Li.T
ladies.in.tech

WOMEN IN TECH
IN GERMANY

STATUS QUO, STRATEGIES,
BEST PRACTICES & SUCCESS FACTORS

DEAR READERS

The digital and Internet industry has proven to be a driver of jobs, even in times of crisis. Every day, new innovative business models and exciting professional fields are created that offer excellent prospects and that will significantly shape society's digital future. However, all too often, women still miss out on the lucrative career opportunities in the Internet industry. Just over 17 per cent of employees in the tech sector in Germany are female. Yet, the call for female colleagues is getting louder and louder in the tech world because, to remain innovative and internationally competitive, different perspectives are needed to achieve the best results and address diverse target groups. More and more IT companies are realising that heterogeneous teams are more efficient, creative and successful than homogeneous ones.

We are committed to our eco initiative #LiT – Ladies in Tech – to ensure that more women seize professional opportunities in the Internet industry and that those who are already successful become even more visible.

In this white paper, we have gathered ideas and concrete measures that contribute to increasing the proportion of Women in Tech and to giving these women the visibility they deserve. We would like to express our special thanks to our partners Salesforce and GoDaddy, who enrich our white paper with insights into their internal best practices and serve as role models and inspiration. We would also like to thank our interview partners Melanie Buck, Director Change Management + co-initiator of the GoDaddy Women in Tech network, and Vanessa Gentile, Director Alliance and partner and founder of the Bring Women Back to Work initiative of Salesforce, both of whom share their expertise as female leaders in tech and tell us about their own commitment to having more Women in Tech.

We have highlighted the proportion of women in the tech world for you on the basis of current facts and figures and focused on the visibility of female specialists and managers in tech. Because, in order to get more women, female students and girls excited about IT and tech, role models are the be-all and end-all. We would like to take this opportunity to thank the female role models of the tech world who supported us with succinct career tips and personal insights. Gender diversity is also a challenge on the tech stage. With our list of female speakers, we want to do our part to turn male-dominated expert circles into diverse panels. The white paper is rounded off by more information on our speaker directory and illustrative tips on how women can use the LinkedIn career network for their external visibility.

On behalf of the #LiT – Ladies in Tech initiative, we wish you an exciting, insightful and inspiring read!

With kind regards

Oliver Süme
Chair of the Board,
eco Association

Lucia Falkenberg
Chief People Officer,
eco Association

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WOMEN IN TECH –
NUMBERS. DATA. FACTS.

How high is the share of women in development in the field of data and AI? What per cent of start-ups are founded by women or have a female founder in the team? And how many women actually decide to study computer science? Sixteen compelling facts about Women in Tech.

17.5 %

14 %
20 %
32 %
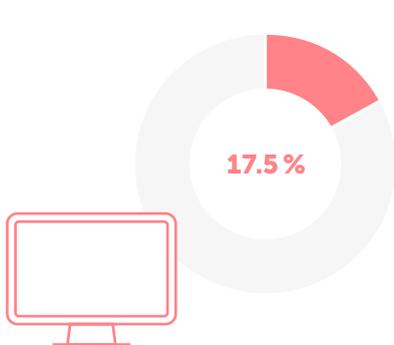
1   IT SECTOR
OVERALL GERMAN STATISTIC

The proportion of women in the IT sector in Germany is just **17.5 %**.

Source: Workplace Sustainability Requires More Women in Tech
https://www.eco.de/rahmen-und-arbeitsbedingun-
gen-fuer-frauen-in-der-internetwirtschaft-ist-situation-und-hand-
lungsempfehlungen/
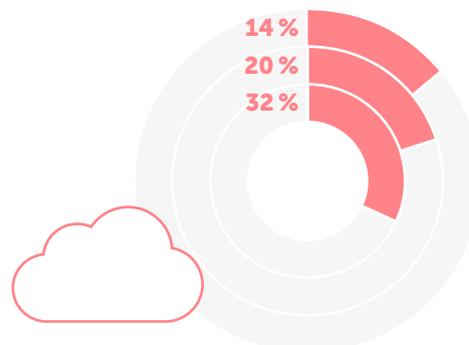
2   CLOUD COMPUTING, DATA & AI

Globally, in cloud computing, **14%** of the workforce is female. In engineering, it is **20%**, and in data and AI, the share of women is **32%**.

Source: Global Gender Gap Report 2021, World Economic Forum
https://www.weforum.org/reports/ab6795a1-960c-42b2-b3d5-587eccda6023

15 %

24 %
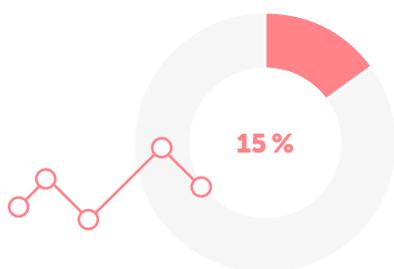
3   DATA SCIENTISTS

According to a study by the Boston Consulting Group, only **15%** of data scientists worldwide are female.

Source: Boston Consulting Group,
https://www.bcg.com/de-de/publications/2020/what-keeps-women-
out-data-science
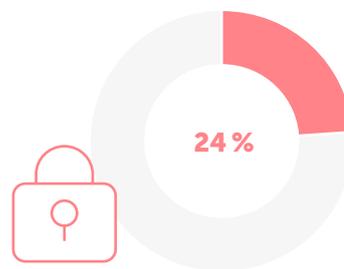
4   IT SECURITY

Worldwide, around **24%** of cybersecurity experts are female.

Source: Cybersecurity Workforce Study 2018
https://www.isc2.org/-/media/ISC2/Research/2018-ISC2-Cybersecurity-
Workforce-Study.ashx?la=en&hash=4E09681D0FB51698D9BA6BF13EEAB-
FA48BD17DB0
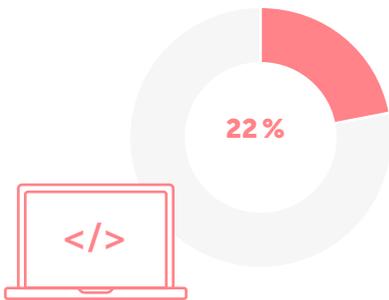
5 COMPUTER SCIENCE STUDENTS

22 %

The proportion of women studying computer science in Germany is **22%**.

Source: German Federal Statistical Office, the number refers to the winter semester 2020/2021
https://www.destatis.de/DE/Themen/Gesellschaft-Umwelt/Bildung-For-schung-Kultur/Hochschulen/Tabellen/studierende-mint-faechern.html

6 GIRLS + STEM

22 %
44 %
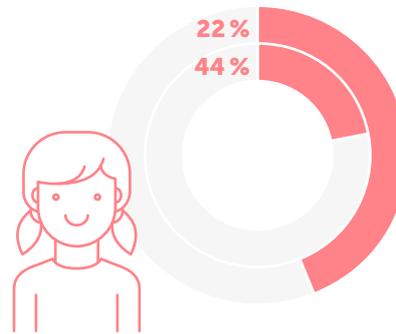
44% of girls and young women with a role model from the STEM field are interested in STEM subjects, com-pared to only **22%** of respondents without a role model.

Source: Study "The When & Why of STEM Gender Gap", KRC Research commissioned by Microsoft, 2018
https://news.microsoft.com/europe/features/dont-europe-an-girls-like-science-technology/#sm.0009c5b8y18c6d0tuts2rjko-5jq63
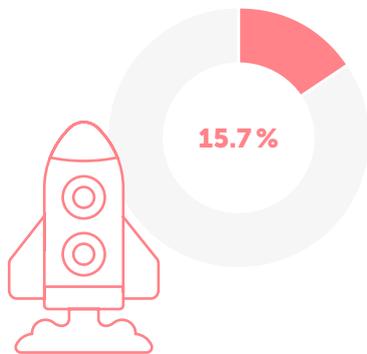
7 HOW MANY WOMEN? START-UPS

15.7 %

Women are involved in only **15.7%** of start-ups with an innovative business model.

Source: Female Founders Monitor 2020
https://femalefoundersmonitor.de/wp-content/uploads/FemaleFoundersMoni-tor_2020_EN.pdf
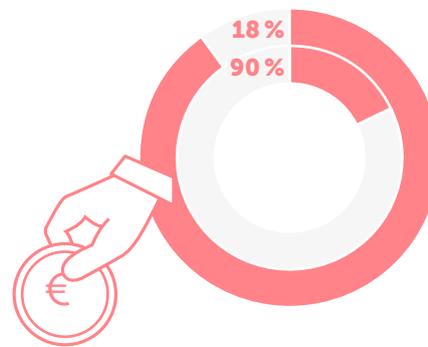
8 WHO ENJOYS MORE INVESTMENT? START-UP FINANCING ROUNDS

18 %
90 %

All women-led start-ups in Germany have an **18%** lower chance of acquiring investor funds after their foundation. In the third round of financing, the probability of success is even **90%** lower.

