Digital Upskilling for All!
Project at a glance

ETNO / UNI Digital Upskilling For All!

DESKTOP RESEARCH
Best practices identification
We will collect best practices leveraging on internal and external intellectual capital
SPRING 2020

DESKTOP RESEARCH
Best practices selection
We will collect best practices leveraging on internal and external intellectual capital
WINTER 2020

DISSEMINATION PHASE
We will support the Association in developing the final brochure to spread across the entire industries best practices and key concepts
FALL 2021

DESKTOP RESEARCH
Questionnaire and Interview
We will develop and administer a questionnaire for a deep-dive interview with a panel of Telco companies
FALL 2020

CONSULTATION PHASE
We will give support to manage the round-tables, preparing deliverables and presentations
WINTER / SPRING 2021
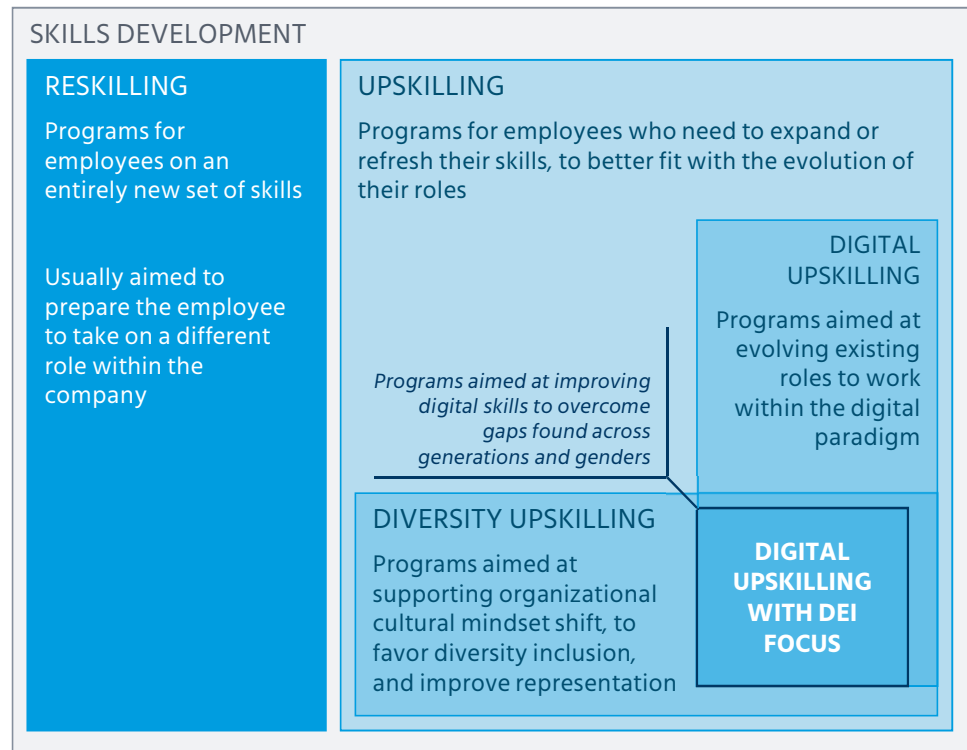
We are currently planning the two Round Tables, which will focus on Gender and Age

Towards a *digital* upskilling paradigm
What are we speaking about?

SKILLS DEVELOPMENT

RESKILLING

Programs for employees on an entirely new set of skills

Usually aimed to prepare the employee to take on a different role within the company

UPSKILLING

Programs for employees who need to expand or refresh their skills, to better fit with the evolution of their roles

DIGITAL UPSKILLING

Programs aimed at evolving existing roles to work within the digital paradigm

Programs aimed at improving digital skills to overcome gaps found across generations and genders

DIVERSITY UPSKILLING

Programs aimed at supporting organizational cultural mindset shift, to favor diversity inclusion, and improve representation

