondents



Of the 22.2% from technology companies saying that they worked in another work area, 75% said that they worked in administrative or general management roles in the company.

In the group of persons surveyed from technology companies, 66.7% of those working in human resources were women, against only 34.6% in technology areas.

Chart 6
Chart 6: Levels of responsibility of persons surveyed from technology-based enterprises

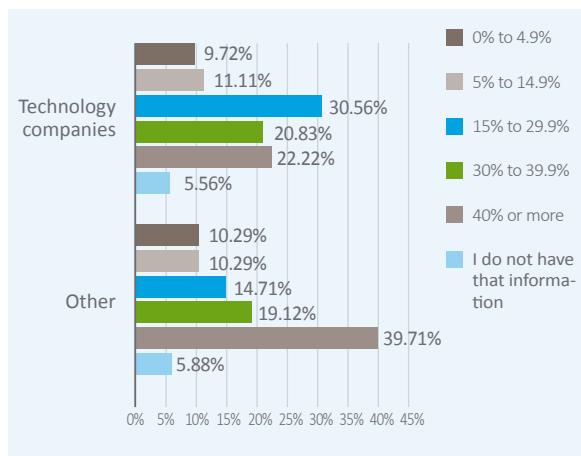


4.2

PARTICIPATION OF WOMEN IN ENTERPRISES

Chart 7

What is the percentage of women in your organization?



This matrix corresponds to three questions within one: “What is the percentage of women in entry-level posts in your organization?” “What is the percentage of women in management and assistant-management posts in your organization?” And, “What is the percentage of women in senior management/executive positions in your organization?” Having said this, those companies that said that they had high percentages in entry-level posts did not necessarily have high percentages in management positions.

In general, there is a greater proportion of women in entry-level positions; 43.6% of companies said that they had more than 30% women staff at that level. For management positions, on the other hand, this percentage falls to 30.7% of companies and for senior management/executive posts, it falls to 15%. These data show that while

63.6% of companies said that women accounted for less than 40% of their staff.

72.2% of technology-based enterprises said that they had less than 40% women staff.

It is in companies in the 50-199-staff range that the highest percentage of women can be seen; 69.2% of these said that they had more than 30% women on the staff, unlike companies with 200 or more staff, of which only 47% had more than 30% women.

Table 1.

Percentage of women staff, according to the positions they hold

Percentage of Women	Entry Level Posts	Managers / Assistant Manager	Senior Managers / Executives
0% to 4.9%	7.9%	24.3%	36.4%
5% to 14.9%	15%	15.7%	17.1%
15% to 29.9%	17.1%	14.3%	12.9%
30% to 39.9%	12.1%	15.7%	4.3%
40% or more	31.4%	15%	10.7%
Do not have that information	16.4%	15%	18.6%

women are recruited, they do not usually develop their careers in the organizations or they have low chances of promotion.

In technology companies, 43.1% said that they had more than 30% women on their staff. 38.9% said that they had more than 30% in entry-level posts; 27.8% that they had more than 30% in supervisory positions; and for management posts, the number of organizations with more than 30% women fell to 12.5%. This is fully in line with what was observed for all companies taking part in the survey.

4.3

LEVEL OF PARTICIPATION OF WOMEN IN TECHNOLOGY

Chart 8
Percentage of women in technology-based enterprises

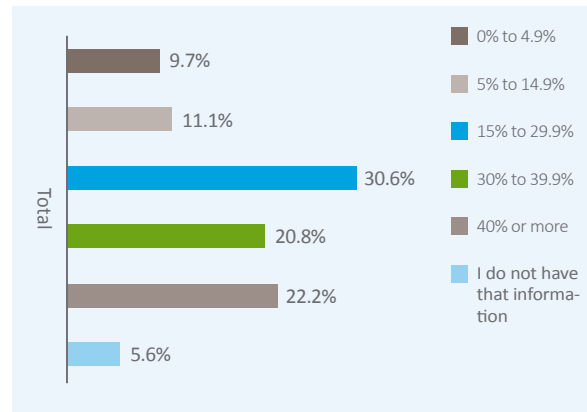
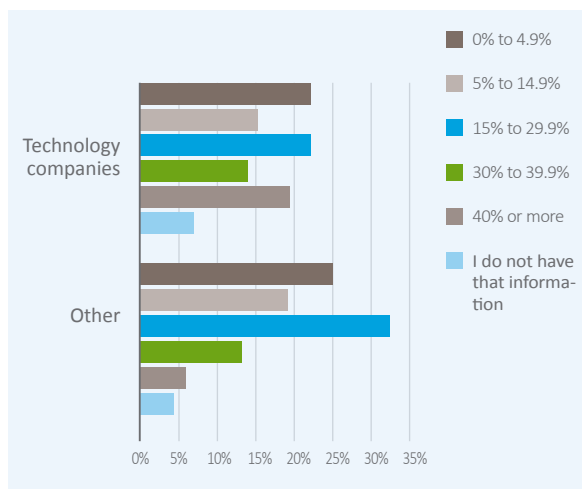


Chart 9
Percentage of women in technology by type of enterprise



In the area of technology, the low participation of women is clearly accentuated.

81.4% of companies said that they had less than 40% women in the technology area. This is a much higher proportion of companies in comparison with those that have less than 40% women in the organization as a whole, as shown in the previous section.

In addition, 23.6% of enterprises surveyed said that fewer than 5% of their technology staff were women.

In the segment of technology-based companies, 37.5% said that they had less than 15% women in their technology areas.

Logically, this means that enterprises with a greater number of women in their technology areas are those with at least 40% women in the organization.

Table 2.
Percentage of women staff in technology area of the organization, by role type

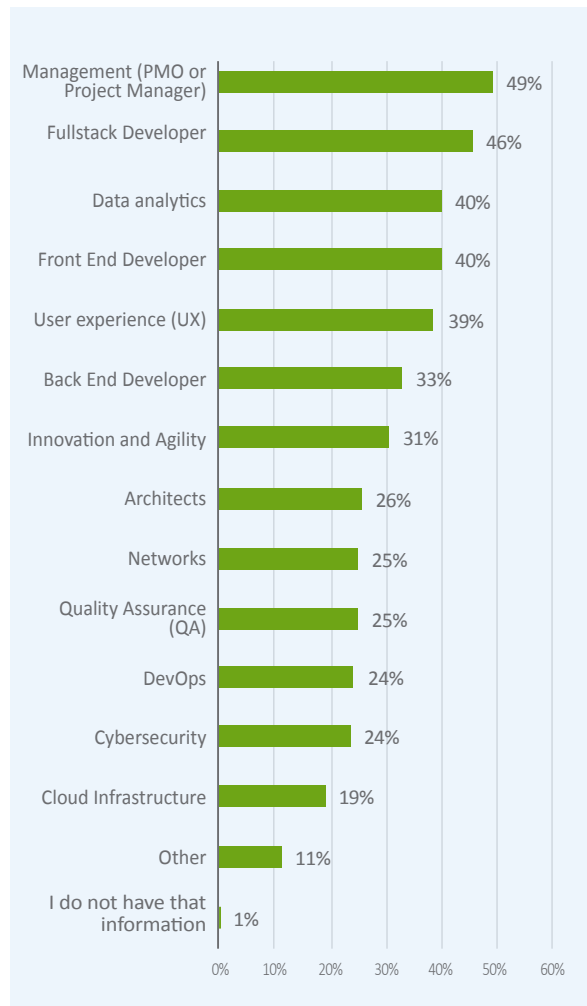
Percentage of Women	Entry Level Posts	Managers / Assistant Manager	Senior Managers / Executives
0% to 4.9%	23.6%	40.7%	57.1%
5% to 14.9%	19.3%	15%	7.9%
15% to 29.9%	12.9%	13.6%	7.9%
30% to 39.9%	4.3%	5%	1.4%
40% or more	17.1%	6.4%	6.4%
I do not have that information	12.9%	19.3%	19.29%

At all levels of responsibility, the largest number of responses were concentrated in the 0-4.9% and 5-14.9% ranges. Above those ranges, the percentage of enterprises with less than 5% women is even higher. This is in keeping with women’s participation in organizations as shown above, but in a much more accentuated way in the technology area. Respondents were asked which technology-area job types were required the most, to which 49% said that it was management (PMO or project manager), followed by 46% saying that it was that of fullstack developers.

