

Gender and innovation for corporate change in ICT: Culture as continuity or change for women workers?

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Gender and innovation for corporate change in ICT: Culture as continuity or change for women workers?

Género e innovación para el cambio empresarial en las TIC: La cultura como continuidad o cambio para las mujeres trabajadoras?

Gènere i innovació pel canvi empresarial en les TIC: La cultura com a continuïtat o canvi per a les dones treballadores?

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Abstract

The presence and position of women working in ICT companies in Spain has until now been uncharted territory. This working paper is based on a research project looking at women's participation and position in the ICT sector in Spain. Empirical research consisted of both quantitative and qualitative analysis including a survey to 327 companies (48% response rate) and 12 in-depth case studies in a range of ICT companies. Findings from the quantitative analysis revolved around three main issues, a) how male and female respondents perceived different barriers hindering the access of women to top positions b) how the culture, size and the type of innovative company influenced the implementation of gender sensitive policies c) how the increased presence of women in management could be linked to the implementation of gender sensitive policies. Findings from the qualitative analysis enabled us to develop a typology of companies according to their conception of 'equality' (non-discrimination v diversity), openness to change (space/ time), implementation of gender sensitive measures (reactive/ proactive) and level of formalization. The main findings of the research highlighted major differences between how multinational (Anglo-Saxon culture) and Spanish (Latin culture) companies operate in terms of the above axes. Our research showed how company cultures therefore act as either a barrier hindering women's entry and progression or can open up opportunities for women in the ICT industry.

Keywords

Gender, Culture, Innovation, ICT, Women, Equality

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1. Introduction

This working paper discusses findings from an 18 month research project looking at the representation and position of women in leading ICT companies in Spain. Current political and economic changes in Spain provide an interesting context in which to explore the “gendering of globalization”. On the economic front, there exists a clear need to change Spain’s current mode of production from one based on construction towards one based on services and technology. Spain spent 1,2% of GDP on R&D in 2006, significantly below the EU27 (1,76%) and OECD (2,26%) averages. The development of the ICT sector and the growth of ICT innovation has however become a strategic element in the push for a new productive structure. On the political front, the Socialist Government, in power since 2004, has pushed forward on its equality agenda. In 2007 the Gender Equality Act was passed, soon followed in 2008 by the creation of the Ministry of Equality - which was granted ministerial status and given responsibility for gender equality issues. These developments mean that Spain is currently amongst the most progressive countries in the EU in terms of gender equality legislation.

In our research we looked at the implications and effects of these new economic and political realities for women working in the ICT sector. For example, one requirement of the Gender Equality Act is that private companies with more than 250 employees have to develop a Gender Equality Plan and corporations (that trade on the stock exchange) must have a gender equity balance of 60/ 40 on their corporate boards. These measures are equally valid for small scale firms in the ICT sector as well as big multi-national corporations which have overseas branches in Spain. How firms respond to these new requirements however, varies greatly between national and multinational firms, their corporate culture and their conception of women, talent, equity issues, and diversity management. The comparison between how national firms and large multi-national companies have introduced gender sensitive policies can therefore give us a special insight into how different corporate cultures mediate these processes of change either providing or blocking opportunities for women workers in

ICT. This comparative focus also enables us to identify those common barriers that women working in ICT face across the board.

More generally, women are very often considered a global reserve of highly qualified and talented labour that employers can tap into - they are often as qualified or better qualified, yet less expensive than their male counterparts (Castells, 2009). In March 2008 during the International Women's Week, Viviane Reading, the European Commissioner for Information Society and Media declared that the aim to "include more women in ICT degrees would be a force for change and an important stimulus for this key economic sector" (EC, 2008). This reinforces what was established several years before by the European Commission: "Women are the most obvious source for increasing the numbers of highly trained scientists, engineers and technologists, because this talent pool already exists and can be expanded" (Rübsamen-Waigmann et al. 2003). Despite this recognition women continue to face obstacles in ICT jobs and occupations, due to cultural and institutional barriers that can impede women from fulfilling their potential in the ICT sector and hinder their promotion within these companies (Wajcman, 1989 and 2008; Webster, 2005; Millar and Jagger, 2001; Valenduc et al, 2004; Simard et al 2008).

