Women in technology:
no progress on inequality for 10 years
The Guardian 14/05/14

Practice on collocations
Answer to the questions using the highlighted words

A/ Study the following collocations.

B/ Find them in the text and discuss their meaning.

remained largely	static
lags	behind
primarily	because
aligned with	their idea of
corporate	values
followed	through
become	intolerant of
promote	over
associate	with
rectifying	problems
upper	echelons
bias	towards
lean in	the direction of
inadvertently	sets off stereotypes or biases
significantly	under-represented
bring more women	into the fold
remove	barriers

C/ Use the collocations above to summarize the text below.

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The number of female CIOs has remained static at 14% for a decade – but here's a list of initiatives trying to change that

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Samuel Gibbs

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The number of women in key roles in the technology industry has remained roughly unchanged for 10 years, a study has shown.

A report by the research firm Gartner on chief information officers (CIOs) and the challenges they face in the industry has shown that the percentage of women taking the role has **remained largely static** at 14% since 2004, when the firm started gender analysis.

What has remained roughly unchanged?

The situation in the EU is also worse than developing nations and the US, where the proportion of women in leadership roles is higher. Gartner's data showed women occupied 11.2% of technology leadership roles in Europe, the Middle East and Africa compared with 18.1% in North America, 13.4% in Latin America and 11.5% in Asia.

"The EU generally **lags behind** nations in Latin America, Asia and the US **primarily because** of a traditional hierarchy, in my view, with more institutionalised behaviour, which makes it harder for new schemes of working and thinking to break through," said Tina Nunno, a vice-president and fellow at Gartner.

Who lags behind and why?

'Women have become very intolerant'

Nunno said women were more likely to pick companies that **aligned with their idea of** good **corporate values,** but women who didn't see those values **followed through** at every stage of the company were more likely to leave.

In many industries, including technology, companies will recruit identical numbers of men and women but lose the women within a few years.

"A lot of companies thought this was because women were leaving to have families, but more recent data tends to show that women have **become very intolerant of** situations where they feel men who are not as qualified as them have been **promoted over** them, frequently just leaving," said Nunno.

"Systematically we have to change the promotion structure so that women are promoted and kept engaged in the company. That could be as simple as changing the criteria under which people are promoted."

Who has become intolerant of what and why?

Lose the 'hero mentality'

Nunno explained that one of the issues is that promotion structure in technology is often focused on the "hero mentality", where people work very hard to fix problems after they happen. Men generally **associate with** the hero mentality, but women are often better at identifying and **rectifying problems** before they happen – but that means they are seen to be doing less hard and crucial work.

Why do men seem more hardworking than women?

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Losing women before they reach the **upper echelons** of technology companies is **detrimental** to good leadership, Nunno said. "Technology leaders often need the ability to work and collaborate across the organisation with people that they do not directly manage or have power over – something women are generally better at, according to recent research around organisational politics." She said: "I don't believe this **bias towards** men is conscious. Most people simply don't say they don't want to work with a woman, it's just that on some unconscious level there's a detrimental **lean in the direction of** men."

Who is biased towards whom and what are the effects?

In an effort to level the playing field some companies in the US are experimenting with reducing job applicants to qualifications and experience only, removing personal information such as name and sex and replacing it with an identification code in parts of the recruitment process.

"In Europe, compared to countries like the US, much more personal information is put on resumés like name, marital status and the number of children we have, which quite frankly is just information that **inadvertently sets off stereotypes or biases**," Nunno said.

What sets off the bias against women?

The problems facing women in technology are not **insurmountable**, but Nunno thinks that no one organisation can do it alone. However, many organisations and groups are attempting to change the status quo, getting more women into technology, science, engineering and mathematics jobs, and helping to keep them there.

What is the government doing?

Recognising that women are **significantly under-represented** in engineering and technology careers, the government has repeatedly called for organisations and business to **bring more women into the fold** through its campaign Women into Technology and Engineering Call to Action.

The campaign focuses on helping to **remove barriers** to science for girls and women, and builds on previous schemes including work on equality by the Research Councils.

The Stem (science, technology, engineering and mathematics) diversity programme led by the Royal Society and Royal Academy of Engineering is also funded by the Department for Business, Innovation and Skills, while the Equality Challenge Unit runs the Athena Swan schemesupported by the funding councils and Universities UK.

Why has the government launched a campaign and what is the purpose of it?

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D/ Complete the phrases below.

the direction of	sets off stereotypes or biases	static	barriers	into the fold
under-represented	behind because their idea of	towards	echelons	with
values	through intolerant of	over	problems	

remained largely..

lags..

primarily..

aligned with..

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rectifying ..

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