Source: Boston Consulting Group study
https://persoblogger.de/download/diversity-in-startups-studie-engl/
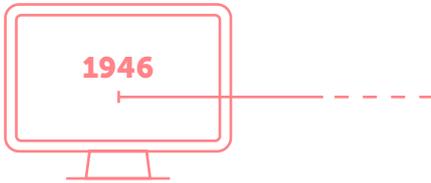
1946

9 THE FIRST PROGRAMMERS

In **1946, six women** programmed the world's first fully functional computer: ENIAC (Electronic Numerical Integrator and Computer).

Source: See
https://en.wikipedia.org/wiki/ENIAC#Programmers

9 %
12 %
10 %
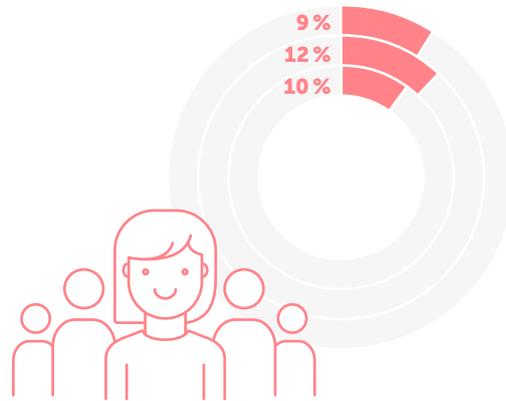
10 HOW MANY WOMEN? LEADERSHIP

Only **9%** of managerial positions in software development and programming in the ICT sector in Germany are held by women. In computer science, the proportion of women in management positions is **12%** and **10%** in the area of IT networks, coordination, administration and organisation.

Sources: German Federal Employment Agency 2019; eco Association, Women in Tech: A Good Practice Guide for Companies, 2020
https://international.eco.de/women-in-tech-a-good-practice-guide-for-companies/

20 %
9 %
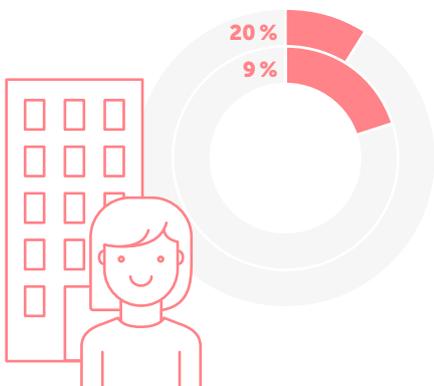
11 HOW MANY WOMEN STAY IN THE FIELD? GENDER GAP IN EMPLOYEE RETENTION

By the age of 30, only **20%** of women in the EU are still working in the IT profession for which they have been educated; by the age of 45, the figure is as low as **9%**.

Source: See expert opinion on the Third Equality Report of the German federal government
https://www.bmfsfj.de/resource/blob/182018/a05aaecd48fb5a95a86dbc-cae28350b7/gutachten-zum-dritten-gleichstellungsbericht-data.pdf
(German-language link)

61.1 %
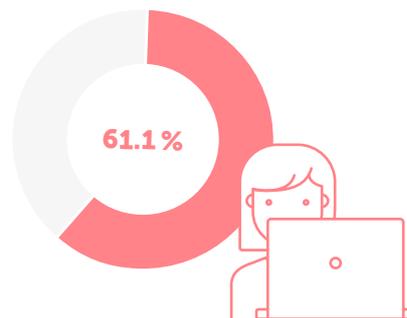
12 61.1% of Germans would like to see more women in IT professions.

Source: Survey by the opinion research institute Civey on behalf of eco; 2,501 people were surveyed between 08.04. and 09.04.2021
https://international.eco.de/presse/eco-survey-on-occasion-of-girls-day-it-industry-needs-female-reinforcement/

87 %

24 %
32 %
37 %
40 %
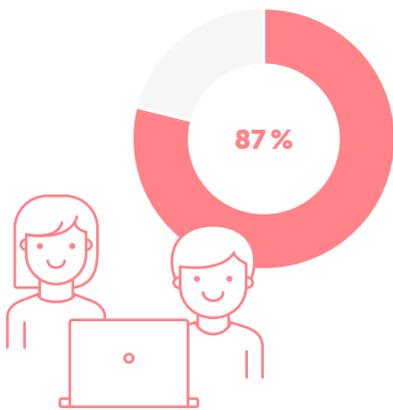
13

87% of German citizens believe that men and women are equally suited for a career in tech.

Source: Survey by the opinion research institute Civey on behalf of eco; 2,501 people were surveyed between 08.04. and 09.04.2021
https://international.eco.de/presse/eco-survey-on-occasion-of-girls-day-it-in-dustry-needs-female-reinforcement/
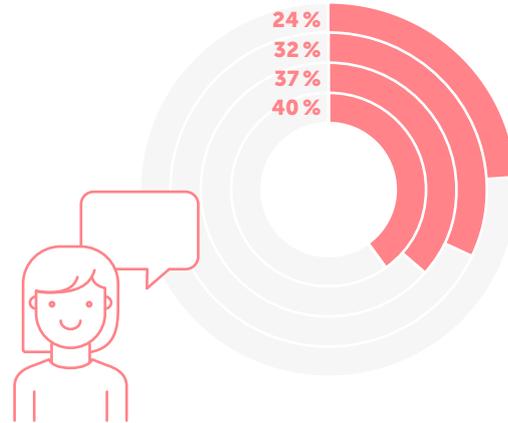
14　HOW MANY SPEAKERS? GENDER DIVER-SITY AT TECH EVENTS

Tech events internationally: At events in the field of information technology & services, 76% of speakers on the podium were men, and just **24%** were women. In the area of computer software, the difference was some-what smaller: 68% male speakers and **32%** female speak-ers. At technology events, 63% of the speakers were male and **37%** female, and at Internet industry events, 60% of the participants were male and **40%** female.

Source: Bizzaboo Gender Diversity and Inclusion Report, 2019
https://blog.bizzabo.com/event-gender-diversity-study-2019

29 %

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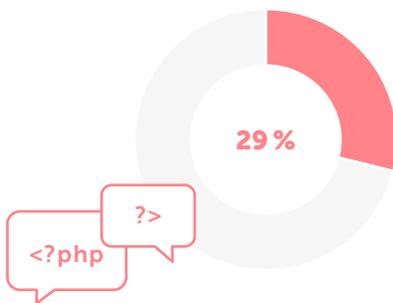
15　HOW MANY SPEAKERS? GENDER DIVERSITY AT TECH EVENTS, GERMANY 2019

According to research by students at the Berlin School of Business and Innovation, the proportion of female speakers at German tech events in 2019 was **29%.**

Source: https://www.berlinsbi.com/de/newsroom/pressemitteilungen/ (as of 28.05.2021) (German-language link)

7 %

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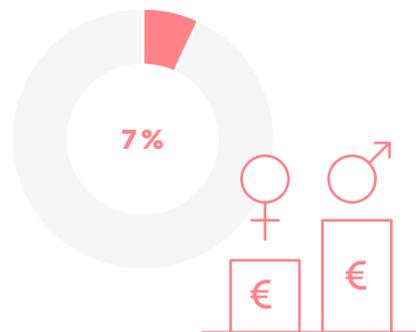
16　WHO EARNS MORE? ADJUSTED GENDER PAY GAP IN IT

The gender pay gap in IT professions in Germany is **7%**. The smaller the company, the larger the gender pay gap.

Source: Third Equality Report of the German federal government.
https://www.bmfsfj.de/resource/blob/184436/a8af6c4a20b849626c1f-735c49928bf0/20210727-dritter-gleichstellungsbericht-data.pdf (German-lan-guage link)

BEST CAREER PROSPECTS FOR WOMEN:
WHY THE TECH INDUSTRY NEEDS FEMALE REINFORCEMENT

Women are underrepresented in the tech industry. This applies to the big players among the tech corporations as well as to small and medium-sized companies or start-ups. The reasons for this are complex: be it the male-dominated "nerd" image of IT derived from its early days, conventional role models, or the lack of knowledge about the diverse job options and future-proof careers that the tech industry offers. Because the digital industry is booming, new business models and new career fields are emerging every day – even beyond classic IT disciplines such as development or programming. It's high time to act: Because companies and women alike benefit from more Women in Tech.

THE GERMAN IT INDUSTRY NEEDS FEMALE REINFORCEMENT

There are many good reasons why the Internet industry needs female reinforcement. A very central one is the lack of skilled workers. Digitalisation is increasingly affecting all areas of life and the economy and acts as a driver for jobs, even during the pandemic. According to an analysis by the Boston Consulting Group, there will be a shortage of millions of workers in Germany's IT industry, schools and healthcare by 2030. Information technology will be the hardest hit. A skills shortage of about 1.1 million is forecast.

According to a study by the management consultancy Arthur D. Little, commissioned by eco, technologies and applications based on artificial intelligence (AI) alone are likely to achieve gross domestic product growth of over 13 per cent in Germany by 2025. This corresponds to a total potential of approximately 488 billion Euro. According to an analysis of the US job market by the career network LinkedIn, specialists in AI, robotics and data scientists are at the top of employers' wish lists.

HETEROGENEOUS TEAMS ARE MORE INNOVATIVE

Whether it's facial recognition software that recognises men's faces better than women's, an AI-based recruiting solution that proposes high-paying jobs only to male candidates, or a voice assistant that understands male voices better than female ones: There are numerous well-known examples of product developments that would have performed better on the market if the needs of diverse target groups had been addressed and heterogeneous perspectives and heterogeneous data had been incorporated into their development from the conception to the implementation phase.

TOP 5 MOST SOUGHT-AFTER IT PROFESSIONS

1. Artificial intelligence specialist
2. Robotics engineer
3. Data scientist
4. Full stack engineer
5. Site reliability engineer

Source: Survey by the career network LinkedIn for the US market
https://business.linkedin.com/content/dam/me/business/en-us/talentsolutions/emerging-jobs-report/Emerging_Jobs_Report_U.S._FINAL.pdf

This is also confirmed by numerous studies such as the McKinsey study "Delivering Through Diversity" or the PageGroup diversity management study.

According to the McKinsey analysis, the proportion of women in top management has emerged as the most decisive evidence of the correlation between diversity and corporate success. Companies with diverse top management are 21 per cent more likely to be successful than average firms. In German companies with a high proportion of female executives in top management, the probability of above-average business success even doubles. In tech companies, there is a growing realisation that mixed teams produce more creative and better

FACT

61.1% of Germans would like to see more women in IT professions.

Source: The opinion research company Civey surveyed 2,501 people between 08.04. and 09.04.2021 on behalf of eco. The results are representative of the inhabitants of Germany aged 18 and over. The statistical error of the overall results is 3.4 and 3.5 per cent.

solutions and are more effective in their work processes. In this context, too, it is only logical that the call for female colleagues in tech companies is becoming louder and louder and that the promotion of women is moving up the agenda of top management, because gender equality is in their deepest economic interest.

IT INDUSTRY: BEST CAREER PROSPECTS FOR WOMEN

As a future-proof growth industry, tech companies offer women outstanding career prospects and diverse fields of affirmation. Digital transformation and digitalisation are affecting more and more fields of work and

industries. Not only specialists in classic IT fields are in demand, but so too are experts for digital marketing or UX design, lawyers for data protection, or IT project managers etc. The expansion of job profiles, agile methods and new technologies gives rise to new requirements for IT professionals, such as communication and teamwork skills, and thereby calls for strengths that are attributed to women in particular. The Internet industry has always been one of the drivers and innovators of New Work factors. Mobile working, flexible working hours, and cross-location collaboration were common in the IT industry even before the Covid-19 pandemic and make it easier to balance work and family life.

In order for more women to find their way into the tech industry in the future, the Internet industry and politics shoulder equal responsibility. Educational offers and initiatives are needed to get girls and young women enthused about digitalisation and IT. Women are also underrepresented in start-ups. Actions that can counteract this and provide targeted support for female founders include special competitions for female founders, the provision of coaching offers and guidelines for approaching investors, or negotiations with banks. For example, the European Union (EU) recently launched a funding project to support female founders of deep-tech start-ups.

In general, there is often still a lack of female role models. This is an issue that needs to be addressed, given that visible role models who, for example, act as speakers at conferences, as mentors, or as interview partners in the media, demonstrably attract further female talent and encourage women to take advantage of the lucrative career prospects in the Internet industry.

WHICH OF THE FOLLOWING MEASURES TO PROMOTE GENDER EQUALITY DOES YOUR COMPANY ALREADY OFFER?

Measure	Percentage
Flexible working hours/home office	40.1%
Support for workers with children	33.7%
Part-time leadership positions	15.8%
Coaching for women	10.3%
Visibility of women in leadership positions	39.2%
Equal corporate culture	34.4%
Female quota	6.0%
Other measures	9.1%
Employer offers nothing in particular	28.9%
Sampling error	5.3%
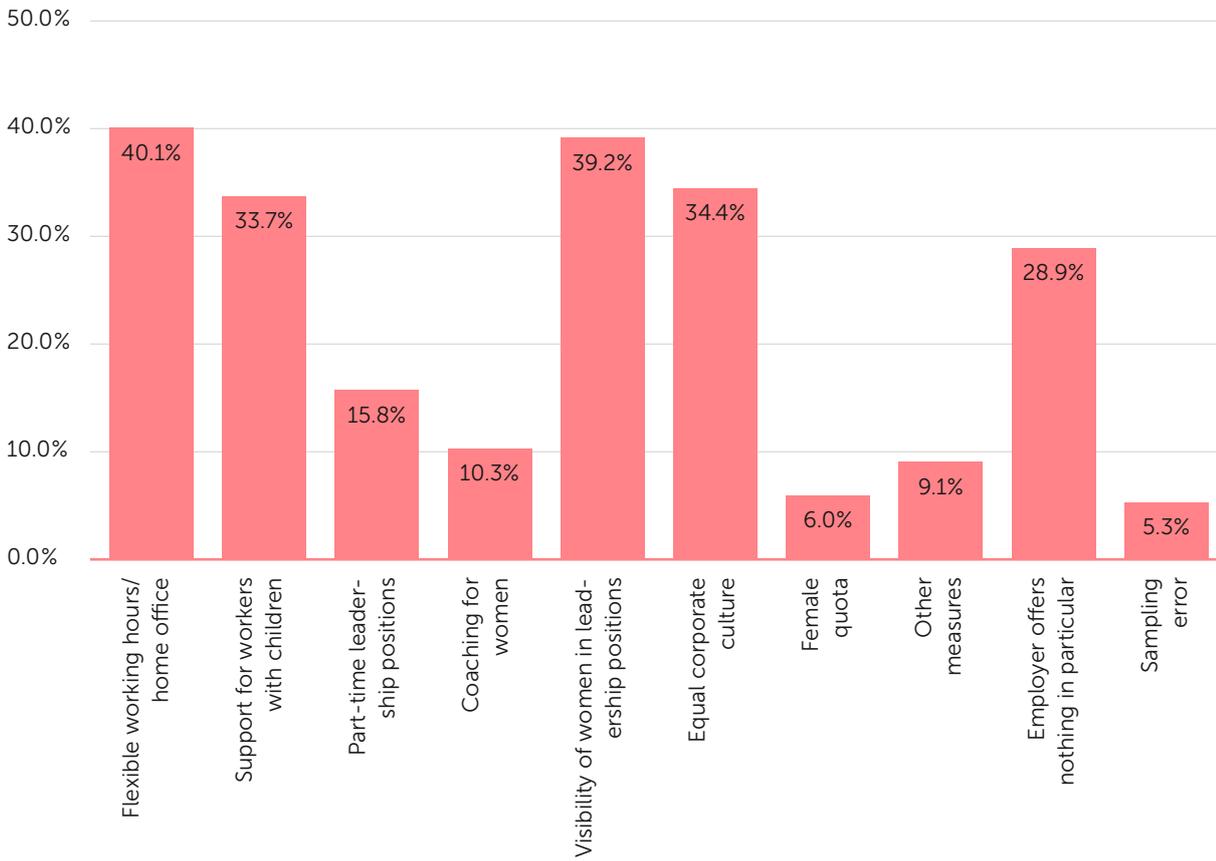
Source: The opinion research company Civey surveyed 1,000 people in Germany between 02.03. and 04.03.2021 on behalf of eco. The results are representative of employees aged 18 and over. The sampling error of the overall results is 5.3 per cent.

WOMEN IN TECH:
BEST PRACTICE SALESFORCE

"At Salesforce, we believe that successful companies must harness the power, skills, and intellect of the entire talent pool."

Along with trust, customer success, and innovation, equality is one of the Salesforce core values since the time the company was founded more than 20 years ago, and that Salesforce lives by every day.

Diversity and equality are central to business success and not just a 'nice to have'. Companies with a diverse talent pool are more successful, their employees perform better, and stay with the company longer. Furthermore, their customers are targeted more effectively, and their net profits increase. In fact, over half of the world's graduates (60%) are women, which naturally has an impact on talent pools. Equal opportunity, therefore, is not only the right thing to do from a moral perspective but an important step on the road to business success as well! Equality refers to all areas and diversity characteristics – and thus, of course, also to equal opportunities for women. At Salesforce, we are proud of the fact that we employ a relatively high percentage of women for a technology company. In fact, women now make up 34 per cent of our global workforce – but, of course, we want to continue to increase the proportion of female employees. To achieve this, we are actively addressing the issue!

adapting to people's needs, reducing barriers to entry, and ultimately empowering our employees to be successful through a strong company culture.

SALESFORCE WOMEN'S NETWORK

The Salesforce Women's Network was created to support women within the company, to provide networking opportunities, and to represent women's interests. It promotes women at every step of their professional and personal development journey, supports collaboration, and the adoption and implementation of gender equality policies. As currently the largest employee resource group at Salesforce, it runs numerous programmes and activities. In Germany, these include, for example, equality-oriented VTO (Volunteering Time Off) opportunities, such as mentoring youth or organising the Girls' Day activities and creating networking opportunities.

SUCCESS FROM ANYWHERE – GIVING EVERYONE THE CHANCE TO SUCCEED

The new ways of working present us with challenges, but they also offer many opportunities! Digitalisation offers the opportunity to shape work in a way that can make it more family-friendly through increased flexibility and also in the way people can pursue their career. For instance, many activities can easily be carried out outside of the office. At Salesforce, we want to make it possible for a job not to be tied to a certain location or to the typical "9 to 5" hours – we call this "Success from Anywhere". During the 2020 lockdown, for example, Salesforce encouraged parents to block time that could be used for childcare or homeschooling. It is important to emphasise here that this is not only about enabling flexible working hours and locations but also about

IS THERE REALLY GENDER EQUALITY ON THE JOB FRONT?

When it comes to equal opportunities in the workplace, it is, above all, important that companies anchor gender equality in their recruitment and human resources policies and practices. For this to be successful, everyone involved must live up to these values and beliefs and be able to drive sustainable cultural change. At Salesforce, people at all levels – including top management – are tasked with ensuring and promoting equality and diversity within the company. For example, we introduced a policy that women should make up at least 30 per cent of participants in leadership, product strategy and investment interviews. For job interview panels in Germany, we ensure that there are a mix of genders – on both sides of the table…

EQUAL PAY FOR EQUAL WORK

Equality is one of the company's core values and it is firmly anchored in our corporate culture. Therefore, it is clear that at Salesforce the principle of "equal pay for equal work" must apply. In 2015, we committed to investigating and eliminating any gender pay gaps among our workforce.

Our assessment analyses our employee population based on objective factors that determine pay such as job function, level, and location. The assessment groups employees in comparable roles and analyses the compensation of a given group to determine where there are statistical differences across gender globally. Employees in the U.S. are additionally assessed based on race. We conduct our analysis and make adjustments as necessary after we complete planning for our annual merit program.

In 2021, we expanded our assessment to include equity grants in our annual stock refresh program. As our first step in including equity, we looked at the distribution of stock awards to our eligible employees.

To date, we've spent $16.2 million (€ 14.4 million) to ensure our global workforce is paid fairly. This year, our analysis found that 3.5% of our global employees required adjustments. Of those, 81% were based on gender, and 19% were based on race or ethnicity. We are pleased that, despite our rapid growth, the numbers continue to decline year by year.

LIFELONG LEARNING – NOT JUST A BUZZWORD

With events on International Women's Day or Girls' Day, we want to make women, young and old, aware of their career opportunities in the tech world. And whether they already have extensive knowledge or are just starting out, one tool is crucial for equal opportunities at entry level and throughout their career: continuous professional education!

At Salesforce, we believe that it is important for everyone to keep a beginner's mind and to be able to grow. Platforms such as the free learning platform Trailhead are open to anyone who wants to benefit from the opportunities of digitalisation. It not only offers modular courses in which people can continue their education flexibly and according to their schedule; virtual boot camps and sessions with a trainer once a week can be easily implemented. This makes it possible to learn according to an individual schedule.

WHEN EFFORTS BEAR FRUIT

Since 2010, the proportion of women in leadership positions at Salesforce has increased by 7.6 per cent. There are also 11,000 more women working at the company than five years ago. But we also know that there is still a lot of work to be done.

Photo: Benjamin Olszewski

Guest article by Nina Bischoff-Everding

As a manager in Salesforce's Government Affairs & Public Policy team, *Nina Bischoff-Everding* is engaged in representing the company, its interests, culture, and values vis-à-vis government stakeholders. Since 2020, she has also been leading the Salesforce Women's Network in Germany. In addition to digital policy, she is passionate about equality and sustainability topics.

WOMEN IN TECH:
BEST PRACTICE SALESFORCE

The "Bring Women Back to Work" initiative aims to increase the number of women in the tech industry and support women who have had a career break to re-enter the workforce. The programme also supports women who want to make it as newcomers in tech, thus positively influencing gender equality in IT. Returning to work after a family break can be daunting and raise questions about skills, experience, confidence and working hours.

Through the programme, Salesforce helps women regain their confidence and ease their re-entry – or start – into the technology industry. The initiative involves 12 months of training. In the process, women pursue an admin certification offered by Trailhead Academy, receive mentoring, coaching, workshops and more.

IN CONVERSATION WITH **VANESSA GENTILE**

Vanessa Gentile is Director Alliance & Channel Switzerland at Salesforce and founder of the Salesforce initiative Bring Women Back to Work. With the initiative, she increases the share of Women in Tech and brings Salesforce technology partners together with new, diverse talent.

At Salesforce, you started the Bring Women Back to Work initiative. A programme to help mothers cross-train and re-enter the workforce after taking a family break. How did that come about?
Vanessa Gentile: The original idea for the Bring Women Back to Work programme came from a roundtable with our partners on the topic of diversity. We were faced with the challenge that we had grown very strongly at a steady pace, and, at the same time, it was becoming increasingly difficult to find talent. I noticed that we had too few women in our teams. My partners and I wanted to change that. In order to increase the share of women, I wanted our partners to be willing to hire women who were not from the tech industry. I wanted them to hire women who have had a longer break, who would like to

come in part-time, who don't have a tech background. Women who just bring different skills and abilities to the Salesforce ecosystem. With the help of a neurologist, I explained to our partners the benefits of diverse female candidates, what diversity means for the creativity and innovation of teams. Everyone was convinced, and I had the commitment of the partners in the bag.

Why do you think the tech industry is particularly suitable for women?
Vanessa Gentile: The tech industry is very flexible. Employees are benchmarked by their results and not by hours worked, and by a culture of presence. This means you can work and manage your family without having to constantly apologise when you're absent.

For me, the tech industry is, therefore, the ideal place to combine family and work. Secondly, the tech industry is very diverse. You have many facets and departments, such as marketing or sales, and not just the classic IT disciplines, and they all offer enormous development potential and career opportunities. I have had various jobs in tech and have been successful everywhere. I have always learned something new, and each station has brought me further. I'm never in my comfort zone but, instead, I'm constantly learning new things, and that opens up new doors and paths.

How does the programme actually work?
Vanessa Gentile: Our partner, K2 University, does the pre-selection of the applicants for us. In the second step, I screen the profiles of the women and K2 then shares them with our partners. The women don't know anything about technology at the beginning, but they bring themselves as people and their experiences to the table. When companies start to rethink and hire people with different profiles, they very quickly realise the added value this offers. Sixty-five per cent of the women from the programme now have permanent jobs. I have partners who have hired up to six or seven women from the programme and plan to do so in the future.

The Bring Women Back to Work programme is scheduled to run over one year. On the one hand, it includes workshops on questions such as: How do I present and sell myself to potential employers? What are my strengths, what are my weaknesses? There are also workshops that teach the basics of tech vocabulary. On the other hand, the women in the Salesforce programme acquire certifications and thus important professional skills that increase their job opportunities enormously, as the certifications are recognised and in great demand in the industry.

You successfully set up the Bring Women Back to Work programme. What do you think tech companies can do to attract more female talent?
Vanessa Gentile: This is a topic we could talk about for hours. It starts with the question: What is the reason why women don't find tech jobs attractive? I think it's often down to the job description. Companies should ask themselves: How do I formulate a job advertisement in such a way that women feel specifically addressed? Studies also show that women only apply if they meet 100 per cent of the criteria. Men, on the other hand, apply at 60 per cent. As a result, there are already more male candidates than women in job interviews.

Mothers as re-entrants and career changers after parental leave are also a central topic. In Switzerland, we need a plan, because not everyone is willing to or can go back to their job. What do companies offer women who return to work after parental leave? Companies need to become more flexible in this respect: for example, through initiatives like Bring Women Back to Work. It would also be helpful to allow longer parental leave for fathers so that women are more flexible at work. I simply don't see enough of such topics and offers in the companies. Which company offers childcare or special conditions for families? I think that this is definitely feasible and possible if a culture of diversity and inclusion is given life in the company and these topics are also seriously pursued and addressed.

Thank you very much for the interview!

BEST PRACTICE WOMEN IN TECH: GODADDY
EQUALITY AND DIVERSITY

With 20+ million customers worldwide and 80+ million domain names under management, GoDaddy is one of the leading cloud providers with a focus on small businesses, freelancers and the self-employed. GoDaddy provides support on the path of a professional web presence. The portfolio includes domains, websites, hosting services and digital marketing tools. Host Europe and DomainFactory also belong to the US web host GoDaddy.

EQUALITY AND DIVERSITY

HISTORY
In 2015, GoDaddy became one of the first tech companies to share its gender pay data. In the six years that the company has been studying gender pay data, great strides have been made, and helpful insights have been gained.

For each dollar or 84 Euro cents a man earned at GoDaddy in 2020, a woman got:

  in the company: $1 / €0.84
  in management positions: $0.98 / €0.82
  in tech professions: $1.01 / €0.85
  in non-tech professions: $1 / €0.84

INTRODUCTION OF A NEW PROMOTION SYSTEM
Following on from the examination of its gender pay data, GoDaddy introduced a new promotion system, which proactively identifies staff who are eligible for promotion. The aim was to ensure that qualified staff were not forgotten simply because some employees were less likely to formally apply for promotion. The programme showed immediate results: women's promotions increased by about a third, while men's promotions did not decrease. GoDaddy aims to give all staff the opportunity to grow on an ongoing basis.

STATUS QUO AND GOALS
GoDaddy is proud to have paid employees in comparable positions equally by gender and ethnicity over the past year, achieving both gender and ethnic pay equity. This is GoDaddy's way of ensuring an inclusive team where employees are paid for the same type of work, regardless of ethnicity or gender.

PROMOTING GENDER DIVERSITY AT GODADDY

Diversity is an integral part of GoDaddy's DNA, and the company strives to ensure that its workforce reflects the diversity of its customers – the entrepreneurs around the world who pursue their passion every day. Until this is achieved, GoDaddy is working to create a diverse global team. By empowering customers every day to realise their own dreams and start and grow their own businesses, employees themselves will be inspired and motivated.

COLLABORATION WITH THE STANFORD WOMEN'S LEADERSHIP INNOVATION LAB
GoDaddy has been working with the Stanford Women's Leadership Innovation Lab for many years. Founded in 2013, the centre conducts foundational research on advancing women in leadership by diagnosing barriers, developing interventions to overcome them, and developing research-based solutions. The collaboration with GoDaddy aims to develop new processes across the

company that reduce gender and minority performance appraisal disparities.

VISIBLE RESULTS

The result of the collaboration is a reward system where the best employees receive top marks and rewards on an objective assessment basis, regardless of how staff member view themselves. Based on the collaboration, GoDaddy has also invested in training staff who conduct job interviews to sensitise them to the issue of unconscious bias. This has ensured that new staff are hired at the right level and receive standarised remuneration. GoDaddy's commitment to paying its workforce equally and ensuring that applicants can expect the same level of payment is also evident in its recruitment activities.

SHARE OF WOMEN AT GODADDY WORLDWIDE

	in the company	in a management position	in tech professions	in non-tech professions
2020	30 % (+3 %)	33 % (+1 %)	19 % (+2 %)	36 % (+/-0 %)
2019	29 %	32 %	17 %	36 %

SHARE OF WOMEN AT GODADDY IN TECH PROFESSIONS BY LEVEL WORLDWIDE

Entry level 1	Level 2	Mid level 3	Level 4	Senior level 5
43 %	30 %	19 %	13 %	9 %

Guest article by Franzi Thoms

Franzi Thoms is Senior Marketing Lead at GoDaddy, the world's largest services platform for entrepreneurs around the globe and expert for Website Builders. Franzi is responsible for GoDaddy Germany's social media channels and the blog. She is very active in the initiative "GoDaddy Women in Technology" and advocates for equality and diversity in the IT industry.

IN CONVERSATION WITH **MELANIE BUCK**

Melanie Buck **is Director Change Management at GoDaddy and supports the global organisation and its people in the strategic planning and implementation of operational changes. In Europe, she has rolled out the company's own initiative, "GoDaddy Women in Tech" (GDWIT), and actively campaigns for more diversity and equality. In this interview, she talks about development prospects, career tips and the challenges in a male-dominated work environment. She also reveals why she enjoys working in the Internet industry.**

Melanie, what is your day-to-day work as Director Change Management at GoDaddy like?

Melanie Buck: It is indeed exciting and very varied. No day is like the other, and that's what makes it so appealing and exciting to me. My main task is to accompany the people in the organisation through change and to implement this within the framework of large projects or also on the basis of smaller initiatives. The topic of digitalisation is now on everyone's lips and, at GoDaddy, it has, of course, always been at the core of our existence. With our products, such as domains and the possibility to create websites, we support people in mastering the digital challenges and being successful online. The digital world is turning incredibly fast, and that also means that there are constant changes in the company. That's why

"Be yourself, have faith in your abilities, and build your network. I would gladly give these tips to everyone."

it's always exciting in my job. I also enjoy working with different cultures and people all over the world and learn something new every day.

You co-initiated the GDWIT women's network at GoDaddy and rolled it out across Europe. With the "Women in Tech" initiative, GoDaddy advocates for more women in IT professions. What does that look like in concrete terms?

Melanie Buck: First and foremost, we want to facilitate a continuous exchange on topics that are of interest

to women in the workplace. To this end, we seek open discourse – not only on a personal level with GoDaddy employees within the company, but with the IT industry in general. For example, we organise lecture series and networking events. We are present at trade fairs, conventions and panel discussions to seek out inspiring women. This is how we bring our employees together, exchange experiences, build networks and create awareness for gender equality in our industry.

We also take care of the all-important young talents in the industry. In Germany, for example, we take part in Girls Day every year to give young girls an insight into our IT world and get them excited about it. This is always a lot of fun for everyone. Seeing the girls like it and can imagine pursuing a technical profession down the line keeps motivating us to push this topic further.

In addition, we at GDWIT work with our HR department and other departments in the company to make GoDaddy an attractive employer for women. This starts with recruiting that is also appealing to women and extends to pay equity and measures to treat and promote our employees equally.

If a woman of any age were to ask you for a career tip – what advice would you give her?

Melanie Buck: Be yourself, have faith in your abilities, and build your network. I would gladly give these tips to everyone. Each and every one of us needs people to exchange ideas with and get feedback from. This strengthens and helps us to grow beyond ourselves. In

difficult situations, which make me question whether I should do something or not, I like to ask myself: What can happen in the worst-case scenario? The answer is always: Nothing really serious can happen. And even if something does go wrong, then we can learn from it and grow with it.

Thanks for the tip. If you yourself had the chance to meet some female personality, either living or dead (ideally from the tech industry): Who would it be and why?

Melanie Buck: Angela Merkel spontaneously comes to mind. She has led a country in recent years and has asserted herself in the world of politics, which is certainly still rather male-dominated. Regardless of the party she belongs to, and whether you like it or not, she has, in my view, achieved and accomplished an incredible amount. And in doing so, she also strikes me as very human. I think a conversation with her would be very inspiring and interesting.

We'll now give you another interesting job and make you editor-in-chief of a leading media publication – let's say, the German BILD or the FAZ newspaper, or the international Guardian: Which headline would you like to see in a lead article concerning "Diversity/Women in the Tech Branch"? And what should the article say?

Melanie Buck: In a nutshell, I would opt for: "The future is diverse". I could also imagine addressing the readers

with challenging or provocative questions, such as: "Do women now belong on a pedestal?", "What can I still do as a man?" or "So much is done for women – when will it be the men's turn?" The basic message would always be: we need a diverse world in which men and women complement each other and work together as a team. If we ended up with only women in management and technical positions, we would not have gained anything. We should all use our individual and gender-specific strengths because together we can achieve so much. I myself work at GoDaddy in a diverse team – with colleagues from all over the world. The different perspectives and cultures bring us forward. This is exactly what makes the cooperation so fruitful and makes us successful as a team.

Thank you very much for the interview!

You can find the interview in a modified form at:
Women in the Tech Industry - eco

5 QUICK TIPS:
HOW IT COMPANIES CAN ATTRACT WOMEN

1 Role models are the be-all and end-all: get your female experts and managers in the front row.

Whether in internal or external meetings, at trade fairs, in job advertisements, in employer branding or in PR and communication measures: The increased visibility of your female specialists and managers pays off positively for your image, both internally and externally, and attracts further female talent.

2 Create a corporate culture characterised by diversity – at all levels.

Heterogeneous teams are demonstrably more successful than homogeneous ones. However, people are still too often recruited, hired and promoted based on the "principle of similarity". To achieve diversity, you need to get all managers on board, because they play a key role in shaping and implementing a diversity-oriented corporate and HR policy. Promote a corporate culture that consciously promotes diversity and organise diversity training for managers and supervisors.

3 Provide framework conditions that make it easier to reconcile work and family life.

Are part-time work, sabbaticals or parental leave a career killer in your company? For many women, the compatibility of work and family plays a central role. What counts here, for example, are agreements on flexible working hours or mobile working as well as team meetings that take place in and not outside of core working hours. Adjust the framework conditions if necessary and specifically highlight your company's advantages for a good work-life balance when addressing women. Keep in mind that a good working atmosphere, flexibility and freedom for personal life plans have been proven to increase motivation and employer attractiveness – for both women and men.

4 Create space for networking, further education and mentoring formats.

Initiate an internal women's network or mentoring programme or, alternatively, affiliate with external initiatives. On the one hand, mentoring is a proven personnel policy instrument to support onboarding. On the other hand, in connection with female mentors, it also makes role models visible. Staff retention and career development opportunities are closely linked. On the strength of transparent company processes and rules, career development should be clearly foreseeable for employees interested in advancement.

5 Take a new approach to employer branding and recruiting: target female applicants.

Seek recommendations from female professionals and managers, ask female company ambassadors to share a job advertisement in their networks. Make your benefits clear – for example, in terms of work-life balance. Always keep in mind that a job is not unattractive for women because it is in the digital industry, but because the opportunities in this branch are not communicated in a way that is appropriate for the target group.

IN CONVERSATION WITH **LUCIA FALKENBERG**

Lucia Falkenberg is Chief People Officer at eco – Association of the Internet Industry and the Internet Exchange operator DE-CIX. She has also headed the eco New Work Competence Group since 2014. Falkenberg is the founder of eco's #LiT – Ladies in Tech initiative, which campaigns for more visibility for Women in Tech. Before joining eco, Falkenberg, who holds a degree in business administration, ran her own HR consultancy, where she successfully supported clients in finding and retaining talent. Before that, Falkenberg worked as an international HR representative for an American IT company.

Lucia, you are Chief People Officer at the eco Association and DE-CIX. How can employers in the industry succeed in attracting women?

Lucia Falkenberg: Companies are clearly called upon to further improve the framework conditions for women: for example, to ensure fair pay and to promote female career paths – also at board level. Ultimately, however, it is a challenge for society as a whole to ensure that everyone has the same career opportunities, even after starting a family, and that responsibilities are shared in a fair manner.

Important levers lie above all in the area of human resources: our international "Women in Tech" study, which is available for download free of charge, contains many concrete measures ranging from personnel recruiting to management development. Managers are the most important drivers of diversity and equal participation of women in management positions.

Role models and visibility are what are absolutely essential. Companies should put their female experts and managers up-front in communications and external presentations. Female role models attract more female applicants, act as mentors for their female colleagues, and have a positive impact on the company's image.

What are your top three arguments for a career in the Internet industry?

Lucia Falkenberg: First of all, there are the diverse and superb career opportunities. The IT sector is not only looking for programmers and developers but also, for example, lawyers in the field of data protection or experts in digital marketing, and controllers who make sure that the numbers add up.

In the digital industry, numerous new and crisis-proof jobs and job descriptions are emerging, such as Chief Digital Officer or Chief Information Officer. These positions are being newly created and new departments are being established. This means that, when women hold such positions, they can move up the ranks relatively quickly and have a lot of room for manoeuvre. Another important factor is the excellent compatibility of work and family through New Work factors such as mobile working and diverse working time models.

What career tips do you have for Women in Tech?

Lucia Falkenberg: Make yourself visible and audible, take a chance and leave your comfort zone. Be open-minded about technical applications, focus on the pragmatic benefits of these solutions, and stay curious. The flourishing tech industry with its excellent economic prospects offers great opportunities, not only for female programmers, but also in almost every other job sector and discipline.

IF SHE CAN SEE IT, SHE CAN BE IT
VISIBILITY OF FEMALE ROLE MODELS IN TECH

How visible are female tech experts in companies, at tech events and in traditional and digital media? One thing is certain: in order to get more women interested in IT and technology, the visibility of female role models plays a central role. This is underlined by both studies and empirical experiences of female IT professionals. If girls, students, young professionals and working women are shown the diverse professional fields of the Internet industry and the associated career options from exemplary female careers in tech, then more women will consider these career paths for themselves and seize the opportunities.

PERSONAL BRANDING AND SOCIAL MEDIA
Social media platforms such as Twitter, LinkedIn, etc.,are becoming increasingly important as places for public discourse and debate. This is an opportunity that Women in Tech should definitely take advantage of. The platforms can be used to actively present and publicise one's own expertise. This makes successes more visible and, at best, offers the opportunity to become a thought leader. The increase in external visibility also promotes internal visibility and can become a decisive career factor. "I am convinced that, without personal branding, I would not be at the same point in my career today", writes networking expert and LinkedIn Top Voice Tijen Onaran in her German-language book with the telling title 'Only those who are visible, prevail' ("Nur wer sichtbar ist, findet auch statt").

While the voices of male top managers predominate in articles and interviews in the classic leading media, in 2020, there were no fewer than five women among the top 10 influencers on the LinkedIn career network in the DACH region (comprised of Germany, Austria, Switzerland). This may be due to the fact that social media, unlike traditional mass media, does not have gatekeepers such as journalists or those responsible for corporate communications and PR. "Sure, it can be quicker

> Businesses should bring their female professionals and managers to the forefront in communication and external presentation. This is because female role models attract more female applicants, act as mentors for their female colleagues in companies, and have a positive impact on the company's image and culture.

Lucia Falkenberg, Chief People Officer, eco Association

to find the male CEO, but there are also female experts, female executives, female founders out there, or the father whose executive position is held on a part-time basis. You just have to make the effort to research and find these people", explains Sara Weber, journalist and former editorial director of LinkedIn News DACH in our interview series on diversity and Women in Tech. Those who actively use social media to promote their expertise and topics also increase their chances of attracting the attention of journalists and PR managers.

A social listening analysis conducted by the Ynsight Research Institute on behalf of Horváth shows that there is still room for improvement in the presence of women's voices online. New Work discourse on the web was examined in the analysis period from January 2020 to March 2021. In total, 2.9 million posts and more than 17.8 million interactions were evaluated. Globally, around 66 per cent of New Work contributions come from men. In Germany, the discrepancy is greater: 75.6 per cent of the contributions come from male authors and 24.4 per cent from female authors. On Twitter, the proportion of male authors is even higher, at 76.6 per cent.

INFLUENCE OF FEMALE ROLE MODELS ON GIRLS AND YOUNG WOMEN

According to a German survey by the PwC network, "women&technology – connected. disruptive. digital", 25 per cent of young people aged 15 to 30 can name a man from the STEM field, but only 11 per cent can think of a woman in the STEM field when asked. The top names include tech giants such as Steve Jobs, Bill Gates and Marc Zuckerberg. Among women, Angela Merkel, Marie Curie and Ada Lovelace are mentioned most often. The study "The When & Why of STEM Gender Gap" by KRC Research on behalf of Microsoft illustrates how strongly the

interest in STEM among girls correlates with the visibility of female role models. Forty-four per cent of girls and young women with STEM role models are interested in STEM subjects, compared to only 22 per cent of respondents who do not have role models. Role models also

„If you want to develop professionally, you also have to talk about your competencies and expertise. If your performance is visible externally and internally, you will be viewed differently in annual reviews and salary negotiations."

Britta Behrens, LinkedIn Expert

have a positive effect on self-confidence and strengthen a person's belief in their own abilities.

There is also a lack of young female talent in the IT training market and in the corresponding courses of study. According to the German Federal Institute for Vocational Education and Training (BIBB), the apprenticeship as an IT specialist is now one of the top 10 choices in the ranking of apprenticeships by new graduates in Germany. While "IT specialist – application development" is one of the most sought-after apprenticeships among boys, no IT apprenticeship makes it into the top 10 among girls. Female students are also underrepresented in the STEM field. In the winter semester 2020/2021, 247,458 students were enrolled in computer science in Germany. Only 22 per cent of them were female.

Professors at German universities are predominantly male. Only about one in four professorships is held by

a woman. What could have a positive effect is to have more female professors and trainers in the IT and tech sector and to have their visibility increased.

MENTORING AND NETWORKING

Other important factors for the topic of visibility are networking and mentorship. Mentoring and a qualitative

"The greatest thing for me personally is when my mentees become better than me and when I see them develop and make a career for themselves."

Evgeniya Ettinger, Public Sector Sales Manager, ORACLE Deutschland

have dedicated themselves to this goal. What they share is their great willingness to provide support for entry, career paths and concrete professional challenges. They open up their own networks to other women, speak at conferences, act as interview partners or mentor other women with advice and support. "I'm always happy when someone approaches me. Even if I have to say that: I'm sorry, but I've reached the limits of my capacity. In such cases, however, I then always give a tip on who to contact", says Agnes Heftberger, Managing Director of IBM Germany and Vice President Sales at IBM DACH in our interview series on diversity and Women in Tech. Women in Tech and those who want to become one are therefore well advised to actively join networks like #LiT – Ladies in Tech and ask like-minded people in tech for advice regarding their own career planning. Those who expand their network with relevant contacts simultaneously become more visible and increase their chances of a successful career in the IT industry.

network of relevant industry contacts broaden horizons, create new perspectives, views and career options. When it comes to female reinforcement for the tech industry, a whole range of initiatives such as eco Association's #LiT – Ladies in Tech, along with inspirational female professionals and executives in the Internet industry,

I'm always happy when someone approaches me. Even if I have to say that "I'm sorry, but I've reached the limits of my capacity". In such cases, however, I then always give a tip on who to contact.

ROLE MODELS OF THE TECH SCENE
CAREER TIPS

"Choosing an IT or tech profession is an important step towards real equality for many women and girls. Give it a chance!"

Dr. Julia Freudenberg, CEO, Hacker School

"Use your strengths. We women have great social skills, are empathetic, communicative and create an environment of trust. It is important to remain authentic and follow your personal passions. This makes you successful and reliable. Work constantly and consistently on your personal brand, become visible and formulate your own wishes and requirements clearly and directly."

Stefanie Kemp, Country Leader, Oracle Deutschland

"Believe in yourself, and don't let anyone bring you down. You are qualified for that job. You belong here. Second tip: always negotiate."

Elisabeth Kurek, VP of Cloud Marketing, IONOS

"It wasn't emulating supposed male
stereotypes that made me a director,
but using my individual and also
my female strengths. Stay true to yourself
and be proud of your distinctiveness."

Melanie Buck, Director Change Management, GoDaddy

"There's hardly any other industry that is chang-
ing as often and as swiftly as the tech industry –
so it is exactly the right place for the curious, those
willing to learn, and creators."

Andrea Martin, Leader IBM Watson Center Munich & IBM Client Centers in EMEA

"It has always been important to me to shape
and drive things forward instead of just
following instructions. That's especially fun
with a committed team and it moves
companies forward – and being seen as an innovator has a
positive effect on your career opportunities."

Mareike Jacobshagen, Head of Global Business Partner Program, DE-CIX

"At heart, I am a curious person. With its diversity, the tech industry offers a broad spectrum where it never gets boring, and I can absorb new knowledge at any time. Technologies like AI and quantum computing are incredibly exciting and challenging."

**Claudia Pohlink,** Head of AI and Machine Learning, T-Labs

"The tech industry offers so many opportunities in an agile environment that is constantly changing. My tip is to contribute ideas, leave comfort zones, recognise opportunities and seize them with confidence!"

Sidonie Krug, Head of Association Communications, eco Association

GENDER DIVERSITY AT TECH EVENTS
WOMEN BARELY VISIBLE AT TECH EVENTS

Where are the female digital and tech experts? In looking at the stages and the microphones of large tech events, where can we find the women who shine with their expertise in AI, IoT or cybersecurity? This question is likely to be on the minds of every female and male visitor at tech trade fairs and conferences. From keynote and other speakers to panellists and participants: men are in the majority, women are the exception.
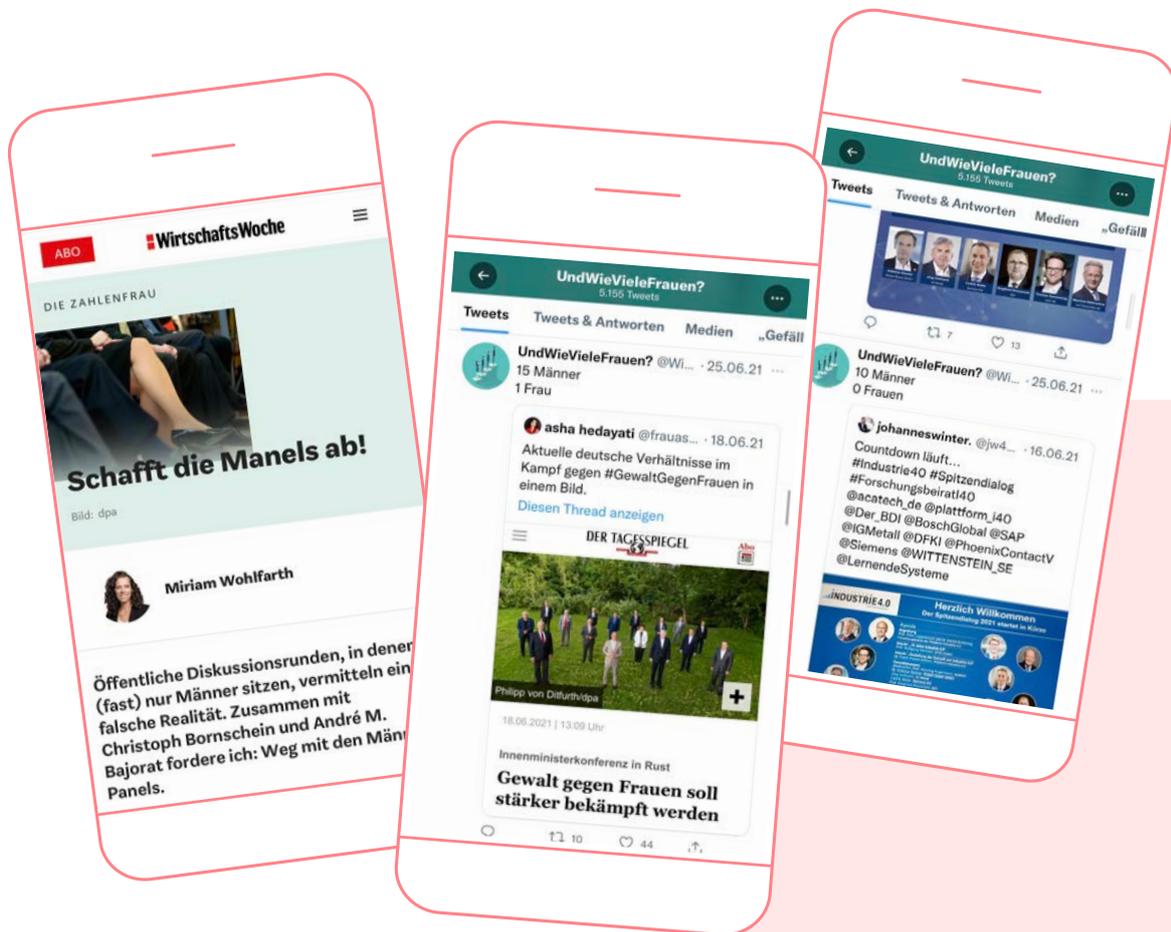
RESISTANCE TO MALE-DOMINATED DISCUSSION PANELS

In 2020, RatePay founder and FinTech icon Miriam Wohlfahrt titled a column in the German newspaper "Wirtschaftswoche" with the headline "Abolish the Manels". Social media channels are also showing increasing unease among women and men about male-dominated expert panels, with the hashtags #Manels and #noallMalePanels bringing movement to the debate.

The German account "UndwievieleFrauen" (meaning "And how many women?") regularly posts press photos, advertisements and conference announcements on Twitter: You can see many men and few women. Simply counting the people pictured by gender makes it clear that the tech industry is not alone in facing the challenge of making its female experts visible and giving them space on the tech stages.

HOW MANY WOMEN? GENDER DIVERSITY AT TECH EVENTS: A FACT CHECK

The lack of women on tech stages is not only proven by empirical subjective experiences but is also reflected in exemplary studies. According to the Bizzabo Gender and Inclusion Report 2019*, 76 per cent of speakers at events in the information technology and services sector worldwide were male and 24 per cent female.

Computer software events were 68 per cent male and 32 per cent female. In technology industry events, 63 per cent of the participants were male and 37 per cent female. In the Internet sector, the ratio was 60 per cent to 40 per cent.

* The study examined the gender distribution of more than 60,000 speakers over a period of seven years (2013 to 2019). The study covered 58 countries, 45 industries and thousands of the world's largest professional events.

### PROPORTION OF FEMALE SPEAKERS IN VARIOUS TECH INDUSTRY BRANCHES

24 %
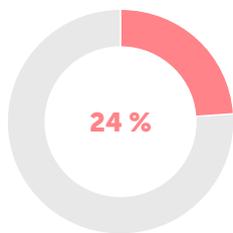
Information Technology & Services industry events

32%
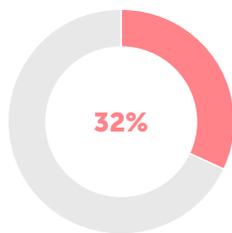
Computer software industry events

37%

Technology industry events

40%
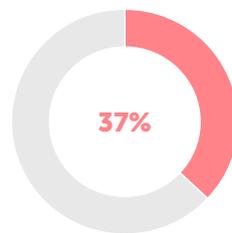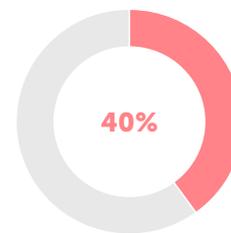
Internet industry events

A brief analysis by the Berlin School of Business and Innovation suggests that this result may be even more modest for the German market. Students examined ten German and ten international tech events in 2019 with regard to the proportion of women on the podium. These included, for example, the re:publica, the Bits & Prezels, and the Tech Week Frankfurt. According to their analysis, the share of female speakers at German tech

events in 2019 was 29 per cent. Internationally, the result did not look any better: According to the Berlin students' research, the proportion of women there was 22 per cent. **

** See: Berlin School of Business and Innovation (BSBI)
https://www.berlinsbi.com/de/newsroom/pressemitteilungen/ (last accessed 28.05.2021)

Source: Berlin School of Business and Innovation (BSBI)

PROPORTION OF FEMALE SPEAKERS AT TECH EVENTS IN GERMANY AND INTERNATIONALLY

29 %

German tech events

22 %
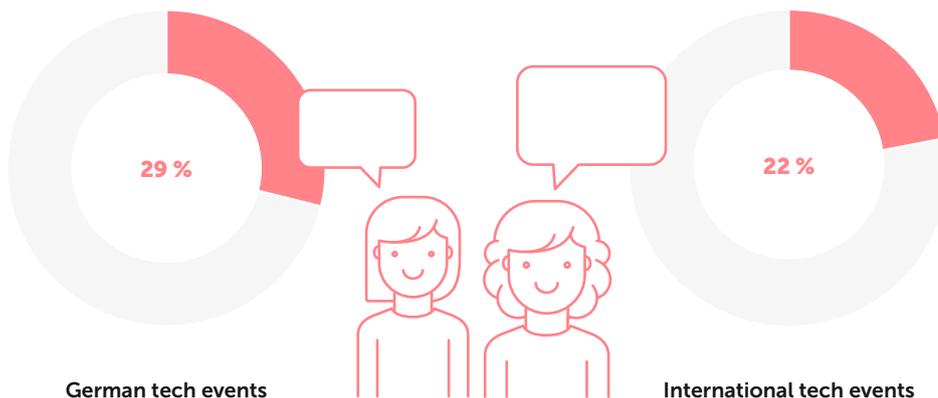
International tech events

"WE JUST HAVEN'T FOUND A WOMAN"
ECO LAUNCHES PUBLIC SPEAKER DIRECTORY WITH #LIT – LADIES IN TECH

You are planning a tech event – but female experts and thought leaders are missing on stage? Put an end to it! Let's tackle the topic together and make male-dominated discussion rounds more diverse – more versatile – more interesting. As Europe's largest association of the Internet industry, we want to do our part with our female speakers directory and campaign for more visibility of inspiring female experts and executives in the digital scene.

Organisers in the tech industry are sometimes faced with the following problem: They would like to have more female tech experts on their panels, but have difficulties finding them. Admittedly, even eco has also organised tech events with an all-male panel of experts. **That's precisely why we want to change things!**

With our public female speakers directory, we want to offer women a place on the stages of digital and analogue expert formats and support those who, as event organisers, are looking for female experts in the fields of tech,

the Internet and digital industry and related topics. We need the ideas of Women in Tech, as well as their expertise and perspectives at conferences, trade fairs and panels. In the eco Association alone, we organise over 100 events a year. For this, too, we expressly wish for more female experts as speakers or panel participants. Different perspectives enrich digital debates with fresh impetus and other vantage points. Let's work together for more exciting, innovative, diverse and perspective-rich ideas, insights and discussions.

SPEAKERS WANTED: THE STAGE IS YOURS!

Are you an expert in digital transformation? Your professional expertise lies in the areas of IoT, AI, digital infrastructures, cybersecurity, blockchain, cloud computing, Smart Cities, data protection, email marketing, Industry 4.0, digital policy or New Work? Are you already a sought-after expert at tech events or would you like to become one? Are you just missing the right stage?

Perfect, then register now for free and without obligation in our female speakers directory.
We look forward to hearing from you!

YOU HAVE QUESTIONS?
You can find everything you need to know about our female speakers directory on our German-language FAQ page:
https://lit.eco.de/speakerinnen-verzeichnis-faq/

FROM USER TO THOUGHT LEADER
MORE VISIBILITY VIA THE LINKEDIN CAREER NETWORK

The career network LinkedIn is much more than a digital business card. Expand your professional network, generate leads, identify new customers or build your own personal brand: If you approach the topic skilfully, you can use the platform to advance from user to thought leader.

In the first half of 2021 alone, the number of users in the DACH region grew by one million. Over 16 million people use the career platform in the DACH region alone, and over 774 million worldwide. In total, 56.9 per cent of LinkedIn members are male, 43.1 per cent are female. In this interview, LinkedIn expert Britta Behrens provides help and tips on how to get started with personal branding on LinkedIn.

IN CONVERSATION WITH **BRITTA BEHRENS**

Britta Behrens is a LinkedIn, social selling and personal branding expert, has over 18,000 followers on the platform, is currently writing a book on the subject of personal branding on LinkedIn, and regularly provides her followers with tips on the subject. Behrens also shares her knowledge as a consultant, keynote speaker and author at numerous events, conferences, workshops and in trade magazines.

How do I approach the topic of personal branding as a newbie?
Britta Behrens: To make the first impression, your own profile is of fundamental importance. My tip is, therefore, to first spruce up your own LinkedIn profile: for example, add a background picture, use a meaningful, up-to-date profile picture and, very importantly, enter a profile slogan under your name. Many people use the profile slogan area in the classic way, entering their position and company there. However, this is not advisable because the profile slogan is always there when I communicate on the platform, e.g. publish my own posts or leave comments on others. Therefore, your own expertise should always emerge from the slogan. What is recommended are a few suitable keywords with which you identify and which clarify your own expertise. Aside from

that, please really focus on the overall profile. The following questions help here: What exactly is my current position? What responsibility do I have? Which topics am I passionate about and which would I like to be associated with? Another tip: Be sure to use the in-focus area as a stage: for example, to prominently present websites or relevant articles and to use these as leads to bring profile visitors to landing pages where they can be able to delve deeper into the topic or company.

Of course, first impressions count – this is also true in the digital world. If I now have a meaningful profile: How do I build my network?
Britta Behrens: First of all, it is advisable to bring existing contacts into the network – this should include not only customers and business partners but also former

colleagues. In the second step, I should see who is communicating on LinkedIn about my topics, comment on their posts, follow them and make a networking request. LinkedIn groups or LinkedIn events are also a good way to keep an eye out for new interesting contacts because they directly result in a topic match and points of contact. This makes it easier to send a contact request: "Hey, I saw you are also involved in the Ladies in Tech LinkedIn group from eco. I would like to network with you".

Please don't send any requests without a message; this is not only bad form, but your contact request also runs the risk of being rejected. Contrary to what is unfortunately still believed, it is not the number of followers but the quality thereof that is decisive in building a useful network. Therefore, do not just accept every contact request, but look first at the person's profile and decide whether you want to accept the request. The following questions are helpful: Can I offer the person added value or assistance, or does the person have skills and abilities from which I can benefit?

How do I find my topics and become more visible?
Britta Behrens: This requires a clear answer to the question: Which issues do I want to be associated with? What interests me, and what do I want to position myself with? There's no use writing about personal branding on LinkedIn today, woodcarving tomorrow, and knitting the day after. It's better to focus on two or three topics where you know that's where you want to be in the future. To become visible, it helps to look at how others do it who already have a certain expert status on LinkedIn. Commenting on posts is essential. For example, by adding useful further sources and links or your own statements with experiences. Then you automatically become more visible. Through your comments, you will be noticed by others, found interesting, and your profile will be visited more often. Then, little by little, start writing your own posts. Use two to three appropri-

ate hashtags in your posts and tag contacts who have something to say about the topic so that they join the discussion. This way you start the engagement and your post becomes more visible. In terms of content format, choose the one that suits you best: It doesn't have to be a video; plain text posts also work on LinkedIn. Or you could create a PDF slideshow with a few tips. Sites like Canva.com makes that quick and easy to create creative content.

The topic of visibility also includes speaking at conferences. You are also present as a speaker at many events. This is certainly a goal that other women also strive for, and it also helps us to counteract the phenomenon of #allmalepanels. How did you, as a formerly rather introverted person, make it onto the stage?
Britta Behrens: I have been to many conferences as a guest. At some point, I realised that what the speakers on stage were saying, I could also do. My sense was: Why don't I do that and let others share my knowledge? Moreover, female speakers are always eagerly sought. I have always asked myself why there are often only men on stage. There are enough female speakers, you just have to ask the right people, make the appropriate recommendation and the organisers can't talk their way out of it. Mixed panels on stages – that is possible and achievable. With this motivation, I set myself the challenge of speaking on stage. What you should know is that I used to hate giving speeches and all kinds of presentations. I had to force myself to a certain extent and leave my comfort zone. When I now stand on stage, the excitement and tension might still make me blush, but my expertise and my own trust in my knowledge give me confidence.

Thank you very much for the interview.

MORE VISIBILITY THANKS TO YOUR OWN WEBSITE
TIPS & TRICKS FOR YOUR ONLINE PRESENCE

Over three billion people worldwide have access to the Internet. Whether on a laptop, tablet or smartphone – our lives are increasingly digital. