



Empowering Women's Success in Technology

IBM's Commitment to Inclusion



BOSTON COLLEGE
Center for Work & Family
CARROLL SCHOOL OF MANAGEMENT



Technology has transformed the world more dramatically than any other revolution in history and is one of the fastest growing sectors in the global economy. However, at a time when opportunity has never been greater, women are retreating from the fields of science and technology at alarming rates.

Identifying a Mission-Critical Issue

Recent data states:

— The gender gap in science, technology, engineering and math (STEM) has widened since the 1980's, when 37% of all computer science graduates in the U.S. were women. Today, that number is a mere 18%.

— **By 2020, Girls Who Code estimates there will be an estimated 1.4 million computing-related jobs in the U.S. alone, and women will likely only fill 3% of those.**

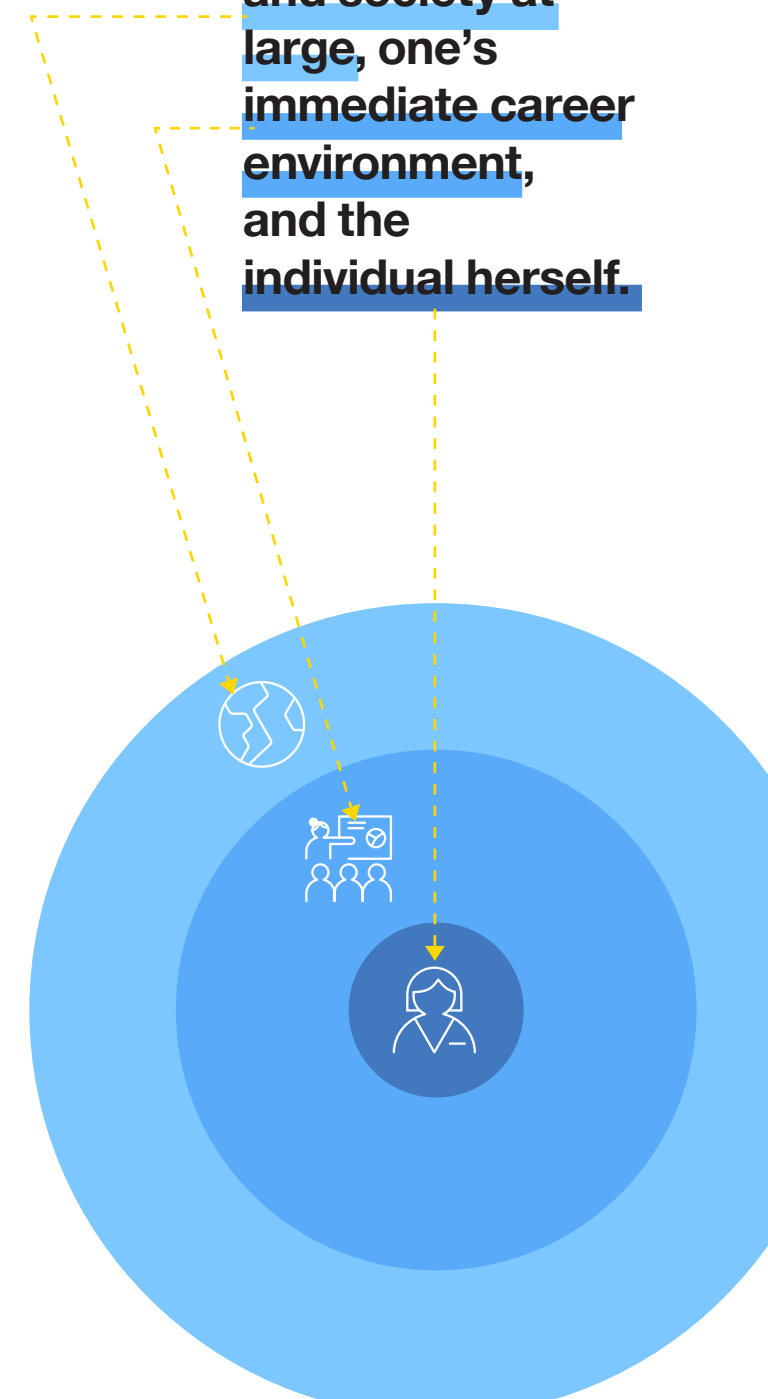
— This study from Girls Who Code also found that women ages 25-34 are increasingly dissatisfied with their tech career prospects, citing unsupportive work environments, a lack of inspiring role models and sacrifices in their personal lives that outweigh professional advancements.

Creating a Call to Action

Attracting, retaining and developing female talent across the world is not only essential to IBM's company culture, it's a business imperative. From 1899, when we hired our first women employees to today, with our first female CEO, IBM's commitment to celebrating the talent of women has been at the forefront of our business and a key driver of our success. Research has shown a clear positive link between increased gender diversity and financial results, across different industries and countries. At IBM, we recognize that women play a critical role in our global economy and that they must be present in the industry that drives innovation in all sectors.

Findings from IBM's 2016 Global Career Progression Survey demonstrate that career progression at IBM is driven by three separate, but interconnected, factors: the culture and society at large, one's immediate career environment and the individual herself. We have outlined this framework and provided descriptions of the initiatives established to support women's careers in each of these three areas. We share our approach at IBM as one pathway toward achieving the goal of solving the world's problems through developing and engaging the incredible potential of diverse talent.

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IBM's Commitment to Diversity



1899 | **First woman and black employees hired**

1914 | **76 Years before the ADA, IBM hires first disabled worker**

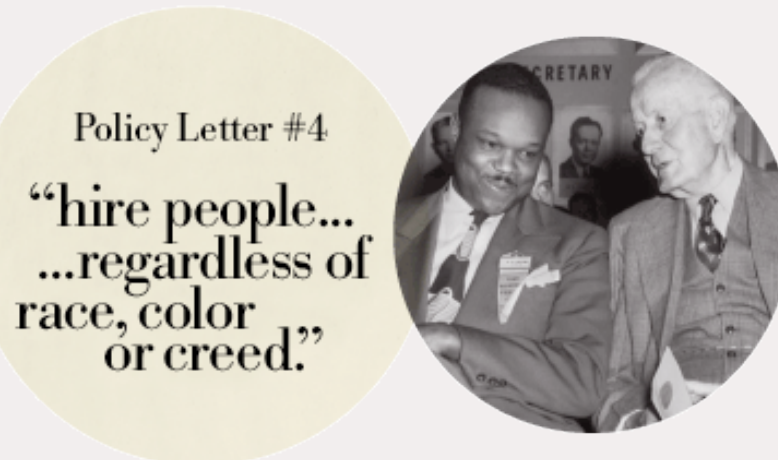
1935 | **Thomas Watson promises women equal pay for equal work**

1943 | **At 27, Ruth M. Leach is hired as first woman vice-president**

1953 | **IBM's first equal opportunity letter, 10+ years before the Civil Rights Act**

1984 | **Non-discrimination on the basis of Sexual Orientation**

2012 | **Ginni Rometty appointed as first woman CEO**





Evolving Organizational Culture at IBM

Our focus on inclusion drives IBMers' immediate career environments. In these environments, employees are valued, empowered to think freely, and encouraged to express themselves fully by bringing their whole selves to work. To promote full engagement, we have established a number of initiatives to embed a sense of inclusion into the corporate culture.

Overcoming Unconscious Bias

Awareness of unconscious bias is the key to mitigating its impact in the workplace. "Overcoming Unconscious Bias," teaches employees and leaders how unconscious biases influence judgment and decision-making. From determining who to hire, promote, and develop, the session brings unconscious biases to light and offers actionable and objective strategies to help eliminate bias in the workplace.

Create a Supportive Work Culture

IBM has maintained a commitment to creating a supportive, a career environment that offers IBMers the flexibility and control over their work, while integrating the needs of the business and employees. In 2000, IBM established The Global Work/Life Fund—a multi-year, \$50 million investment in addressing strategic work-life challenges and futures of IBMers worldwide. IBM is constantly innovating new solutions across the globe through practices such as a breast milk delivery service, expanded paid bonding/parental leave, and health/fitness/wellness coaching.

“Workplaces that support gender diversity also tend to have more flexible work-life balance and family leave policies, things that both sexes value and that increase women’s ability to participate equally in the workforce.”

—Eric Berridge, CEO of Bluewolf, an IBM Company

Partner with the Experts

We team with external organizations devoted to advancing the careers of women. Through partnerships with *Catalyst*, *Anita Borg Institute*, *Society of Women Engineers*, *Working Mother Media*, *Professional Business Women of California*, and *Boston College’s Center for Work & Family*, IBM leverages research and best practices to offer the most current resources to our employees.



Establishing Career Supports

As an organization, IBM has relentlessly focused on building and fostering an inclusive career environment. Therefore, IBM has been strategic in its approach to giving women and underrepresented groups the opportunities and resources needed to progress in their career and to fulfill the company’s purpose.

Focus from the Top

IBM has established global executive councils for employee constituencies—Women, People with Disabilities, and LGBT (global), and Asian, Native American, Black, Hispanic, and Veteran (U.S.). Comprised of senior leaders across all geographies and business units, these councils are charged with driving significant action on behalf of their members. They focus on increasing representation of their constituencies at the executive levels, enabling leaders to drive engagement and increasing our societal impact for their member group beyond within IBM and beyond.

“As the Women Executive Council Co-Chair, I am able to reach out to leaders worldwide and align across the globe. Driving personal accountability of our leaders yields greater impact for IBMers and the world.”

— Inhi Cho Suh, GM, IBM Collaborations

Global Career Progression Survey

- In March 2016, the Executive Women Council invited roughly 20% of IBM’s workforce to participate in the Global Career Progression Survey.
- The survey was used to assess IBM’s current business climate and explore what actions to take to enable effective career progression for all IBMers, with a specific focus on women.
- The survey identified ten career factors IBMers feel are most important to the advancement of their career: *self-promotion, seeking opportunities, bias and stereotype-free environment, critical job assignments, career planning, supportive work culture, mentors and sponsors, supportive supervisor, and objective HR processes.*
- Important to all employees, but especially for women, the data demonstrated that being a caregiver and taking advantage of IBM’s work-life benefits did not hinder the number of promotions and general career progression opportunities available to women.



Foster an Inclusive Work Environment

IBM's Business Resource Groups (BRGs) bring together talented groups of diverse IBMers to advance IBM's business objectives and help its employees succeed in the workplace. Engaged IBMers have created more than 275 IBM BRGs, across 51 countries, supporting 14 different constituencies, 95 of which are focused on women. Our Business Resource Groups continue to be active in the retention and development of our employees and provide all individuals the opportunity to grow and develop beyond their primary work roles.

Mentor Rising Talent

93% of women executives attribute much of their success to having an informal career advisory team. Taking part in this network of women mentoring women continues this tradition and produces a new generation of women leaders eager and equipped to mentor rising talent. We know active mentor and sponsor relationships are key, so we build these relationships into our talent programs.

“I seized the opportunity to spend a day shadowing our CFO. What a great experience to see a woman in an executive position up close and personal! That experience only validated my decision to pursue my goal of being in a management position.”

—Antje Staudenmeir, Operations, Germany

Women Helping Women

In a series of “book club-like” sessions, women expand their leadership capabilities by engaging on topics including “Designing Your Professional Future,” “Work-Life Integration,” “Creating Your Personal Brand,” and “Intentional Networking.” Anyone can organize groups, whether it be single departments, mentoring teams, cross-functional teams, or simply people on the same floor or in the same building. Our learning platform provides all the necessary materials for IBMers around the world to lead a group in whatever way works for them.

Empower Girls & Women Around the World

Approaching its 10th anniversary, the Corporate Service Corps (CSC) is the exemplification of IBM's commitment to empowering women and girls across the globe realize their full potential. Through transformational, pro-bono consulting, IBM supports organizations serving women in 40 countries worldwide. Examples are in places like Ghana, where an IBM team provided a path for growth for a social enterprise providing innovative solutions to educate girls in rural communities. In Kenya, India and Mexico, IBM supported organizations preventing violence against women. In Peru and Kenya, IBM provided roadmaps to improve the quality and number of cervical cancer screenings. And in multiple countries, IBM has worked to support women's economic development by building skills for youth and entrepreneurs.

Engaging & Developing Women in Tech

For over 100 years, IBM has engaged with the society at large in the communities where it does business. One of IBM's strategic imperatives is to create the social infrastructure to give women and other underrepresented groups access to the education and resources they need to fully reach their potential.

Bridge the Digital Divide

Since the summer of 1999, IBM has organized and run a technology camp staffed by IBM women volunteers with educational and professional backgrounds in technology. Their goal was simple: spark the interest of seventh and eighth graders early.

Expand the Pipeline

IBM partners with Girls Who Code which has one focused mission: Close the gender gap in technology. With over 10,000 alumna, the organization recruits girls from sixth to twelfth grade for after school clubs and summer programs to learn coding and become familiar with what opportunities exist for women in technology.

Reinvent Education

Launched in 2011 as a public-private collaboration among IBM, the New York City Department of Education, and the City University of New York, P-TECH (Pathways in Technology Early College High School) prepares youth, particularly low-income students of color, many of whom are the first generation in their families to go to college, to move beyond high school, earn a college degree, and enter the workforce with skills that employers value.

Bring Women Back

Tech Re-Entry, the Society of Women Engineers, and iRelaunch – the return-to-work experts – have partnered to make rejoining the tech industry easier for skilled employees who have been out of the workforce.

ReBoot Accelerator for Women is an 8-week program designed to give women the skills, connections, and confidence to re-enter the workforce.



Advancing the Individual IBMer

IBM places the advancement and retention of women with leadership potential as a key business priority. The participation of women on senior teams has been found to be positively associated with company performance. Therefore, this imperative is built into all talent strategies, and we offer many programs designed to help individual women advance.

Identify Talent Early

Through the Executive Potential & Extraordinary Leadership Identification (EPELI) program, managers identify IBMers one, two and three levels below executive level, who are displaying extraordinary leadership and initiate a development journey for them.

Empower Self-Promotion

Building Relationships and Influence (BRI) is an award-winning, highly experiential, global leadership program for women with executive potential. The three day, face-to-face session helps increase the number of women in executive roles and the retention rates of high potential women. BRI alumnae who have been promoted to an executive position are often asked to return to the class as speakers and/or sponsors to share how their learnings from the class prepared them for a new role.

Reach Deeper into the Pipeline

Pathways to Technical Leadership helps upcoming technical leaders identify career aspirations, strengths, and weaknesses and provides immediate self paced education and learning opportunities. The program helps senior managers identify “areas of interest” for their people and enables them to deliver technical education locally via Education Delivery Kits, supporting those who want to learn more about technical opportunities and pursue education and networking.

Focus on Technical Women

As a technology company, we prioritize women in technical leadership roles and develop many programs to advance women in those roles. The “Technical Women’s Pipeline Program” aligns mid-career women with an executive coach and sponsor, offers face-to-face workshops and learning labs, and creates a development roadmap to track progress and readiness for the next milestone in their career path.

Lift Up Women Around the World

– “Elevate” is a program designed to accelerate the professional growth of high-potential mid-career IBM women in Europe, the Middle East and Africa and Latin America. During the program, participants develop leadership skills through education, experience and exposure opportunities tailored to individuals’ career paths.

– “Tanmatra” in India is a blend of academic, experiential and reflective learning, helping participants develop personal, functional and strategic leadership skills, in a joint partnership with Indian Institute of Management academic institution, Catalyst and IBM India. A nine-month program for women preparing to become executives, it incorporates face-to-face lab at the university, virtual experiences, networking sessions with business leaders across walks of life and industries, job shadowing, mentoring, and one-on-one consulting sessions with faculty.

– “Women Elite Circle” is a program in China designed to accelerate the personal and professional growth of high-potential women leaders by pursuing the effective integration of career and life. The program blends group and personal coaching activities to assist in deeper awareness and connection to self, helping the women develop a healthy, balanced and rewarding lifestyle with IBM.

Writing the Future

“Past is prologue. And it is a fact that women have helped drive every era of technology we have known to date.”

—Ginni Rometty, Chairman and President, at the Grace Hopper Conference

The gender gap in science, technology, engineering and math (STEM) fields isn’t going to close on its own. At IBM, we are working to reverse this equation and write a future where women have the same opportunities for career success as men. Findings from our 2016 Global Career Progression Survey affirmed that programs and initiatives tailored to the culture at large, one’s immediate career environment, and the individual employee have the most impact in leveraging the talents of our women around the world. No single program provides all the solutions; rather, the programs outlined in this case study work in unison to help us achieve this mission.

As we have done throughout our century-long history, IBM will continue to work to ensure women around the world have the inspiration, education, tools, and support to not only have a prosperous career at IBM, but engage with the world at the highest levels. We invite organizations in both the public and private sectors into this conversation and to join IBM on this quest to improve the current trajectory of women in technology. In this spirit, we share IBM’s unique journey with the hope that other organizations will recognize and seize their own opportunities to foster long-term, sustainable success of women in technology and beyond.



Sponsored by

Lindsay-Rae McIntyre, IBM Chief Diversity Officer

Inhi Suh, GM, IBM Collaborations & Executive Women Council Co-Chair

Phil Gilbert, GM, IBM Design & Executive Women Council Co-Chair

Laura Moore, Global Women's Program Manager

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Designed by Raquel Breternitz

Project Partner

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Facilitator Questions

1. What were your first thoughts when you read this case study?
2. What do you think stands in the way of bringing more women into STEM professions?
3. How do your experiences compare with this study?
4. What do women need to advance in their careers? What should IBM focus on providing in the future that isn't there now?
5. What support have you had to advance your career?
6. How might you get more support, if you need it?
7. How can you support others?
8. Share your recommendations for women who want to advance in the technology field.
9. How can we encourage more girls to explore careers in technology?
10. Have you had a role models who inspired you?
11. What can you attribute their inspiration to?