Recent economic and political changes in Spain have opened up a window of opportunity for women in the ICT sector. There exists a clear need to incorporate more women as highly skilled workers into the ICT sector. Although as our research showed multi-national firms and national, small-size companies are responding quite differently to making the most of diversity and talent, as entrenched problems such as balancing work and family threaten to impede a more equitable participation of women in the ICT sector.

1.1. The Presence and Position of Women Workers in ICT in Spain

In Spain there is a clear imbalance between the participation of women in the labour market in general, and their position in technologically intense activities (Castaño, 2005; Castaño and Iglesias 2008). The percentage of women in qualified

employment is 26% in high technology services and 27% in high technology industry whilst women form 57% of the workforce in other knowledge intensive services (figures for 2005, Felix, 2006). The situation is similar to the EU-25, where women represent 55% of qualified employment in the service sector but only 26% in high technology services (Eurostat, 2006 cited in Castaño et al 2008). The figures are similar for industry as 29% of technicians and professionals are women whilst this percentage falls to 24% in the medium-high and high-tech industries. There have been various comparative studies exploring the reasons for the low representation of women in ICT employment (see Millar and Jagger, 2001; Valenduc et al, 2004; Wacjman, 1989 and 2008; Webster, 2005) and about the gendered culture of the workplace in the ICT sector, but there has been minimal in-depth research looking at this issue in Spain. This recognition gave impetus to the research project on which this working paper is based.

2. Methodology

The objectives of the research were the following:

1. To map the presence/ position of women in ICT companies in Spain.
2. To map the implementation of gender sensitive company policies (work-family balance, gender equality, the search for feminine talent) in ICT companies in Spain.
3. To identify the cultural and institutional barriers that impede the incorporation of women in ICT companies in Spain.
4. To identify organizational and institutional good practice in favour of diversity and gender equality in ICT companies in Spain.

A mixed methods approach was used combining quantitative (survey) and qualitative (case studies based on interviews) methods.

We first conducted an online survey of innovative ICT firms in relation to action taken to improve the presence and position of women in the ICT labour force, such as the search for talent, work-family balance and gender equality policies. The online

survey was administered to managers and workers in top positions in the 327 participant companies (response rate: 48 %). The survey was designed to illicit information about company activity, the number and role of women in the company, the principal barriers to women reaching top positions and work- family balance, talent and gender equality policies implemented within the firms.

We split the sample into two groups according to the size of the firms which also corresponded to the cultural origin of the firm and their vision of innovation.

Group A: Comprised of 233 companies, mostly Spanish (85%) small, medium enterprises (SME) with a more traditional view of innovation based on internal R&D activities, and focused on ICT industrial production. The sample was built on public registers of companies with a trajectory of publicly funded R&D and innovation projects (PROFIT; CDTI; other). 115 companies completed the survey (a 49,3% response rate).

Group B: Comprised of 94 companies, mostly medium and large multinational companies (50%), which focused on ICT services and with a broad vision of innovation that included not only internal R&D but also non technological innovation (organization; marketing; etc.) representing around 87% of ICT employment and sales. The sample was elaborated from public lists of the most relevant ICT companies. 44 companies completed the survey (a 46,8% response rate).

Secondly, we carried out 12 case studies in large and medium companies in order to explore the corporative culture with respect to the position of women in the ICT labour market. We carried out 6 case studies in large and medium multinational companies located in Madrid and in 6 small medium Latin companies located in Catalonia, Andalusia and the Basque Country. The main objectives were to explore how multinational (Anglo-Saxon culture) and Spanish (Spanish-Latin culture) organize issues to do with gender and work and how this process affects women's status and position in ICT companies. The case studies had two different phases.

The first phase involved collecting general information including a description of the company, primary activities, the main business indicators (invoicing, employees and evolution) estimated value and the role of innovation. This first phase was carried out through interviews with institutional spokespeople (human resources).

A second phase centred on in depth structured interviews with male and female employees regarding issues of gender equality. Employees whose role involved generating innovation (thus making a direct contribution to added value) were selected. We searched for departments or areas of the company that offered possibilities for

contrast i.e. those groups that had different proportions of women. Once the areas/ departments had been selected, triangles of interviewees (manager, [man/ woman]) allowed us to contrast the opinions of women with those of men. Some interviewees were also chosen on the basis of theoretical sampling, for example women who held the highest position, combine work-life balance with professional excellence, have chosen to work part-time, have rejected an opportunity of professional promotion, and middle management with distinct styles, etc. were seen as key to this research.

