



# Tech Future Taskforce

## Employer Activity Framework

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# Four pillars of change to increase socio-economic diversity in tech

The Tech Future Taskforce brings employers together to drive social mobility and socio-economic diversity in the tech talent pipeline. We do this by asking employers in the taskforce to take action across four change pillars:

## Engagement & Outreach

Engagement and outreach from industry to community makes tech careers visible. We ensure tech careers are part of career choice architecture, driving tech career inspiration, aspiration and knowledge.

## Access & Opportunity

Access and opportunity are created when talent practices and strategies actively include people from all socio-economic backgrounds, seeking out and engaging with talent where it is currently being missed.

## Retention & Progression

Retention and progression are key to making tech occupations a career destination of choice at for all people at every stage of their career. We will make tech an environment where diverse talent thrives and excels, feeding a virtuous cycle.

## Data & Measurement

Data and measurement drives awareness, urgency, action and learning. A focus on data-driven insight and action helps us understand and tackle barriers and unlock opportunities more effectively. We will use our leadership on data to influence the behaviour of industry and policymakers.

# How to engage with the four change pillars

**As an employer in the Tech Future Taskforce you can engage with the four change pillars in several ways:**

- We ask all employers to take three key actions that are crucial for driving change as a minimum standard. More on what these are later.
- We invite you to shape best practice by participating in a collaborative working group with other employers on the pillars your organisation is most passionate about.
- We ask you to select from the taskforce activity framework, actions that are suitable to your organisation, and tell us what you have been doing and learning when we ask you at specific times in the year.

**We have designed our approach so that it can flex to your organisation's size, resources, DEI maturity level, and strategic goals.**

## You're part of the team that creates the framework for change

**Tech Future is an industry-led initiative so we want you to help us shape the activity framework so that it meets your needs, and drives meaningful impact for others.**



# Three key actions from our change pillars

We are asking employers in the taskforce to commit to three foundational actions each year that we believe are necessary for change. You don't have to be doing them already; you just have to be willing to commit to the process of working toward them.

**Tech Future will support employers to take these actions.**

As we develop our collective knowledge of the actions with the greatest impact, we will evolve the actions we ask of employers. Your experience helps us learn and share what works with the employers that follow you.



**Hold one social mobility awareness or education event for your team.**



**Measure tech employee socio-economic background.**



**Implement inclusive recruitment practices that support socio-economic diversity.**







# Actions by change pillar

A flexible framework of actions on social mobility for employers in Tech Future. Categorized by the theme and arranged into levels to suit wherever you are in your journey.



# Change Pillar 1: Engagement & Outreach

Engagement and outreach is about two types of awareness raising: **raising awareness of tech careers with talent**, and raising awareness of the social mobility cause with employers and leadership.

**Which of these do you already do?**

**Which could you start?**

**What's missing or can be improved?**

**Core metric we're tracking:**

# of people from lower socio-economic backgrounds who have accessed a tech career experience (including insight days or work experiences).



## Foundational actions

- Participate in one social mobility business awareness/education event per year.
- Run an outreach activity with an organisation that delivers tech education or training with a social mobility focus.
- Continually engage outwardly with other organisations and materials to improve knowledge of social mobility.



## Leading actions

- Present or host an external facing social mobility awareness event or activity.
- Contribute expertise to help another employer learn how to engage talent from low social mobility communities.
- Write a content or thought leadership piece on social mobility in tech and share it through appropriate channels.
- Partner with a talent provider that delivers tech education or training with a social mobility focus.
- Deliver an engagement or outreach activity with an organisation that delivers tech education or training relevant to tech with a social mobility focus.
- Encourage and facilitate opportunities for employees to participate in engagement activities with establishments that deliver career development education or training with a social mobility focus.





# Change Pillar 2: Access & Opportunity

Access and opportunity is focused on improving recruitment and talent acquisition pathways and processes to make them inclusive of people from low socio-economic backgrounds.