The results for technology-based enterprises are similar to those from general enterprises, with the difference that cybersecurity and networking were selected less than cloud infrastructure.

Some of the roles mentioned by those companies that responded “other” were digital marketing, support, systems analyst, integrators and UI design. It should be noted that for this question and the two that followed it, respondents could choose more than one answer, which is why the total percentage of responses exceeds 100.

Chart 10:
Technology roles that are required the most

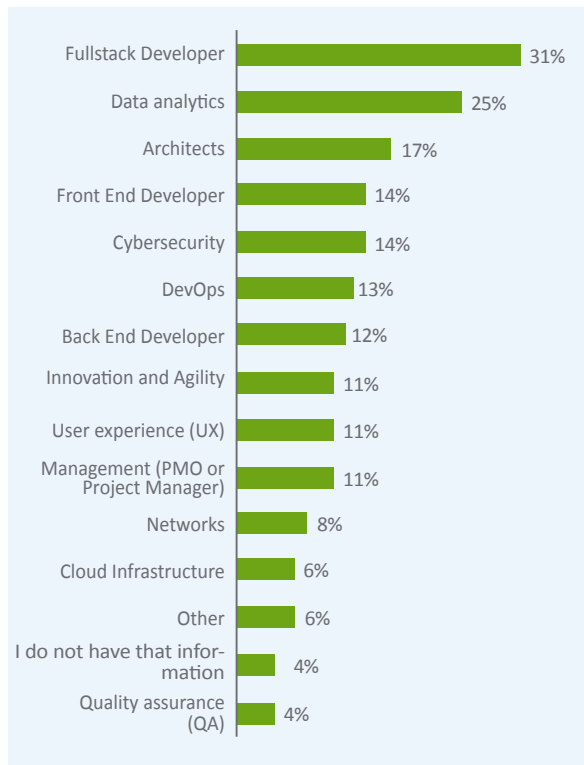


The role of fullstack developer is not only the second most required by companies in general, but also the hardest to fill. This changes for enterprises with more than 1000 employees, leading one to conclude that specialists in this area tend to seek work in big companies.

From the perspective of technology-based companies too, this is the hardest role to fill. By way of reminder, this role is defined as being responsible for managing all aspects of the website, including its creation and maintenance. Moreover, among those interviewed initially for designing the study, the hypothesis already existed that the more a role was related to development and infrastructure, the greater was the market demand and the lower the number of women available.

The role that is most required, management, is also one that is easier to fill, according to 29% of enterprises.

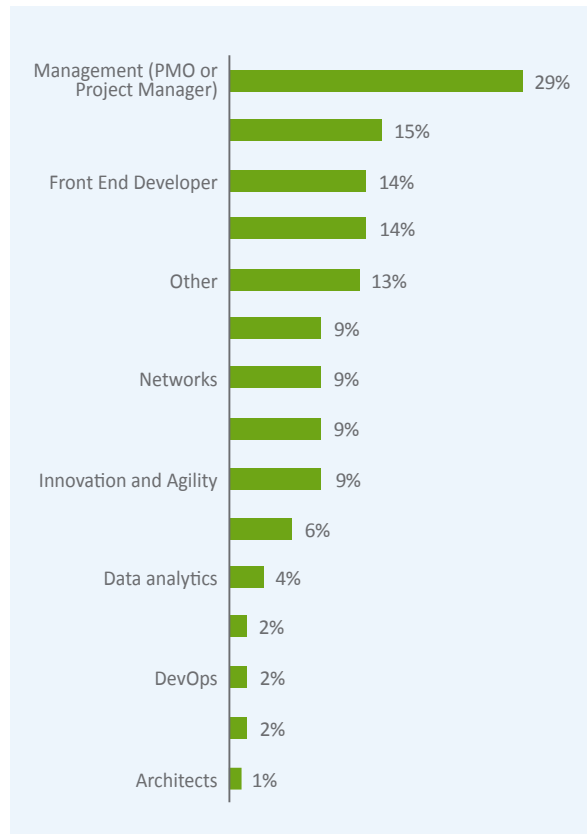
Chart 11:
Roles that are the hardest to fill



Those surveyed working in the technology area selected the role of backend developers in second place, whereas those working in human resources placed networks in second place.

The tendency noted in the overview of responses is maintained when we drill down into the different segments, be they technology-based enterprises compared to others, or enterprises with more than 1000 staff in contrast to smaller companies

Chart 12:
Roles that are easier to fill.



4.4

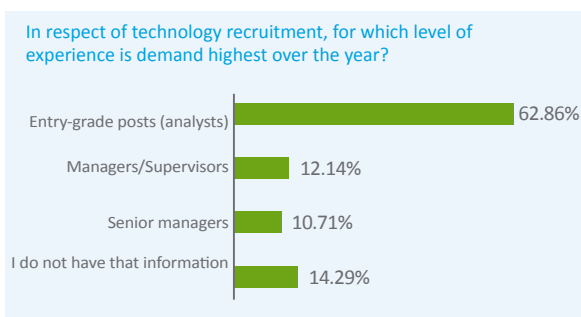
RECRUITMENT AND SELECTION POLICIES

62.9% of enterprises seek entry-level posts the most frequently, the posts that are also those with the greatest presence of women.

This remains the same for both technology-based enterprises and other industries with significant technology areas, and there are no variations for company size or number of employees.

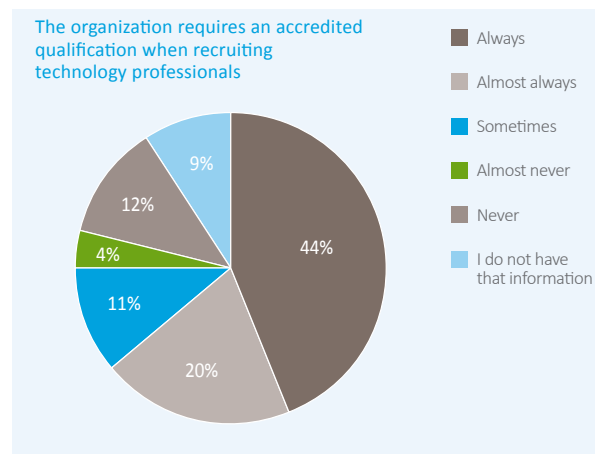
This section also asked about the existence of requirements for accredited formal qualifications when hiring technology professionals. 44% of enterprises responded that they always asked for these.

Chart 13:
Level of experience with more requirements



In addition, as shown in chart 14, those responding that they “Always”, “Nearly always”, or “Sometimes” required accredited professional or technical qualifications totalled 74.3% of participating enterprises.

Chart 14:
Accredited qualifications required



For technology companies, 33.3% always asked for accredited qualifications. This is a considerably lower percentage than that for other companies, which always ask for such qualifications. In this segment, 72.2% of enterprises responded “Sometimes”, “Nearly always” or “Always”.