DIGITAL UPSKILLING WITH DEI FOCUS

37% of European Union workers have insufficient digital skills – evidence points that the gap is widening
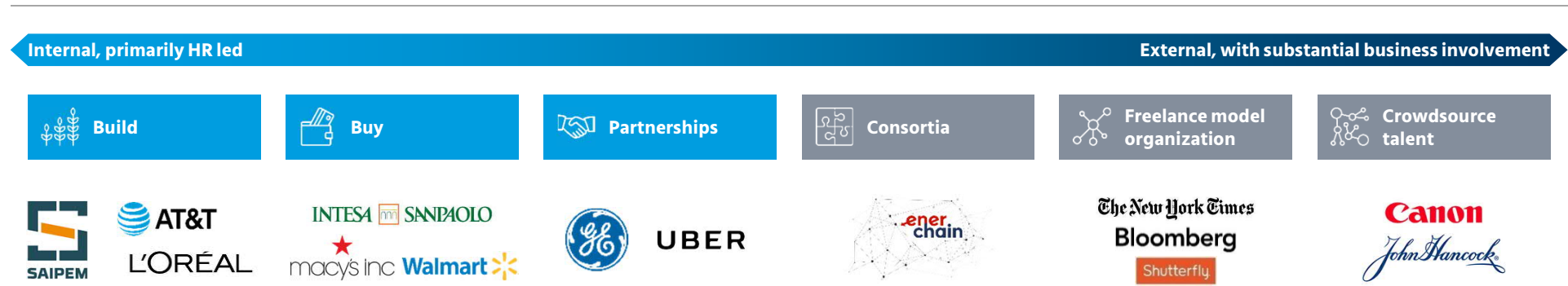
12% of executives in leading telecom companies are female

60% of workers age 45-55 are willing to invest in new skills in order to improve their employability

MERCER

Towards a *digital* upskilling paradigm
Strategies for upskilling programs... which ones do you use?

Internal, primarily HR led					External, with substantial business involvement
Build	**Buy**	**Partnerships**	**Consortia**	**Freelance model organization**	**Crowdsource talent**

SAIPEM, AT&T, L'ORÉAL | INTESA SANPAOLO, macy's inc, Walmart | GE, UBER | ener chain | The New York Times, Bloomberg, Shutterfly | Canon, John Hancock

MERCER

4

■ Most relevant strategies for this project

MERCER

Let's get real about equality!

The most comprehensive workforce gender-equality research in the world

1,157

Organizations
(132 in tech)

Representing

7.0M

employees globally
(970,000 in tech)

54

countries in Asia, Australia
and New Zealand, Europe,
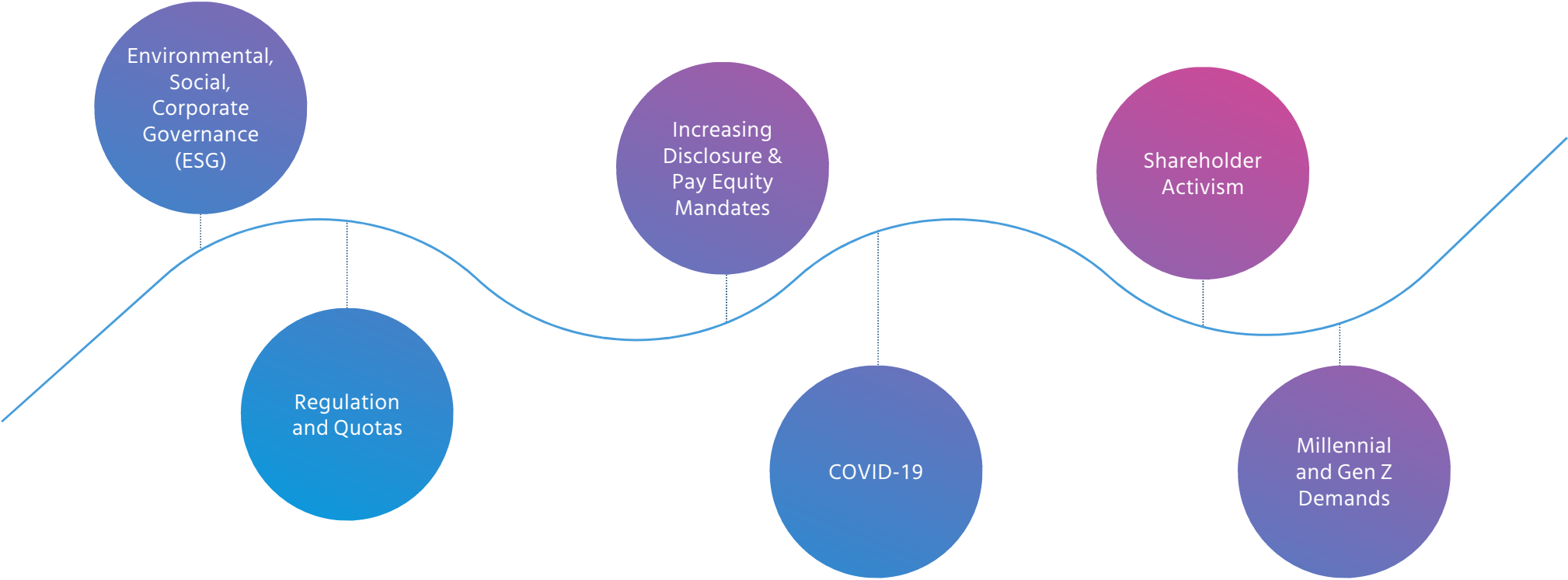Latin America, Middle East
and Africa, and North America