3. Quantitative perspectives of gender sensitive company policy

The main findings of the quantitative research highlighted the following issues: a) the gendered opinions of the barriers preventing women from accessing management positions b) the different types of gender sensitive action taken (talent search, work-family balance and equality policies) in the two types of companies (smaller Spanish ICT companies/ larger multinational ICT companies) c) the relationship between the presence/ position of women and the implementation of gender sensitive company policies.

3.1. Women in top positions and barriers preventing women from accessing management positions

Women were scarcely represented in management positions - around 15% in both the small/medium Spanish companies and the larger multinational companies. In the smaller Spanish companies the presence of women in R&D activity was almost 20%. In this type of company, the percentage of women holding higher positions (middle management or top management) plummeted to 10%. In the larger multinational companies, however, 57% of women occupied management positions, although their role in the company was most frequently in non-technical departments,

like business, financial and human resources, whilst women were significantly missing from occupying ICT operational, technical or more strategic posts.

Respondents from the multinational companies were requested to identify the barriers women face in accessing top positions. In the first place, whilst 40% of men affirmed that there were no barriers hindering females from reaching leadership positions only 16% of women felt the same. For those that conceded that barriers existed, one third of men stated that the lack of female candidates was the principal cause whilst only 8% of women identified this as the main barrier. Nearly half of the women working for these multinational companies affirmed that the main barrier to reaching a leadership position was related to issues of work-family balance which was considered as the main barrier by only 13% of men.

Similarly, for the smaller/ medium Spanish companies, more than half of the male respondents affirmed that there was no barrier preventing women from reaching leadership positions- (specifically in technological innovation) whilst only 15% of women shared this view. The principal barriers identified by 35% of females in the smaller/ medium Spanish companies were issues related to the work-life balance. This was identified as the main barrier by only 9% of men. A lack of critical mass was the major explanation cited by more than half of the male respondents as a cause of the lack of promotion of women to higher positions yet this view was shared by only 15% of women.

3.2. The implementation of gender sensitive measures

Respondents from the 115 Spanish companies were requested to answer whether they had already implemented different gender sensitive measures in terms of promoting talent, gender equality and work-life balance. The responses of managers in this type of companies confirmed that action was oriented to searching for women with talent (62%), mentoring women (40%) and using women as mentors (55%). The policies related to the search for talent established in larger multinational companies tended however not to be gender specific. For example, the search for young talent and the mentoring of young people were more common initiatives than those specifically targeting women

A large number of companies claimed that work-family balance measures were either already established or that they were planning to establish them. This tendency was greater in the larger multinational companies (84%) than in the smaller Spanish companies (71%). With regards to specific work-family balance measures we observed that for both groups the specific measures most frequently implemented were, the possibility of women working part-time after maternity leave and a flexible working week - that were being applied in almost 60% of the smaller Spanish companies and in 80% of the larger multinational companies. Whilst the least frequently adopted policies were the extension of paternity leave and 'crèches' or financial help for 'crèches' (13% for Spanish firms and 25% for multinational companies).

Gender equality measures (in terms of creating gender equality bodies or the use of quotas in recruitment) however were on the whole much less frequently adopted. Only 25% of the smaller Spanish companies and 37% of the larger multinational companies have established or are planning to establish specific gender equality measures. For a small number of companies that have implemented some of these policies, gender equality at hiring and training and promotion were the most frequently adopted (16% for the smaller Spanish companies and 25% for larger multinational companies) whilst the creation of equality bodies was the least frequently adopted measure, that was implemented in less than 5% of both types of companies.

3.3. Relationship between the presence/ position of women and gender sensitive policies

Despite the lack of implementation of specific gender equality measures our research showed how the presence of equality measures and work-family balance measures could be linked to a greater presence of women in management posts. Within the smaller Spanish companies the implementation of gender equality policies and work-family balance measures could be related to a higher presence of women in management posts where at least 15% of management was female. In the larger multinational companies, the presence of female managers could be related to the implementation of child care measures. The findings also indicated that in the larger

multinational companies the presence of female managers had an influence on the implementation of measures to promote talent. Interestingly, the relationship seemed to be stronger with the generic measures, such as the search for young talent, and mentoring of young people as oppose to those specifically developed to target women. A relationship was also found between the percentage of women occupying strategic positions and the presence of female mentoring schemes.

4. Qualitative Perspectives: The Organization of Work and Gender Sensitive Policies

Findings from the qualitative analysis enabled us to develop a typology of companies according to their conception of 'equality' (non-discrimination v diversity), openness to change (space/ time), implementation of gender sensitive measures (reactive/ pro-active) and level of formalization.

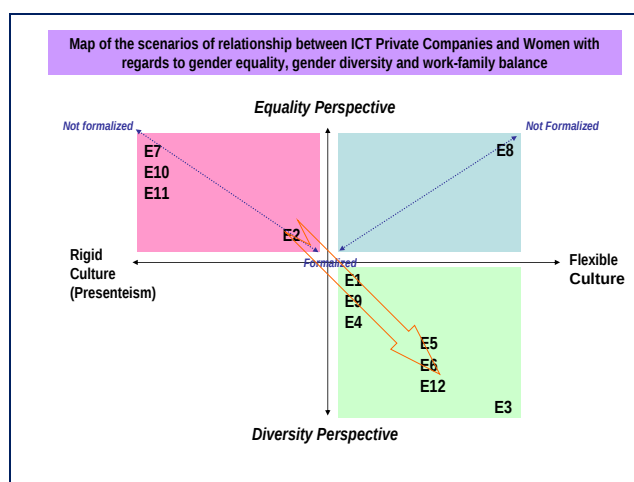
4.1 Findings of Innovative ICT Companies Case Studies

Business Cultures: Openness to change and formalization

Firstly, we identified distinct cultural contexts which in general were structured by the companies' age/ history, position in the chain of value and cultural origin (Spanish, European, and Anglo-Saxon). The cultural contexts identified were related to different levels of the companies' openness to change, the incorporation of talent, work/ family balance and gender equality policies and their level of formalisation. Distinct dimensions (see below table) could be seen to combine resulting in the corporate perspective of each case study.

Table 1 Dimensions of corporate perspective	Corporate Culture
1. Structure of working environment	Rigid/Flexible Space/time
2. Implementation of gender measures	Reactive/Proactive
3. Formalization/ availability of measures	Not formalized-Formalized To be negotiated/Available
4. Role of company in managing change	Agent of change/Subject of change
5. Expected outcomes	Social change/Private benefit

This in turn could be linked to the development of policies which could be measured by levels of access and dissemination. Therefore, using the main two axes: openness to change (rigidity/ flexibility) and the degree of formalization of policies (non-formalized to formalized) we drew a map of three possible ideal types within which we placed the distinct case studies (from E1 to E12). Diagram 1 shows the position of the 12 ICT company case studies with regards to the gender equality/diversity perspective, the organization of work and the formalization of work-family balance and gender equality policies



The qualitative research showed how our ICT case study companies approached the gender 'equality' dimension from either a "gender blind" (meritocracy) or 'gender diversity' (talent) perspective and that companies differed in approach according to a rigid/flexible organisation of work axis. Thus, whilst private companies are having to comply with gender equality regulations and legal change which should facilitate the ascent of women to top positions, very often local and company cultures act as either a barrier hindering women's entry and progression or can open up opportunities for women in the IT industry.

Our findings indicated that, structural variables –like the firm's age and history and culture (Spanish or Anglo-Saxon) - create different cultural contexts which in turn influences the firms' openness to change (rigid/flexible work organization), the level of formalization of gender measures (as part of collective bargaining or embedded in the company culture) and their level of incorporation (access and dissemination of measures).

The multinational companies (Anglo-Saxon culture) tended to approach gender equality in terms of talent and gender diversity whilst promoting flexible working patterns whilst being proactive in the implementation of measures. The Spanish companies (Latin culture) tended to approach gender equality from a gender blind perspective (equal opportunities based on meritocracy) with a rigid organization of working space/time whilst being reactive in the implementation of measures. In all of the case studies gender equality was perceived as 'gender blind' –as it was asserted that 'equal opportunities' were pervasive, - therefore justifying the absence of positive measures. In a context of supposedly "equal opportunities", the low presence of women was considered to be due to women and men's different interests, values, and priorities in relation to the work- family balance which is seen to essentially run much deeper than company policy.

We placed the companies into one of the following 'ideal types', - the flexible/formalized, the rigid/formalized, the flexible/ non-formalized models – which denotes how dimensions of the organizational context can affect the recruitment, presence, position and promotion of women in ICT companies in Spain.

4.1.1. Flexible/ Formalized Ideal Type

The flexible/ formalized ideal type combines openness to change with a pro-active stance towards gender issues, with formalized policies. Due to the absence of positive discrimination measures their main focus is in the management of talent and flexibility through work-family balance measures (working hours, tele-work, reduction of working week, extension of maternity leave, leave of absence etc..). These policies are accessible to both males and females at all positions in the company, have formal access and a general dissemination. Talent management and work-life balance measures should contribute to “gender equality” but they often need the “tuning” of middle managers in order to overcome the resistance and barriers. We also found new discursive positions in two main areas in the case studies that fit into this ideal type: diversity in the multinational companies and corporate social responsibility in the Latin companies. The two positions offer a range of opportunities with respect to gender sensitive policies. Diversity (multi-national companies) on the one hand is justified as a source of innovation and therefore fits neatly with the efficiency discourse. The incorporation of more women (the gender dimension could easily be replaced by age, race or disability) is seen to be fundamental so that the company reflects a diverse society. In this sense the most pro-active measures include for example, quotas specifying a minimum of women's curriculums in selection processes and their presence on selection committees. On the other hand the corporate social responsibility (Spanish companies) discourse offers an opportunity to legitimise affirmative gender measures as well as contributing to a positive image of the company (internal and external) whilst attracting /retaining specifically feminine talent.

4.1.2. Rigid/ formalized Ideal Type

The rigid/formalized ideal type also presents a high degree of formalization, however it can be contrasted to the flexible/formalized ideal type as it is less open and not as pro-active to change. Also within this ideal type the discourse of equal

opportunities and talent is used, but from a more traditional perspective. Effectively in this ideal type, talent is seen as specific requirements for a certain post which determines suitability throughout selection and promotion procedures. The management of talent and flexibility, work-family balance measures are formalized, but have a limited reach (in terms of access and dissemination). These are available only to certain individuals which generates processes of individualized negotiation which can generate organizational tension for example, potential inequalities and stigma which can hinder workers' take-up of these policies.

4.1.3. Flexible/ Non-formalized Ideal Type

The flexible/ non-formalised ideal type presents a high degree of flexibility, but in contrast to the first ideal type a lesser degree of formalization. In general this ideal type includes the young business case studies that were conceived of as flexible (flexible timetable, and tele-work for example) yet do not have formalized policies to which all employees have access. The company within this ideal type is in the process of formalizing their policies and are moving towards a flexible/ formalized ideal type. For example they are beginning to formalize the development of their career plans and attempt to use an Equality Plan as way to formalise and raise awareness of these developments. This in turn is seen to "enhance value" and thus the process of formalization can be used to attract and retain feminine talent.

4.2. Talent, Conciliation and Flexibility: The paradoxical Effect of the Flexible/ Formalized ideal type

At first glance the Flexible/ Formalized ideal type seems to offer the greatest opportunities for women working in ICT companies, paradoxically however its limitations might also be seen as the greatest. Within this model the importance placed on talent marks it out from the rest. Given that the concept of talent is crucial for the selection, retention and promotion of employees we asked about its definition in the

context of the flexible/ formalized scenario. The conception of talent in this context was associated with a competitive market demonstrated by a 24/7 commitment in terms of dedication and availability and measured by achieved objectives.

A notion of talent that involves 24/7 commitment poses a challenge to the work- family balance, which was identified as the principal barrier by women to management positions in the quantitative findings of our research. This raises the question about the effectiveness of the work- family balance measures that are formalized and implemented. If work- family balance measures are established but the work-family balance continues to be a major barrier, the question is whether the corresponding measures are not working, are not sufficient, or if there is a problem of awareness or of acceptance by middle managers and employees.

It is also necessary to distinguish between flexibility measures (flexible working week and tele-work) and other types of measures specifically associated with the family (part-time working due to maternity/ paternity, extending period of maternity/ paternity, financial help for crèches, leave of absence for reasons of a family nature...). In this flexible-formalized scenario the first raft of measures i.e those associated with flexibility were widely adopted whilst the second, those associated with family commitments tended to be adopted to a much lesser degree. In terms of the first raft of measures one can see how ICTs mean that work can be done at any time anywhere. This can either hinder the work-family balance or they can be used beneficially to facilitate a more harmonious balance. In a demanding working context where 24/7 availability becomes a basic requirement - the tendency unfortunately has been towards the former.

The question is therefore, Could flexibility simultaneously facilitate work-family balance and professional excellence? What we found in the fieldwork with women in top management in the case studies located in the flexible/formalized scenario is that all who are 100% dedicated and committed have received support from "freelance husbands" or from significant others throughout their professional career. The qualitative fieldwork suggested that few women reduce their working week in this type of company. Given the context of 24/7 commitment, reducing the working week might translate into a reduction of salary without a reduction of work. It might also involve a change towards activities generating lesser value that would seriously limit the possibilities of professional promotion in the ICT field.

5. Conclusions

In this working paper we have analyzed how multinational (Anglo-Saxon culture) and national (Spanish- Latin) ICT companies are adhering to the requirements of the new Gender Equality Law in Spain. We have carried out a survey and 12 case studies of multinational and Spanish ICT innovative companies (large and SME).

The quantitative research showed that in the opinion of the female respondents, the main barrier that hindered women from reaching positions of leadership were issues related to the work-family balance. Despite the fact that our research showed these were the most frequent measures taken in the ICT sector (and in fact are related to a greater presence of women in the positions of responsibility) these measures didn't seem to be having much impact. This was due to the fact that it was the talent and equality measures which were related to a greater presence of women. Taking into consideration our empirical data, the type of measures depended on the type of company in terms of size and culture. Equality measures could be seen as more effective in the small Spanish companies aligned to more traditional and Latin cultures. Whilst the measures linked to promoting talent could be seen to be the most relevant for the larger multinational companies.

With regards to the situation of women in innovative ICT companies, the findings of the quantitative analysis highlighted the barriers and challenges that women have to overcome in the ICT sector in Spain, the different perception of these by men and women and the differences in the types and implementation of gender sensitive policies according to the context and the type of company.

This has led us to the following reflections. In our Spanish-Latin socio-cultural context the problems associated with the work-family balance and cultural stereotypes discourage women, to a much greater degree than men, from developing a career in this sector. This provokes a lack of adequate candidates which hinders change, by constraining management scenarios that are more aware of the work-family balance or cultural barriers.

Secondly, a tension persists between the main obstacle identified by the female respondents- those associated with work- family balance and maternity- and a company culture in which, in spite of aspiring to flexibility and diversity, the 24/7 commitment and availability reigns. This effectively explains why in a context in which many companies have established work-family balance measures, work-family balance

continues to be identified as the principle obstacle to the furthering of women's careers in the ICT sector.

The doubts and challenges that these reflections generate are accentuated by the fact that, according to the findings of our survey, tele-work and flexibility of the working week do not seem to be the key measures (at least as they are currently being implemented) that facilitate the an increase of women's representation –in the two groups of companies studied.

The qualitative findings of the 12 ICT case studies in private companies highlight how they have incorporated into their strategies a greater awareness of women's needs and the adoption of measures directed to strengthen their presence and position. However these measures have been adopted at different rhythms and from different gender approaches. We have found at the one extreme most of the companies from a Spanish-Latin culture pay attention to gender equality merely due to the requirements of complying with the new Gender Equality Law and the obligation to develop a company equality plan. At the other extreme, there are the multinational companies (mostly Anglo-Saxon Culture, but also 2 Spanish and one Continental company) that are incorporating work/family balance and diversity as strategic elements of the company culture. Between both extremes, each studied company was positioned according to two axes. Firstly, the companies studied approached the gender issue either from the discourse associated with 'equality' (as gender 'blind' in companies with Spanish-Latin culture or the discourse associated with 'diversity' in companies with Anglo-Saxon culture. Secondly, the companies have either a rigid or flexible organization of space (importance of physical presence of employees) and time (working week). These positions highlight the predominant tendencies towards gender equality measures in the ICT corporate world. A change in which the most innovative companies have been at the forefront and that seems to be framed by the consolidation of Human Resources departments and the implementation of specific work-life balance, and gender diversity measures.

Despite these positive forces for change it seems that other key elements have proved more restrictive. Firstly, in general the companies have not been very creative: with respect to the type of measures that they are incorporating, the repertory remains more or less the same despite slight variations (reduced working week, flexibility of working week, tele-work etc). Secondly, all of the companies share a professional scenario in which the women's progression within ICT companies is linked to a

distancing from the technical. The predominance of flexibility measures for combining work-family responsibilities does not reduce the total commitment culture. This has a contradictory effect on work-life balance as it moves the limits of working space/time from the company to the individual (with the help of ICTs like the Internet and the cellular phone) and specifically to the women who want to develop a professional career without renouncing a family life. The question remains open about if it is possible to combine and have it all.