When segmenting company size using the indicator of number of employees, as company size grew, so did the proportions responding that they “Always” required accredited qualifications, reaching 56.1% for enterprises with more than 1000 staff, contrary to expectations. In other countries, the large multinationals, such as Mercado Libre and Microsoft, do not demand formal qualifications, choosing instead to evaluate the individual’s capacity to carry out the duties required by the role, but it is clear that this has not yet been replicated in Chile.

Only 16.4% of enterprises “Always” or “Nearly Always” recruit people with non-accredited qualifications.

Chart 15:
Recruitment of staff without accredited qualifications



Comparing this with the previous question, of the group of enterprises that responded in the range from “Sometimes” to “Always” requiring an accredited professional qualification (74.3%), 39.3% answered “yes” to recruiting persons with non-accredited studies (taking the answers “Always”, “Nearly always” and “Sometimes” as affirmative). This may suggest that studies of this type are being gradually recognized and validated, despite their not having quality certification.

On the other hand, 23.5% of the enterprises that never require accredited qualifications say that they always recruit people whose studies are from courses, certifications or bootcamps.

This is inversely proportional to the size of the company in our sample. 64.2% of enterprises with less than 200 staff would recruit people with education of this type, while only 50% would in companies with 200 or more members of staff.

It is also relevant to more precisely know if those compa-

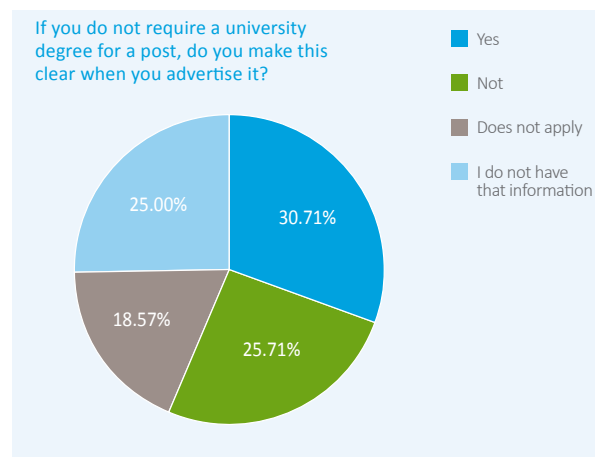
nies that do not require university degrees for recruiting staff to their technology areas make this clear when advertising a vacancy, as it could be the case that women with informal studies do not apply for certain jobs, in the belief that they would not be considered due to their type of qualification.

In response to this question, only 30.7% of enterprises said that they made this clear in the advertisement. The outlook worsens when we look only at enterprises that say that they never require accredited professional qualifications; only 23.5% of these say that they make this information clear in the job advertisements.

34.7% of technology companies say that they give this information.

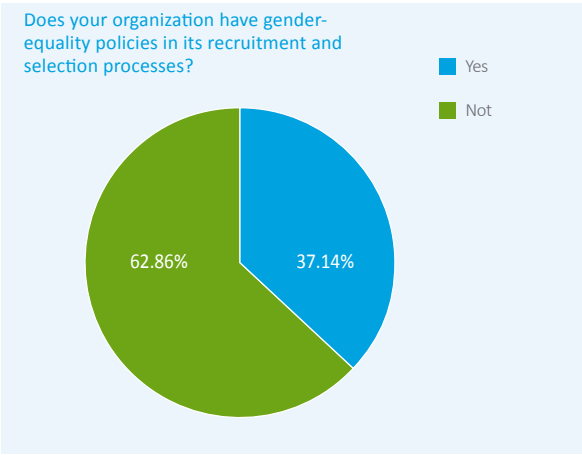
When segmenting by number of employees, it is the enterprises with 200 or more members of staff that make this clear the most, reaching 33.8% of the companies in this segment; only 25.4% of companies with fewer than 200 staff do so.

Chart 16:
Job advertisements make it clear that no accredited qualification is required



Only 37.1% of companies surveyed have implemented gender-equality policies in their recruitment and selection processes. These companies were asked what these policies were. Some of them referred to ensuring that there was a mixed group of applicants and also to having gender-equality targets for all roles. Wage-equality and diversity, inclusion and non-discrimination policies are also mentioned. Only one company responded that it was implementing the use of inclusive language when recruiting, despite the fact that in the in-depth interviews previously conducted, a widespread desire had been noted to avoid the generation of biases and to try to encourage women to apply by making clear that the position was open to both genders (“developer, woman or man, required”), for example, and that this was one of the recommendations given by respondents.

Chart 17:
Gender-equality policies in recruitment and selection



Even though the study included some of the enterprises that had signed up to the Women’s Empowerment Principles (WEPs), no reference was made to initiatives emanating from this agreement. This is a warning sign that signing up to agreements and taking part in initiatives or groups, etc. that seek to promote women’s inclusion does not lead to tangible measures taken by companies

or, in other words, this is not a substantive equality policy.

We note that variations also occur in responses depending on company size. Of enterprises with fewer than 200 employees, only 31.3% have gender-equality policies in place in their recruitment and selection processes, while 44.1% of larger companies have these.

Having such policies does not necessarily have any influence on the number of women working in the organization, since of the companies that said that they had such policies, only 28.5% had 40% or more women staff (lower than for all companies, for which the figure is 30.7%) and, despite this, 19.2% have less than 15% women on their payrolls.

What having such policies does change is the number of women in entry-level posts, the level with the greatest recruitment need per year: 36.5% of enterprises with gender-equality policies covering recruitment have more than 40% women in entry-level positions, while of those that have not implemented these policies, only 28.4% have more than 40% women staff at entry level. In addition, it is noteworthy that this does not have any great impact on the technology area, where nearly 20% of enterprises with such policies have less than 5% women in technology, no great distance from the percentage of companies in this bracket when we take all the companies surveyed.

One of the main reasons why women are not selected for roles in the technology area is the assessment of technical skills, but an equal percentage mention other reasons.

Chart 18:
Reasons for not selecting women in technology



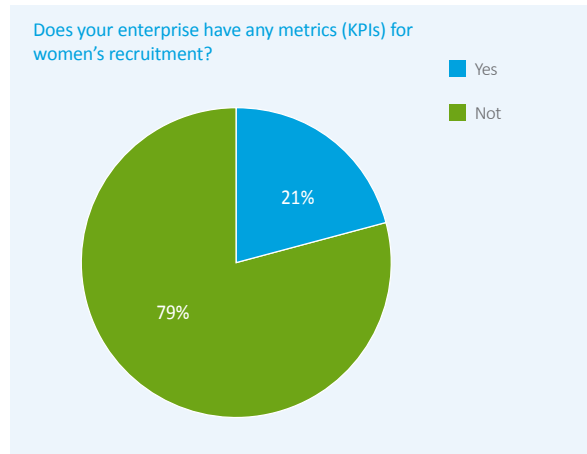
Within these other reasons, 58.1% are related to the low number of women applicants for these positions. There are also 14% responding that there is no discrimination in this regard, since selection is by skills and not by gender. 11.6% of “other” responses allude to the difficulty of reconciling work and family life and the shortage of time available. 9.3% say that there is a preference for hiring men or that men are chosen on account of having been referred, which leads to the conclusion that it is the men themselves who are perpetuating the masculinized nature of the environment. Lastly, smaller percentages mention an a priori problem, in that women do not choose this type of career, do not appear confident or are unable to handle an interview.

Those companies that have gender-equality policies in place for recruitment and selection also select evaluation of technical skills as the most important reason why women are not chosen for technology positions. Furthermore, only 30.8% of the enterprises that have implemented gender-equality policies in respect of their recruitment and selection processes have also defined

metrics for the recruitment of women.

Of all the companies surveyed, only 21% have defined metrics for the recruitment of women and 22% have

Gráfico 19:
Metrics for women’s recruitment



done so in the technology-based enterprises segment.

As the size of the company increases, so does the proportion of companies with metrics for the recruitment of women: 9.8% of those with fewer than 50 employees; 15.4% of those with between 50 and 199; 22.2% of those with between 200 and 999; and 31.7% of companies with 1000 or more members of staff.

Of the companies that responded and have these metrics for the recruitment of women, 34.5% have more than 40% women on their staff and all the companies in this group have more than 40% women in entry-level posts and more than 30% in supervisory positions. It is noteworthy that this is not replicated in companies’ technology areas.

Chart 20:
Percentage set for women's recruitment



Of the companies with these KPIs, as shown in chart 20, 48.3% have set a target between 40% and 59%, this being the most common range.

When assessing the number of women in organizations and looking at the group that sets a target of between 40% and 59%, only 50% actually meets the target, while the other 50% has a lower proportion of women on their staff. In addition, 85.7% of these companies have less than 40% women in their technology areas, demonstrating that these metrics are usually applied company-wide and not by area.

Of the companies that set a target for the recruitment of women in ranges below 40%, 14.3% have more than 40% women on their staff.

Of the 22% of technology-based companies with these metrics, 56.3% are in the 40% to 59% range.

This section also asked about women applicants for technology jobs, asking what percentage applied for entry-level posts. Of all enterprises, as shown in chart 21, 55% said that the percentage was less than 40%.

For the segment of technology companies, 52.8% said that less than 40% of the women applicants applying for technology posts did so for entry-level posts and one third of responses from this group were in the 40% to 50% range. Even so, this is the level of responsibility with the highest presence of women in companies.

Further to a search for candidates, 46.4% of companies ultimately hire people who are already in employment. This is a concern if we consider that the second most chosen reason for not selecting women for technology roles is that of years of experience, yet there is an evident barrier to entry to the technology area when we take into consideration that 62.9% of companies recruit people who already have jobs, either within or from outside the company. This generates a vicious circle in which women specializing in technology are not able to start work on account of not having experience, and they cannot develop experience as they cannot get work. This also impedes, to a certain extent, the development of technical skills, since adults learn more effectively when they put the skills they learn into practice.

Chart 21:
Percentage of women applying for entry-level technology posts

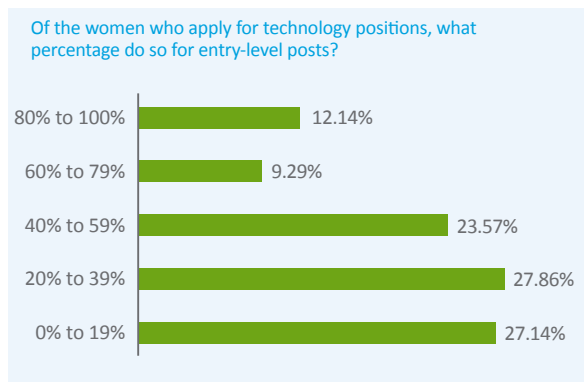
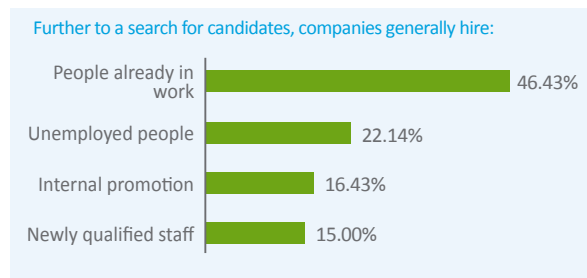


Chart 22:
Results of search for candidates



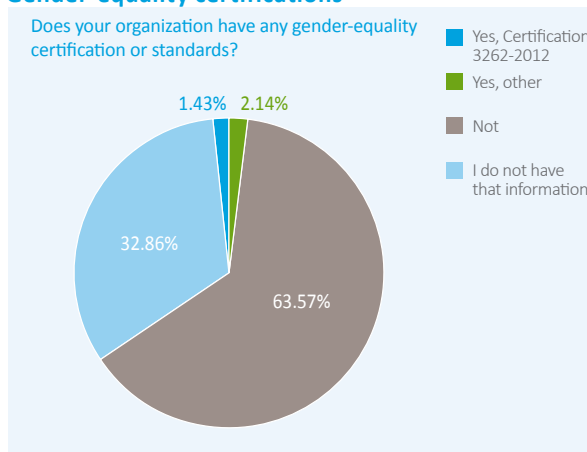
4.5

COMPANY POLICIES

Of the companies that answered the survey, only 3.6% have regulations of any kind on gender equality. Of these, 1/3 refers to Standard Chilean Norm 3262-2012 on gender equality and reconciliation of work, family and personal life, and the other 2/3 refer to overall company internal certifications, although they say that these may not reflect actual practice at the local level.

For the segment of technology-based enterprises, 68.1% said that they had no gender-equality certification.

Chart 23:
Gender-equality certifications



Another important number in respect of this question is the number of people answering that they do not have the information since, of this 32.9%, 43.5% hold management positions.

Chart 24 shows the diversity or gender-equality policies implemented in the organizations surveyed. It was possible to select multiple answers for this question, hence the total percentage is greater than 100%

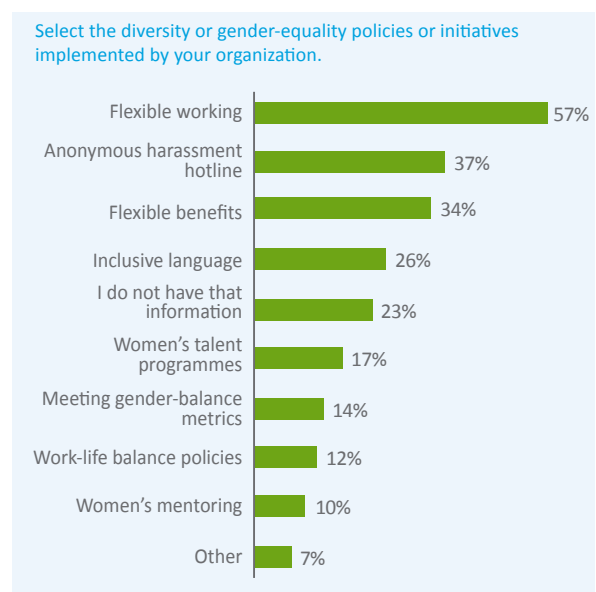
Flexible working is the diversity or gender-equality policy

that is most implemented in organizations, followed by a confidential system for reporting harassment. For technology-industry companies, only 29% have a confidential reporting system. This is in keeping with one of the hypotheses raised by the business sector in the previous study: the technology industry is a masculinized environment that lacks sexual-harassment policies.

Only 10% of technology companies have women's talent programmes; this is less than the 25% in companies in other sectors that have implemented such initiatives. Not only do women face barriers to their entry to the world of work in this field, there is also little interest in promoting their development.

For large companies, those with 1000 or more staff, 61% have an anonymous harassment complaints line, this being the measure that is most-implemented by this segment.

Chart 24:
Gender-diversity policies implemented

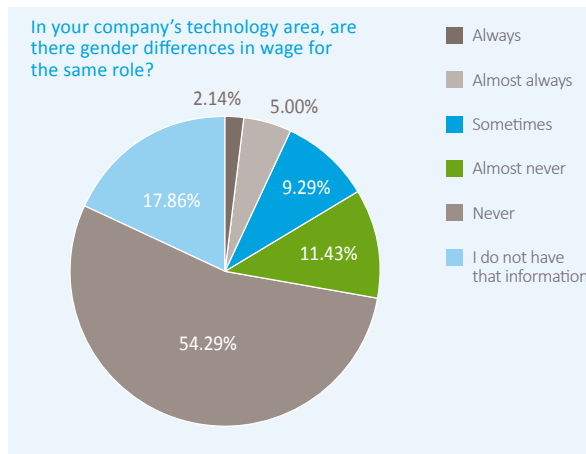


Of the companies that reported that they implemented other policies or initiatives, 60% said that they had no formal policy on diversity and gender-inclusion; it was mentioned among other responses that having policies of this type was a form of positive discrimination.

Only 16.4% of companies responded there were “Sometimes”, “Nearly always” or “Always” gender pay gaps for the same role and this is maintained when looking solely at the technology-companies segment.

It is in companies with more staff that this practice becomes more common; 36.6% of companies in this segment chose those responses. In addition, women generally have a higher perception of salary gaps, selecting on 25.7% of occasions “Sometimes”, “Nearly always” or “Always”, while men only chose the “Sometimes” response on 7.14% of occasions.

Chart 25:
Existence of a pay gap



It may be that, in relation to this issue, a considerable majority of people responded “Never” or that they did not have the information, due to the fact that differences are not in the basic salary, but are more evident in bonuses and allowances, etc., in addition to the opportunities for promotion that may be considered as another form of gap, since men and women probably start with the same role, earning the same wage, but after a period of time the man earns more due to having been

promoted, while it is more likely that women do not climb the responsibility ranks so quickly.

Of the total companies, 65.7% said that their compensation management checked “Sometimes”, “Nearly always” or “Always” for wage gaps.

Of those selecting those alternatives in the previous question, 21.7% said that this was monitored “Sometimes”, “Nearly always” or “Always”.

Chart 26:
Wage-gap monitoring



Responses differed in accordance with the gender of the respondent; 75.7% of men chose the alternatives mentioned above but only 55.7% of women did.

Regardless of company size, chart 27 shows that flexible working has been established in the great majority, reaching 95% of companies. In companies with fewer than 200 employees, the most-implemented initiative is ca-

sual attire. In respect of ongoing training, the implementation percentage increases in line with the number of staff on the payroll.

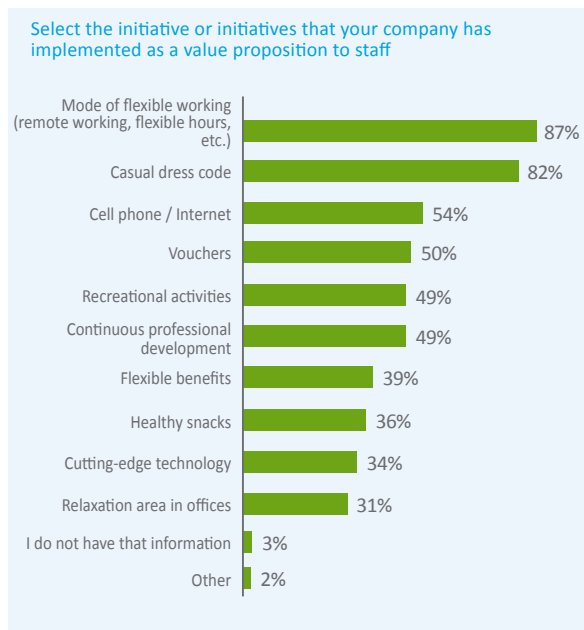
In companies with 1000 or more staff, the least-implemented initiative is flexible benefits (34%); for those in the staffing range of 200 to 999, it is cutting-edge tech-

nology (26%), while for companies with fewer than 200 staff, the least-implemented is that of a relaxed office environment (22%).

Technology companies follow to some extent the general trend in respect of implementing initiatives as value propositions to staff.

Few companies have developed policies that promote women’s careers in the technology area, evidencing little interest in this issue, since 16.7% of those that answered “yes” have implemented policies that are cross-cutting and independent of the employee’s gender; this shows little understanding of the different opportunities and barriers to entry for women wishing to make careers in this field. To this is added the 12.5% that said that they did so through partnerships with organizations such as Laboratoria or other bootcamps, outsourcing this mission and demonstrating that there is no corporate commitment to internal development. There are also 25% making reference to skills, although not all make it clear that they are differentiated or specific to women.

Chart 27:
Initiatives as value propositions to staff



4.6

COVID-19 / FUTURE OF WORK

Due to the crisis caused by the pandemic during 2020 and 2021, two State’s benefits have been provided for companies: the Women’s Employment Subsidy and the Youth Employment Subsidy. The problem is that only 2.14% of the companies participating in this study make use of the first and 2.86% of the second. This may possibly be explained by the recent nature of the impact of the pandemic.

One third of companies currently using the Women’s Employment Subsidy are technology based. Two thirds have more than 200 employees and the remaining third have fewer than 50.

100% of the companies using the Women’s Employment Subsidy also use the Youth Employment Subsidy.

25% of the companies using it are technology based.

Chart 28:
Women’s employment subsidy

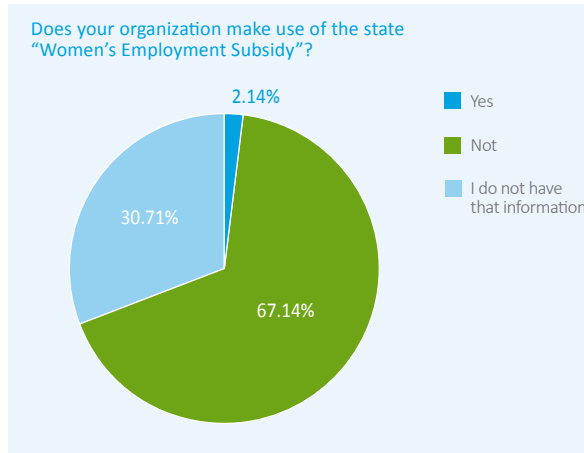
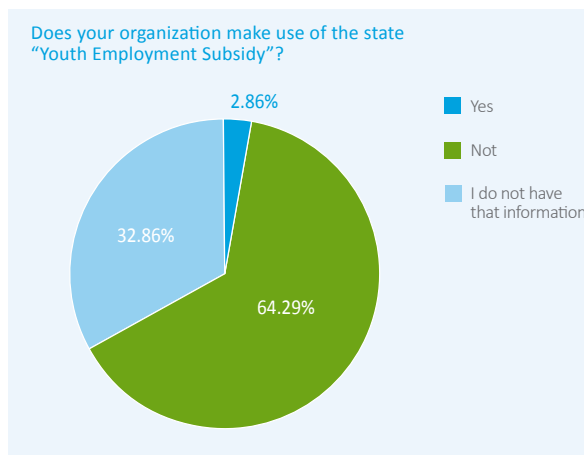


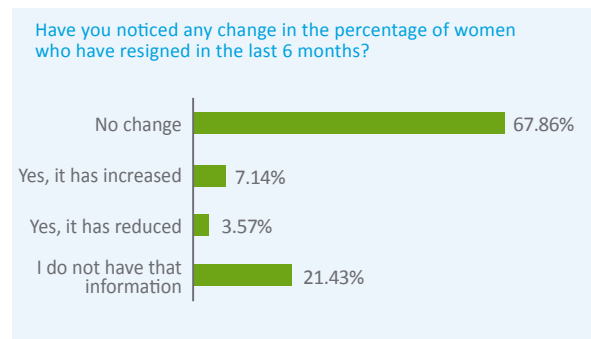
Chart 29:
Youth employment subsidy



In addition, 50% of those that use the Youth Employment Subsidy are micro-enterprises with between 10 and 49 employees, while the other 50% are large companies with 200 or more members of staff.

In general, as can be seen in chart 30, the great majority of companies responding to the survey think that the percentage of resignations had not changed during the last six months and has remained the same.

Chart 30:
Perception of change in the percentage of resignations



Companies using the Women’s Employment Subsidy perceive that women’s resignations have remained the same during this period.

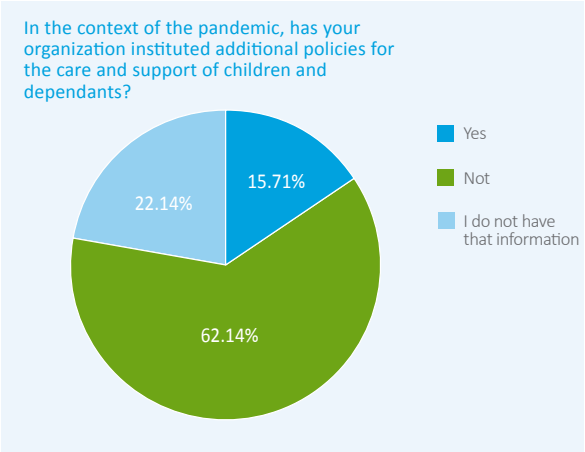
It is people from human resources who most feel that resignations have gone unchanged, with 75% of them answering in this way, while those in the technology area only said that there had been no change on 56.9% occasions.

Chart 31 shows that only 15.71% of companies have instituted additional policies for the care and support of children and dependants.

Of this group 81.8% feel that there has been no change in resignations.

27.3% of the companies that have instituted policies in this regard mention remote working and flexible hours although, for many, this was not a choice, but rather the only way to continue operating during the pandemic.

Chart 31:
Policies for the care of dependants



11.4% mention support for employees' children's education: supply of equipment and internet access for them to attend virtual classes, special leave, remote tutoring, virtual nursery classes, etc.

45.5% of the companies that have instituted such policies are technology based.

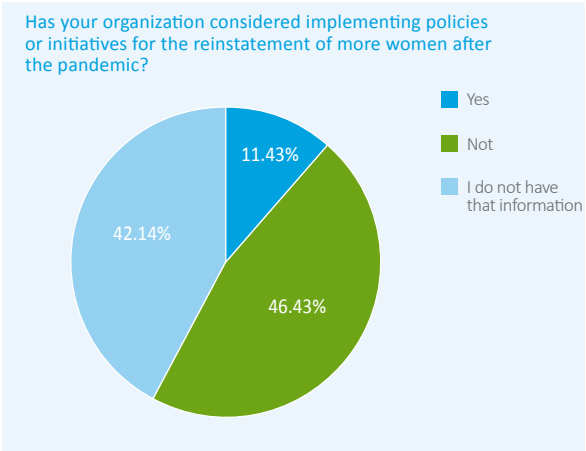
With respect to company size, it is the biggest companies that have most implemented policies for the care and support of dependants, at 24.4%, while only 11.7% of companies with fewer than 1000 employees said that they had done so.

As shown in chart 32, only 11.4% of companies have considered implementing initiatives to foster the reinstatement of women after the pandemic.

Of those companies that noted an increase in women's resignations, only 30% had thought about implementing policies for encouraging their return.

Of these policies, 37.5% relate to a phased return to the office, including greater flexibility for those with childcare responsibilities, and also keeping flexible working hours.

Chart 32:
Policies for the reinstatement of women after the pandemic



31.3% of the companies that have given thought to implementing policies of this type are seeking to achieve greater gender equality through the construction of new job profiles, partnerships with bootcamps, and others. They also mention incentives for recruiting women and a change in the way that vacancies are advertised, by using inclusive language to attract more women.

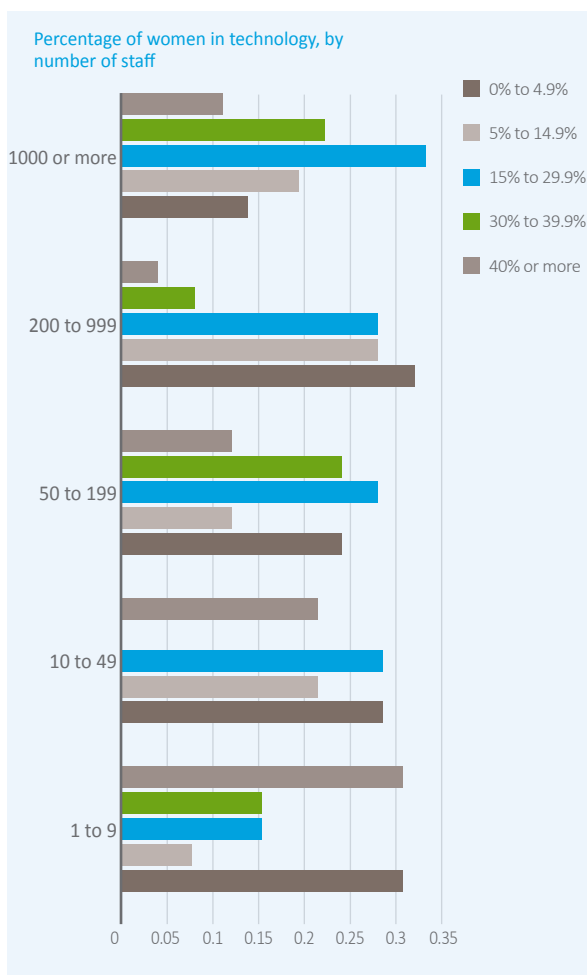
Of the technology-based enterprises that took part in the survey, 16.75 have plans to implement policies for the reinstatement of women.

CONCLUSIONS



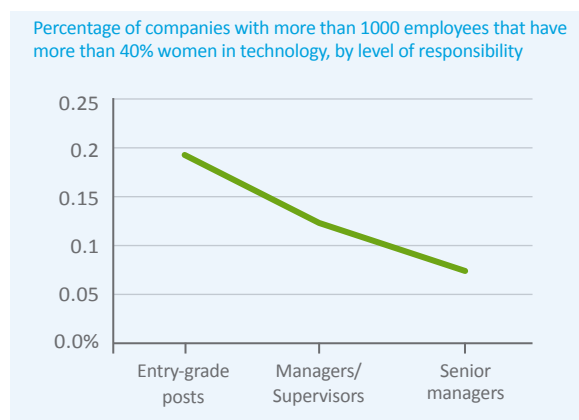
As seen above, there is still much work to be done to achieve equal gender representation in business, and all the more so in the specific area of technology. In 64% of the companies surveyed, women account for less than 40% of their staff and in technology in particular, a significant number (24%) have less than 5% women. In addition, the considerable majority of these women are in entry-level posts, demonstrating that they have greater difficulty to grow and develop within organizations, probably not receiving the same promotion opportunities as men.

Chart 33
Percentage of women according to company size



One of the hypotheses that needed to be tested was whether the type and size of a business had an influence on demand for women in technology areas. The following chart shows how the percentage of women in technology changes within organizations depending on the number of people on the staff. It can be seen that the larger companies form the segment that least achieve 40% or more women in this area; it is not possible to establish whether there is a direct relationship between company size and demand for women in the technology area. In addition, it was observed that despite being large companies, most of them concentrate this percentage of women in technology in entry-level posts. This leads one to conclude that although they may be big or mature, this does not mean that they are any further ahead in terms of gender-balance policies to support the development and growth of the women on their staff.

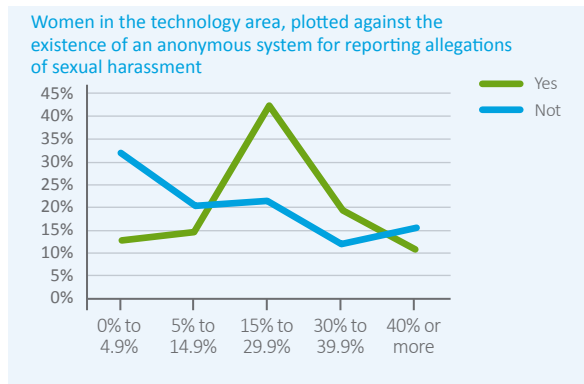
Chart 34:
Levels of responsibility of women in technology areas of Big companies



As shown above, if the type of company, using our segmentation model is directly related to demand for women in the technology area, then technology-based enterprises have a greater percentage of women in that area. One third of these are in the 30% to 39.9% or 40% and over ranges.

Another issue that had been considered and to which this study brings a response is that of determining if the degree of maturity in terms of gender-equality policies and initiatives could influence demand for women in the technology area. Given the masculinization of the area, one policy that is considered very important when trying to include women is the system for the anonymous reporting of allegations of sexual harassment. It can be observed that it is precisely the companies that have not implemented such a mechanism that have the lowest representation of women in the area, and that those companies that have implemented an anonymous reporting line select the intermediate response ranges more often than those that have not. Even so, this does not lead to a significant difference for the highest bracket, leading one to conclude that while it may well influence the representation of women, it does not necessarily guarantee an increase in the number of women in technology.

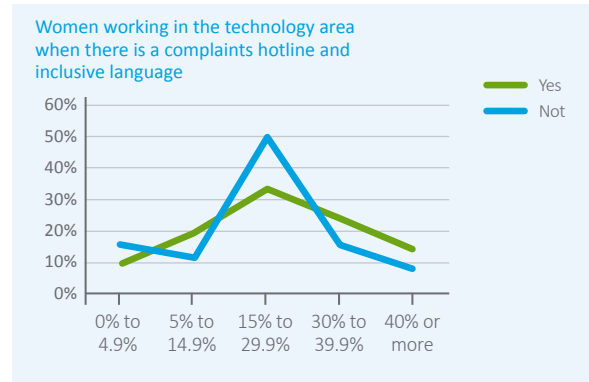
Chart 35:
Women in technology when there is anonymous complaints line



We were able to confirm that inclusive language alone is not shown to have any impact on the numbers of women working in companies' technology areas. When we analyse the percentage for companies that have implemented both the initiatives mentioned, a small variation occurs at the extremes, in that those without these policies are those with less than 5% women employed and those that do have them are those with 40% or more, but in the in-

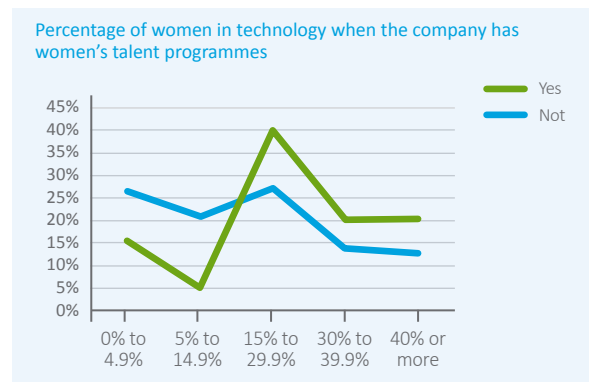
termediate rankings, most companies do not have these policies and, therefore, it cannot be said that they have any direct influence on the recruitment of women.

Chart 36:
Women working in technology when there is a complaints hotline and inclusive language



Regarding women's talent programmes, which could be a promise of significant value for possible women applicants, as chart 37 shows, companies with such programmes tend to be those with a greater number of women in the technology area, but this initiative has only been implemented in 17% of the companies in the sample.

Chart 37:
Women in technology when women's talent programmes are implemented



In respect of certain issues that emerged from the study and on which work has been done in order to be able to design future initiatives considered a solution to them, it must be stressed that we have concluded that a good initiative can lose its focus if it does not address problems from the root.

The lack of gender policies in recruitment and selection, together with the fact that recruitment policies generally favour people who already have jobs, are a significant barrier to women's entry into the area, because they are not given an opportunity to gain experience and this is one of the biggest reasons why they are not hired.

There is also evidence of a lack of awareness in senior managers of gender-equality issues. While there are companies within the study that sign up to various initiatives and standards, many of these were not mentioned among the responses. The gender-balance initiatives arising from this study must be designed in such a way that the entire company is aware of them, in order to guarantee in this way that they are fully implemented. It is a concern that this study has been answered by organizations' leaders and that there is a noticeable lack of command of information in respect of questions on current labour issues. The vast majority do not know, for example, whether or not they have instituted policies for the care of dependants, yet these leaders are the ones who should be taking command of this and generating tangible changes and actions within the company.

It must be emphasized that in the current situation, women are at a disadvantage compared to men and this is why it is not enough to have training targeted equally at men and women, nor to select candidates for hiring and promotion on their skills, but rather there is a need to incorporate a comprehensive gender perspective with the capacity to be translated into real impact. One must remember that while the intentions of meritocracy are good, for its application to be effective, there has to be a foundation of equal opportunities between men and women and if this does not exist, then meritocracy will only serve to accentuate current inequalities. One must also take into account the psychological effects on women of

being a minority and the only ones in a masculinized setting; it is important and urgent to generate initiatives that strengthen the internal women's pipeline so that they can grow and develop within companies.

Lastly, in the context of the Tu Oportunidad - Second Chance Education, programme, it is noteworthy that the person profiles most required by businesses are management, for which there is no great recruitment difficulty, and fullstack developers, which most companies say is one of the most difficult to recruit. This represents a great challenge for this initiative and for other bootcamps too, since 44% of companies surveyed said that they always demanded accredited formal qualifications when recruiting staff for their technology areas, while only 9% always hire candidates with non-accredited qualifications from courses, certifications or bootcamps.

RECOMMENDATIONS



Based on the findings of this study, a joint work session was held between UN Women and EY with the aim of reviewing initiatives and action plans to foster the increased participation of women in technology.

First, the broad overview was presented, covering the context and megatrends, such as the relationship between meritocracy and justice, assuming that while meritocracy is good in its intent, it does not take account of the fact that men's and women's opportunities are not the same, and that is why being an organization that defines itself with meritocratic values leads to many of its leaders relying on those values, which perpetuates stereotypes and inequalities.

This was followed by a presentation of certain findings of the study, summarized above and grouped into three main pillars:

- Participation of women in technology
- Recruitment and selection policies
- Company policies

Within the first pillar, the findings were grouped into two major themes: low participation and a lack of promotion opportunities. It was established that although there are women in technology companies and areas, most of them work in entry-level posts. In addition, the marginalization due to a lack of qualifications, since 44% of companies always require accredited qualifications for technology posts and only 9% take on new staff who have followed courses, bootcamps or other non-accredited routes.

Regarding recruitment and selection policies, mention was made of high barriers to entry since few companies have gender-equality policies in this respect and only 21% define KPIs for women's recruitment, and this is at the general level, because it is not reflected in all areas of organizations. Also, as mentioned previously in this report, a vicious circle is created due to the fact that companies do not select women on account of their not having sufficient experience, but neither are women permitted to gain experience due to the companies only usually hiring people who already have jobs, either through

internal promotion or in other companies.

On corporate policies, the need to raise the awareness of organizations' leaders was also discussed, since leaders often respond that they do not have the information and it also happens that companies subscribe to a range of initiatives, but this does not permeate through to the rest of the company and nor does it translate into concrete actions. And lastly, the final issue considered relevant for this session was the fact that the technology industry is a masculinized environment with a current lack of gender-equality policies in order to be able to foster the inclusion of women, since only a few companies have, for example, anonymous complaints hotlines and even fewer have implemented policies with a true focus on women to develop women's careers in technology.

As a result of the joint work carried out by the UN Women and EY technical teams, a total of 53 initiatives were obtained. After this, the initiatives were mapped onto the working model developed by UN Women in the Map of Public and Private Initiatives in Chile for the Assistance and Support of Companies on Gender-Equality Policies. In this context the initiatives were grouped into four major areas in order to focus the recommendations:

- 1. Developing women's technical skills: intersectoral partnerships to foster talent**
- 2. Gender-focused Human Resources policies: training of those involved in the selection process**
- 3. Diversity and Inclusion Policies in Businesses: review of indicators**
- 4. Programmes to promote women in technology: generation of networks and mentoring**

These are discussed in more detail below:

1 DEVELOPING WOMEN'S TECHNICAL SKILLS: INTERSECTORAL PARTNERSHIPS TO ENHANCE TALENT

It is necessary to create alliances that promote training women in technology, as well as conducting a fit between what companies require and the skills to train, in such a way as to reduce barriers to entrance. Some actions that can be implemented around this measure are:

- Generate public policies and action plans for the short, medium and long terms, to provide a comprehensive strategy to ensure women's inclusion in technology and in the STEM areas in general.
- Enhance the articulating role of the Government, with the support of UN Women and other international agencies, in respect of coordinating universities, training centres, civil society and the requirements of the technology industry to deliver the tools, skills and technical support that women need.
- Publicize and promote good practice in women's technology training.
- Encourage initiatives such as companies recruiting direct from training institutions and also offering talks on what it is like to work for them and how they operate.
- Develop trainee programmes, in which companies offer these programmes instead of work placements, since the former offers the development of certain capabilities by performing specific roles within companies, whereas those on placement tend to be given very basic tasks .A number of companies have implemented these methods in Chile and they have secured good outcomes, as this is one of the main sources of new recruits.

2 GENDER-FOCUSED HUMAN RESOURCES POLICIES: TRAINING FOR THOSE WHO PARTICIPATE OR BE INVOLVED IN SELECTION PROCESS

The objective of this initiative is to gradually eliminate the barriers of entry to women regardless of the type of positions and at all organizational levels, by means of recruitment policies that are free from gender bias, in order to enhance diversity and gender equality. Some actions that could be implemented around this policy are:

- Ensure that advertisements for job vacancies and interviews are written using inclusive language.
- Staff training, especially of those in charge of people, in inclusion and inclusive recruitment and selection processes.
- Review from a gender perspective the requirements and skills demanded for posts and questions and requirements that may lead to bias; monitor to check that women are included in shortlists.
- It is suggested to incorporate these activities into companies' formal processes, such as corporate-level policy, in order to encourage compliance with them; they must have the active support of senior management.
- Note that the use of technological tools to filter candidates should be done separately for men and women, since technology learns from humans and will, therefore, be biased if there is no separation.

3 DIVERSITY AND INCLUSION POLICIES IN COMPANIES: REVIEW OF INDICATORS

It is recommended to review KPIs by level and role, in connection with each organization's needs. This is because it can be seen that the commitments that companies make tend to remain declarations of principles and do not necessarily turn into concrete actions. Some actions that could be implemented around this policy are:

- Having systems for measuring results, with relevant indicators, is a good way of boosting specific actions.
- Take constant measurements (quarterly, six-monthly or yearly) to observe the evolution of the organization.
- Indicators for women's recruitment should be specific to each area of the organization and level of responsibility, rather than being general.
- Noting how long people spend in a role is a relevant indicator for measuring and monitoring the promotions-opportunities gap between men and women.

4 PROGRAMMES TO PROMOTE WOMEN IN TECHNOLOGY: GENERATION OF NETWORKS AND MENTORING

To work on eliminating gender stereotypes related to women in the field of technology, it is necessary to promote, support and connect women in the sector, in addition to raising awareness of innovations and products developed by and for women. Some actions that could be implemented around this area are:

- Work on self-affirmation, so that when women graduate from their period of training, they have sufficient self-confidence to apply for technology posts, even though they know that this is currently a male environment, so that this does not affect their performance in the recruitment and selection process. This could be worked on in events, workshops or bootcamps before going out to look for work.
- Promote training events during individuals' careers, focused on "soft" and leadership skills, in order to foster the advancement of more women into leadership roles in the technology sector.
- Develop and promote mentoring initiatives in order to connect early-career women with others who are further into their careers, so that they can give them positive support for their job hunting and progression.
- Generate, publicize and broaden networks of women in technology.

FINAL THOUGHTS



In the context of the Fourth Industrial Revolution and its impact on future jobs, science and technology are vital sectors for national economies and, therefore, STEM skills are essential for a country to achieve sustainable development and promote innovation, social well-being and inclusive growth.

However, this study has clearly shown the gender gap in participation in the technology industry. While recognizing the presence of women in organizations, most are in entry-level posts in the companies where they have the greatest presence. In this context, 64% of the companies surveyed had less than 40% women on their payrolls and 57% of companies said that they had between 0% and 4.9% women in management positions in technology.

The factors that further this situation include the lack of gender-equality policies in recruitment and selection and the diminution of job experience. Only 21% of organizations set KPIs for the recruitment of women and these tend to be general and not by area; women are often not selected for technology roles as they do not have sufficient experience; and only 37.1% of the companies surveyed have implemented gender-equality policies in their recruitment and selection processes.

This is why multisectoral actions are needed focused on economic, social, political and cultural aspects, as are initiatives targeted at fostering the full inclusion of women in technology from childhood onwards, working comprehensively on barriers, stereotypes and discriminatory norms and practices that perpetuate inequality. There is a need to guarantee women equal opportunities to develop and prosper in technology careers, to contribute to reducing the gender pay gap and to promote sustainable workplaces linked to Economy 4.0.

Increasing the incorporation of women into technology companies is a significant challenge, partly because organizations have no understanding of the issue. The

lack of education about and awareness of the importance of having balanced and inclusive teams impedes implementation of tangible actions to effectively promote gender equality. Undoubtedly, the first step is to generate evidence that clearly demonstrates the gap that exists, highlighting the unequivocal contribution gained from involving more women in this sector.

In light of the results of the study, a series of recommendations was made in respect of the skills that are needed to be developed, through training and suggestions to companies, to boost the recruitment of women in the technology industry, implementing gender policies and stressing the need for gender equality in all spheres.

From the national perspective and in order to bring about real and sustainable inclusion, national technology-specific gender-equality policies are needed, along with long-term strategies to strengthen coordination between the public and private sectors, education centres and civil society. The above should be complemented by adequate policies for care for dependants that allow the full inclusion of women in the labour market.

As for the private sector, it is imperative that companies' policies and actions have a gender perspective. Work on attracting and retaining women should be cross-cutting throughout organizations, from the Board of Directors to the different areas, such as technology, finance, operations and human resources. These policies should be monitored and have indicators to measure concrete progress, in order to secure a tangible impact on gender equality in the technology sector.

To remove entry barriers to women, there is a need for

gender-perspective training for those involved in selection processes: incorporating inclusive language in vacancy advertisements and avoiding bias in questions and requirements are some of the measures that could be implemented to foster diversity and equality between men and women.

The technology industry offers unprecedented opportunities to reduce gender gaps. To achieve the goals of the 2030 Agenda for Sustainable Development, based on the principle of “leaving no one behind”, the inclusion of women and girls in STEM, and specifically in technology, demands transformative changes, integrated approaches and innovative solutions to overcome the structural barriers that generate inequality between men and women. In this context, the work of UN Women at various levels seeks to ensure that future innovations in the industry take a gender-sensitive approach with the cross-cutting objective of achieving gender equality and women’s empowerment.

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