MERCER

Pressure cooker

Environmental, Social, Corporate Governance (ESG)

Regulation and Quotas

Increasing Disclosure & Pay Equity Mandates

COVID-19

Shareholder Activism

Millennial and Gen Z Demands

MERCER

What is diversity, equity & inclusion?

| Gender | Age | Race / Ethnicity | Disability | LGBTQ+ | Socio-economic status |

Diversity = **Increasing representation**

Equity = **Designing to ensure equal access to opportunity, experience, and pay**

Inclusion = **Fostering belonging**

MERCER

Solving for inclusion first

Solve for equality of:
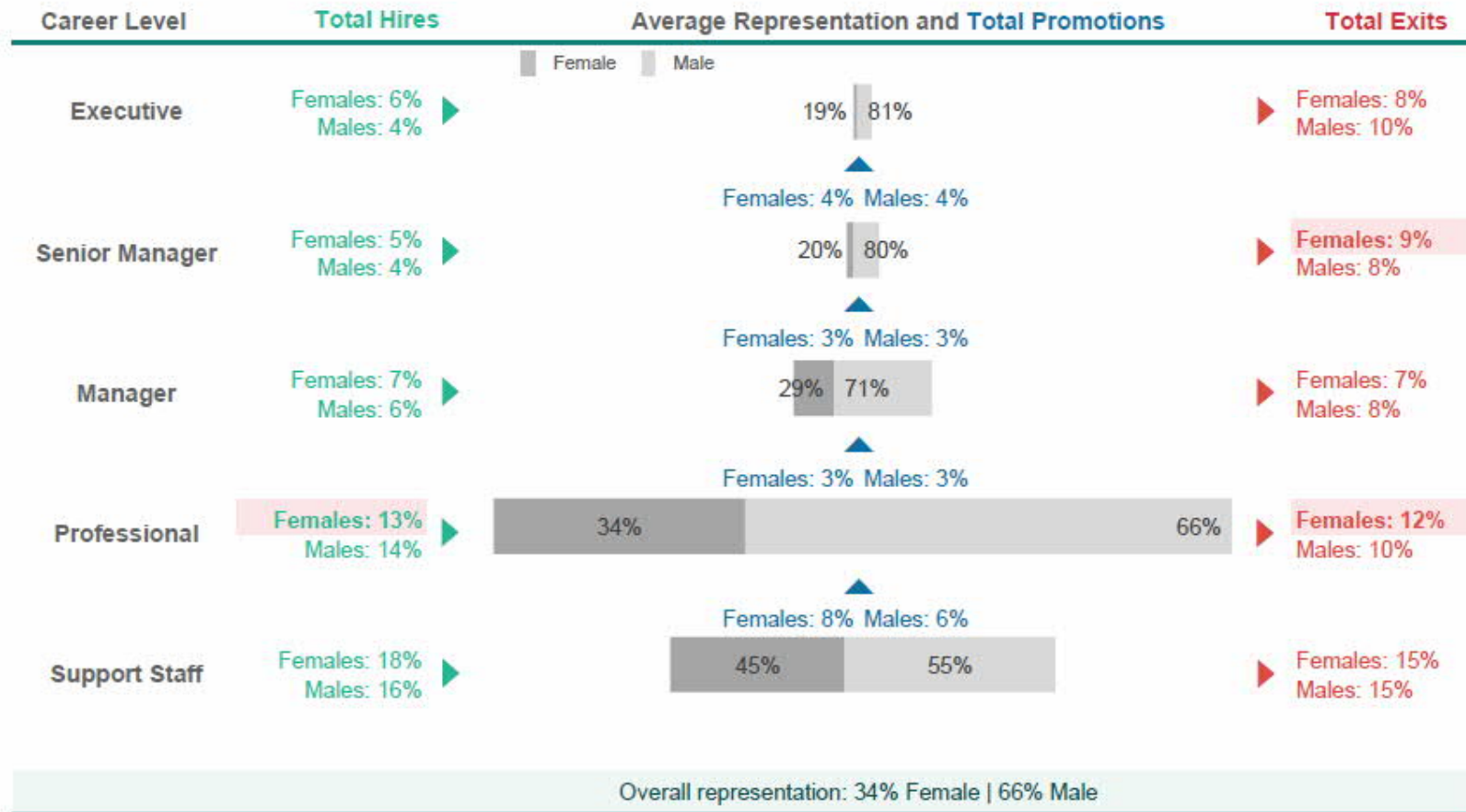
opportunity   experience   pay

Hardwire your culture with **the right programs, policies and processes**

MERCER

While there have been improvements in female talent flows and representation, projections show that gender equity is improbable in the next 10 years.

1

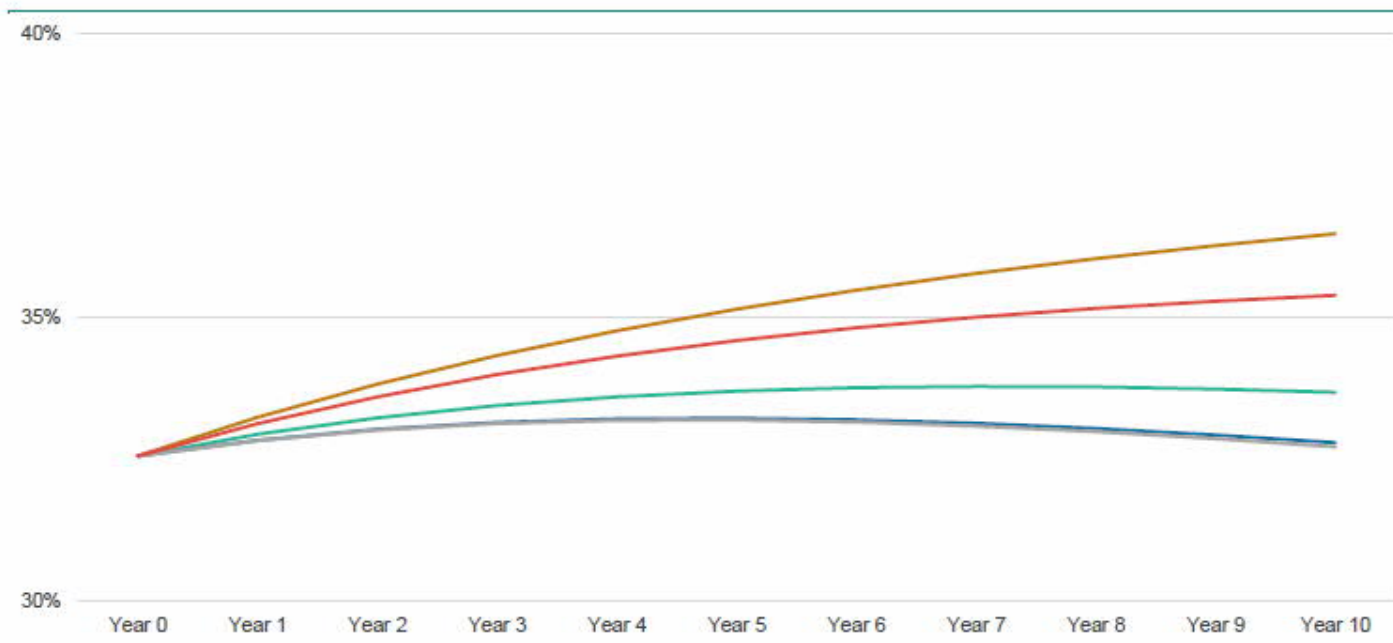# There is a long road to parity for tech organizations...

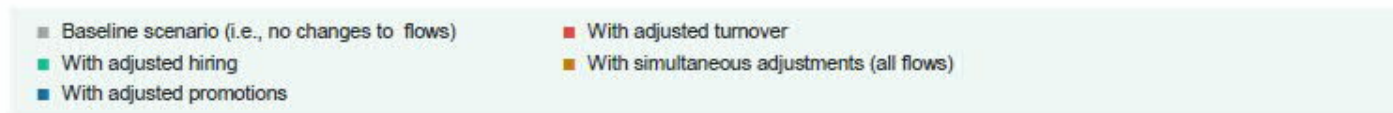| Career Level	Total Hires	Average Representation and Total Promotions	Total Exits
		Female Male	
Executive	Females: 6% Males: 4% ▶	19% │ 81%	▶ Females: 8% Males: 10%
		▲ Females: 4% Males: 4%	
Senior Manager	Females: 5% Males: 4% ▶	20% │ 80%	▶ Females: 9% Males: 8%
		▲ Females: 3% Males: 3%	
Manager	Females: 7% Males: 6% ▶	29% │ 71%	▶ Females: 7% Males: 8%
		▲ Females: 3% Males: 3%	
Professional	Females: 13% Males: 14% ▶	34% │ 66%	▶ Females: 12% Males: 10%
		▲ Females: 8% Males: 6%	
Support Staff	Females: 18% Males: 16% ▶	45% │ 55%	▶ Females: 15% Males: 15%

Overall representation: 34% Female | 66% Male

Note: ILM map reflects average representation and talent flows across 30 participating organizations
The rates shaded in pink highlight where female hire, promotion or exit rates are unfavorable as compared to male rates.

MERCER

...and the math is intractable.

SUMMARY OF REPRESENTATION CHANGES, BASELINE VS. SIMULTANEOUS CHANGES

Current and Projected Female Representation %	Current Period		5–year Projection		10–year Projection	
	Baseline Scenario	With All Changes	Baseline Scenario	With All Changes	Baseline Scenario	With All Changes
Professionals and Above	33%	33%	33%	35%	33%	36%

- Baseline scenario (i.e., no changes to flows)
- With adjusted hiring
- With adjusted promotions
- With adjusted turnover
- With simultaneous adjustments (all flows)

Note: Not all colored lines may show as a result of overlapping estimates.

Organizations are committed to DEI, but need a strategy and accountability to drive progress.

2

say: 83% of tech organizations are focused on improving DEI

do: 40% of tech organizations have a multiyear DEI strategy

Taking an evidenced-based approach to solving DEI challenges

Change Management & Communication

Diagnose
Root your strategy in proof, data, and analytics

Engage
Create aligned and committed leaders and workforce

Take Action
Integrates DEI into policies, practices, and programs

Accountability
Set goals, measure progress, and share transparently

DEI Enablers & Governance (e.g., HR Transformation, Resource Groups, DEI Councils)

MERCER

Taking a look at what giving equal opportunity in terms of careers could look like in practice.....

Understand from your **work force data** where there may be choke points

Identify **barriers** in practices/programmes/policies

Diagnose

Understand your **employees' experience** in terms of DEI

Develop an **authentic DEI organizational voice** and narrative

Engage

Develop inclusive leaders and manager competencies

Take Action

Use AI/Technology to **take bias out of your Talent management** processes

Develop **DEI dashboards** to measure progress

Track progress and **hold leaders accountable** for inclusive behaviour

Account-ability

Holistic integration of Unconscious Bias in programmes, policies and practices

MERCER

Organizations say women have equal opportunity for advancement; the data says otherwise.

3

Getting ahead

say:

79%

of tech organizations report that **women have equal access** to **roles that lead to advancement** into leadership positions

do:

45%

say women are equally represented in **people-manager roles**

40%

say they are equally represented in **P&L roles**

33%

track **internal mobility by gender**

MERCER

18

More flexibility, please

say:

77%

of tech organizations say they **offer a variety of flexible work options**

do:

58%

of tech organizations **value remote working as much as in-person working**

48%

of **leadership** actively **promote the uptake of flexible work** options for all employees

So where does this leave us know?

The World Economic Fund Future of Jobs 2020 Report
Automation, in tandem with the COVID-19 recession, is creating a 'double-disruption' scenario for workers.

WEF 2020 research

SKILL GAPS continue to be high as in-demand skills across jobs change in the next five year

THE FUTURE OF WORK has already arrived for a large majority of the online white-collar workforce

INEQUALITY is likely to be exacerbated by the dual impact of technology and the pandemic recession

ONLINE LEARNING and **TRAINING** is on the rise but looks different for those in employment and those who are unemployed

Employers recognize the value of **HUMAN CAPITAL INVESTMENT**

PUBLIC FUNDS needs to support reskilling and upskilling strategy for at-risk or displaced workers

MERCER

How to make progress

a. **Review HR processes:** de-bias HR processes such as recruiting, performance management and pay

b. **Share expertise:** activate mentorship programs with mentors both men and women and include this goal in their performance management process

c. **Reinforce networking:** promote women as role-models and professional networking groups internal and external the Company

d. **Build the future:** define target of % women in succession plan for creative and innovative ICT roles (not only for role of execution)

e. **Make accessible:** require a high number, such as 50%, of female participants in development/innovative/talent program

f. **Back to work facilitation:** propose technical upskilling/updating with flexible format aimed to women after long period out of work (e.g. maternity leaves)

g. **Make them feel welcome:** adapt physical office environments and build consistent flexible work policy (not-discriminatory)

Download our global report

www.mercer.com/our-thinking/next-generation-global-research-when-women-thrive-2020.html

MERCER

welcome to brighter

let's get real about

equality

When Women Thrive offers an evidence-based approach to improving diversity and inclusion. For our 2020 global report, we surveyed more than 1,150 companies in 54 countries, representing over seven million employees worldwide. Uncover the active measures you can take to ensure equality of opportunity, experience and pay — and nurture an inclusive culture.

welcome to brighter

Afternoon session:
Best practices in the Telecom sector

Telecommunications Sector Study
Strength, Developing and Areas of Improvement

STRENGHT AREAS — **DEVELOPING AREAS** — **NEED IMPROVEMENT AREAS**

STRENGHT AREAS	DEVELOPING AREAS	NEED IMPROVEMENT AREAS
94% Have a **long term digital upskilling** strategy	**75%** Have already **started an upskilling program**	**19%** Are currently **seeing results**
90% Consider **business strategy** and **new technology** as main drivers of for digital upskilling	**72%** Consider **Changing organization culture** and **Upskilling digital knowledge** as main focuses	**19%** Have a digital **upskilling program for female employees**
82% Consider digital upskilling as "very important" or "top priority"	**50%** **Identified future skills,** according to strategic perspective, and assessed gaps	**0%** Companies interviewed has a **digital upskilling program for 50+ years employees**

Telecommunications Sector Study

Why is "digital upskilling" relevant today?

| Digital Transformation | Retention & Engagement | Competitiveness |

69%

agree with this statement

90%

agree with this statement

75%

agree with this statement

Telecommunications Sector Study
Where are companies on their "digital upskilling" journey?

| Analyze & Plan | Design | Deliver & Engage | Track & Monitor |

Telecommunications Sector Study
Example Programs

MERCER

Example Experience Programs
Vivacom

Purposes of digital upskilling strategy

- Vivacom is investing in new systems and equipment, so they decided to improve digital capabilities of the people, starting from **"basic digital skills"** related to Office automation and working systems in the company.
- Upskilling programs are related to **annual budgeting process**, aimed at delivering training **for both technical and soft skills.**
- They has also developed the upskilling programs in order to **develop internally people and identify / hire new roles outside**

Involvement

- **Vivacom involves 80% of people**, based on data coming from gap analysis, planned technological renovation and historical data.
- **Vivacom involves Unions** in designing training policy for these programs, and at the end of the year to plan next year training program, as well as during the first quarter of each year to present previous year training results
- **Vivacom top management is very engaged** on training programs

Digital upskilling programs' results

- Vivacom uses **business KPIs and feedback from training participants and their managers** to evaluate training effectiveness and skills gaps.
- According to those numbers and company's strategy and business goals, Vivacom decides to **invest on specific trainings**
- The **number of people interested in the Summer School has increased o**ver the time, so it has held for a wider period (from March to October)

Digital upskilling programs

- "**Vivatech" where technical experts train pro-bono on technical matters to other people**, in order to improve understanding of technical aspects within the organization
- "**Vivacom Summer School",** with trainers coming from the HR. The enrollment is voluntary and focused on soft-skills development (each summer focuses on a specific training topic / skill). The goal is to find a balance between soft and technical skills

D&I strategy

- **Vivacom does not have a D&I strategy in place**, but they mainly see a **concern related to "age diversity**".
- Last year they focused the own **managerial development** program on "intergenerational dialogue", because they have 4 generations within the company.
- Beyond it, the results of the engagement survey show that there is **no concern about D&I.**

Main roadblocks

- Programs should be very fragmented and short because employees are **always committed to their professional task**
- **Budget** is a roadblock too because programs are funded only by internal resources

Example Experience Programs
Orange Romania

orange™

Purposes of digital upskilling strategy

- The company has **assessed and identified gaps for future skills.** These will aim at **upskilling digital knowledge**, **increasing soft digital skills and changing the organization's culture for all employees**
- Specificities and needs of each department in the business are **identified in terms of Digital skills/IT skills level**. These help the organization to execute an internal solution

Involvement

- All employees have access to digital trainings and development programs from **Orange Learning Platform**
- **I-Digita** were about **1000 participants**. **The trainers came from the USA or UK**; they were external providers
- **LECO** consists of **around 70 people, who are also Experts at Group level,** who were asked to join this community
- **Employees Forum is consulted** for training programs to give feedback but they are not involved in the design of these programs

Digital upskilling programs' results

- **KPIs and number of hours/user** are tracked for the Orange learning platform
- **I-Digital** is being measured by **tests** at the end of the course, not only **feedback forms**
- Some ways to measure is through the **Employment engagement survey and the Career development sessions with managers**
- An achievement was setting the **Growth Mindset** and deliver successful trainings

Digital upskilling programs

- **LECO**, to give momentum, to create a community. This is aimed at transferring skills, content and analysis from internal experts that would otherwise go to external providers, It is a 3-year program at group level on **data, AI and cybersecurity**
- **I-Digital** was appreciated by colleagues and there were very good trainers, on –site. The topics were: Social media, Digital marketing, Digital communication, AI , User experience
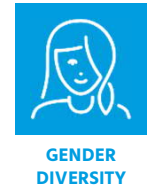
D&I strategy

- **There are no specific digital programs for women and aging workers.** However, women made up 48% of the workforce participating in these programs during 2020. **The company does have an initiative to hire aging workers.**
- Orange Romania is the **only telecom company** that **signed the Romanian Diversity Charter**

Main roadblocks

- **Main roadblocks**, for example for the I-Digital, were the fact that it was very popular, so there was not enough space for everyone due **to budget measures**
- Actions towards aging are difficult since they are seen as **discriminatory**

Gender diversity focus for upskilling
TechWomen Programme (British Telecom)

BT

GENDER DIVERSITY

Purposes of digital upskilling strategy

TechWomen is one of BT's **key diversity and development programmes,** designed to help women reach their potential by removing barriers.

Over five years it's benefitted over 2,000 women across the UK, India, Europe, Asia and America

Involvement

- 12 month programme with a **global intake,** helping to **develop our international talent**
- Aims to **create an inclusive enviroment** where women can thrive alongside their male counterparts

Digital upskilling programs' results

In 2019:
- 95% said they felt **confident driving their career**
- 91% said the **program met their development needs**
- 85% have continued to **pursue their careers** at BT
- 22% have already taken control of their careers by **gaining promotions** within with organisation

Digital upskilling programs

- Focus specifically for **women working in under-represented roles** across the business such as commercial, operational or technical roles
- Aims to release untapped potential and capability in several areas, including **digital upskilling**

D&I strategy

- Contributes to BT having **a 50% gender split** to reflect our societies
- In the future, **TechWomen will sit alongside our ethnic talent stream,** as two key focuses for BT to improve our diversity in senior leadership positions.

Main roadblocks

- Cohort are based across the globe, resulting in **culture challenges** and **creating networking barriers**
- Doesn't guarantee **career** growth opportunities
- **Gender is not the only barrier to senior roles e.g. ethnicity**

Gender diversity focus for upskilling
Female Hackathon (DeutscheTelekom)

Deutsche Telekom

GENDER DIVERSITY

Purposes of digital upskilling strategy

Hackathons are usually male dominated, so they wanted to **provide a secure space for women to experience a Hack** in a "safe" environment and loose the apprehension

Involvement

- **First** Hack, 2 years ago, was **"female only"**
- The others had **a focus on diversity** (mix of gender, culture, religion, sexual orientation, age, etc.)

Digital upskilling programs' results

- They had **very positive feedback** by participants in the past, during and after the events. This is also reflected in many social media posts
- They are **growing a community of internal and external tech-savy participants**, who view Deutsche Telekom as a good place to learn
- All are in the same position and there is a creative spirit **of collaboration and competition** at the same time

Digital upskilling programs

- They promoted the events mainly on social media channels and provided tickets via Eventbrite, so it was mostly **"self-nomination"**
- Participants were asked to analyze the provided data and **come up with suggestions on how to elevate e.g. gender bias**
- The upcoming hackathon is **all about mobility**, and they hope to gain surprising project ideas

D&I strategy

- They strive for providing, opportunity for everyone, openly freely without putting any requirements
- When **communicating**, they are **as inclusive as possible**
- **The skilling training is advertised** with a massive communication **in the whole company**

Main roadblocks

- The challenge they saw in the past was about the **no-show rate**, as they held the Hackathons onsite in a location in Berlin
- The next one coming up in March is a fully digital event and **they are yet to collect** experiences around participation rate

Example Experience Programs

TIM

EETIM

Purposes of digital upskilling strategy

- In the second half of 2020, TIM launched the **"NextTIM Program"** a broad program aimed at upskilling the entire population, in order to mainly meet the new challenges due to digital transformation and remote / adaptive working
- Program is targeted on the entire population of TIM, without any differentiation in terms of age / gender / etc., with the purpose to deliver 3,000,000 hours of trainings by March 2021

Involvement

- To design an effective training program its started from a skill assessment preliminary activity: it leveraged on tools to assess both soft and hard skills, as well as interviews with top management and unions, to identify key areas of improvement
- In order to ensure an effective involvement of the entire population, people from local branches have been engaged to monitor and collect feedbacks from participants

Digital upskilling programs' results

- In a very tight time, 19 training paths have been design: 7 paths are cross-organization and remaining 12 paths are more focused on business lines needs. All of these paths are delivered through the internal LMS (online delivery) and they cover both hard and soft skills.
- A new agreement has been developed, thanks to the involvement of unions, in order to identify methods and timing for the trainings participation: all the courses are delivered within the working times

Digital upskilling programs

- Having internal capabilities to fully understand and meet requests of Public initiatives aimed at funding training
- Having a huge sponsorship and involvement of main stakeholders (top management, unions, etc.) to face effort needed in designing and delivering the initiative
- Leveraging on internal capabilities to design and deliver specific courses, in order to fully target them on TIM environment and needs

D&I strategy

- It leverages on "*Fondo nuove competenze*", promoted by Italian Government, to support companies during the COVID disruption. The fund is not focused on specific clusters of population
- Despite the broad scope of the project, TIM population has an average age above 50yo, so the main focus of the courses is on ensuring integration among different generations

Main roadblocks

- Meeting deadlines in terms of design and delivery expected results, due to constraints of "*Fondo nuove competenze*" to access funding
- Designing contents on-time, leveraging also on internal capabilities for specific topics / courses, considering existing workloads
- Supporting internal LMS performances and scalability, due to the huge (abnormal) number of people who simultaneously accessed the platform

THANK YOU!!