The findings of our fieldwork point in two directions. First, the alternative would be to move the space/time borders from the individual women to the company. Some of our case study companies are planning to establish some limits to personal commitment. This could have positive effects in order to attract and retain talent (specifically feminine talent, but not only) and would be a lever to push cultural change. The second alternative (not incompatible with the first) could be the possibilities opened up by the change of leadership towards a more feminine approach. Is it possible to combine a lower degree of commitment in terms of time/space with a higher degree of quality and efficiency? A good starting point could be the transformational leadership, based on a more open, cooperative, empathic, holistic and team oriented style. Our fieldwork confirms that this is the most innovative companies preferred type of leadership style. The question remains as stated by Judy Wajcman's research about ICT leading companies (1998; 2008), although there are now many examples of successful women managers - senior women, far from having the best of both worlds, are more often than not in a no-win situation.

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Resumen

La presencia y posición de las mujeres trabajadoras en empresas TIC en España ha sido poco explorado hasta ahora. Este working paper está basado en un proyecto de investigación sobre la participación de las mujeres y su posición en el sector TIC en España. La investigación empírica está basada en metodología de análisis cuantitativo y cualitativo incluyendo una encuesta de 327 compañías (48 % tasa de respuesta) y 12 estudios de caso en profundidad en un conjunto de empresas TIC. Los resultados del análisis cuantitativo destacan tres grandes aspectos, a) la diferente percepción que tienen hombres y mujeres sobre las barreras que obstaculizan el acceso de las mujeres a las posiciones de responsabilidad b) la influencia de la cultura, el tamaño y el tipo de innovación de la empresa en la implementación de las políticas de género c) que el incremento del número de mujeres en posiciones de gestión podría estar relacionado con la implementación de políticas de género. Los resultados del análisis cualitativo nos permite desarrollar una tipología de empresas de acuerdo a su concepción de "igualdad" (no discriminación vs. diversidad), apertura al cambio (espacio/tiempo), implementación de medidas de género (reactivo/pro-activo) y nivel de formalización. Los principales hallazgos de la investigación destacan las grandes diferencias entre las empresas multinacionales (Anglosajonas) y españolas (cultura latina) que opera en los términos descritos anteriormente. Nuestra investigación muestra que las culturas de las compañías actúan como barrera que impide la entrada de las mujeres y su progreso, o que pueden ofrecer oportunidades para las mujeres en la industria TIC.

Palabras clave

Género, Cultura, Innovación, TIC, Mujeres, Igualdad

Resum

La presència i posició de les dones treballadores en empreses TIC a Espanya ha estat poc explorat fins ara. Aquest working paper està basat en un projecte de recerca sobre la participació de les dones i la seva posició en el sector TIC a Espanya. La investigació empírica es basa en metodologia d'anàlisi quantitatiu i qualitatiu incloent una enquesta de 327 companyies (48 % taxa de resposta) i 12 estudis de cas en profunditat en un conjunt d'empreses TIC. Els resultats de l'anàlisi quantitatiu destaquen tres grans aspectes, a) la diferent percepció que tenen homes i dones sobre les barreres que obstaculitzen l'accés de les dones a les posicions de responsabilitat b) la influència de la cultura, la mida i el tipus d'innovació de l'empresa en la implementació de les polítiques de gènere c) que l'increment del nombre de dones en posicions de gestió podria estar relacionat amb la implementació de polítiques de gènere. Els resultats de l'anàlisi qualitatiu ens permet desenvolupar una tipologia d'empreses d'acord amb la seva concepció de "igualtat" (no discriminació vs. Diversitat), obertura al canvi (espai / temps), implementació de mesures de gènere (reactiu / pro-actiu) i nivell de formalització. Els principals troballes de la investigació destaquen les grans diferències entre les empreses multinacionals (anglosaxons) i espanyoles (cultura llatina) que opera en els termes descrits anteriorment. La nostra investigació mostra que les cultures de les companyies actuen com a barrera que impedeix l'entrada de les dones i el seu progrés, o que poden oferir oportunitats per a les dones en la indústria TIC.

Paraules clau

Gènere, Cultura, Innovació, TIC, Dones, Igualtat

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