**Which of these do you already do?**

**Which could you start?**

**What's missing or can be improved?**

**Core metric we're tracking:**

% and # of people from low socio-economic backgrounds that have been offered a tech role.



## Foundational

- Promote relevant vacancies to social mobility focused talent networks, like the ones in the taskforce's network.
- Use inclusive recruitment processes that support socio-economic inclusion in tech.



## Leading

- Provide work experience opportunities for young people from low socio-economic backgrounds.
- Offer external mentoring opportunities for talent from low socio-economic backgrounds that is: formally resourced and organised; structured and sustained; measured.
- Promote relevant vacancies to targeted social mobility talent networks as part of your long-term talent strategy.
- Train recruiters and hiring managers on socio-economically inclusive decision making/unconscious bias training.
- Make socio-economic inclusion and diversity practices a factor when contracting third party staffing and recruitment agents and talent partners.
- Offer additional support to candidates from lower socio-economic background in recruitment processes.
- Have an external reverse mentoring programme that is organised, measured and evaluated.
- Use a multi-channel outreach approach to engaging diverse talent.



# Change Pillar 3: Retention & Progression

Retention and progression is about ensuring that low socio-economic background talent in your existing tech workforce is not being driven away or blocked in tenure or professional development because of factors that solely relate to their background.

**Which of these do you already do?**

**Which could you start?**

**What's missing or can be improved?**

**Core metric we're tracking:**

% and # of tech employees at the senior most level of the organisation who are from low socio-economic backgrounds.



## Foundational

- Present or host internal facing social mobility awareness events or activities at least once per year for employees.
- Assess the progression of employees through the organisation by socio-economic background cohort.



## Leading

- Have an internal reverse mentoring programme.
- Offer internal mentoring for talent from low socio-economic backgrounds that is: formally resourced and organised; structured and sustained; measured.
- Consider socio-economic background pay gap data in remuneration policy and decision making. Use a fair work allocation system to ensure promotable work is distributed fairly.
- Support employees from low socio-economic backgrounds to access leadership career experiences e.g. NED roles.
- Operate a shadow board with diversity of socio-economic background.





# Change Pillar 4: Data & Measurement

Data and measurement drives awareness, urgency, action and learning. Data-driven insight and action helps us understand and tackle barriers and unlock opportunities more effectively. We will use our leadership on data to influence the behaviour of industry and policymakers.

**Which of these do you already do?**

**Which could you start?**

**What's missing or can be improved?**

**Core metric we're tracking:**

# of organisations who are tracking socio-economic diversity in their tech workforce.



## Foundational

- Measure employee socio-economic background at a regular cadence, ideally at least annually.
- Track employee disclosure rate of socio-economic background.
- Report on socio-economic diversity internally and use it to inform strategy.
- Have a socio-economic diversity senior champion or sponsor.
- Define organisational goals for socio-economic background alongside other workforce diversity goals.
- Share socio-economic diversity levels with the taskforce to build a collective picture of socio-economic diversity in tech.
- Ask candidates about socio-economic background in DEI surveys



## Leading

- Include socio-economic diversity in appropriate public diversity communications or reports.
- Define short and long-term goals for socio-economic diversity, backed with a strategy to achieve it.
- Measure socio-economic background against various workforce factors e.g. attrition, promotion, recruitment and pay gap.
- Analyse socio-economic background data intersectionally.
- Participate in collaborative projects e.g. Social Mobility Index.
- Actively influence change in tech by feeding into reports and and resources that help other organisations improve.





# What happens next?

**As a member of the taskforce, we will ask you to:**

- Help us improve the framework to reflect current best practice and the realities of industry.
- Tell us what you're already doing from the activities we have identified, and how it's going.
- Explore additional actions you can take from the framework to improve social mobility in tech.
- Join a workstream, under one of the four change pillars, to help us explore solutions and ideas.

**Your involvement helps create employer-driven collective action to drive social mobility in tech.**

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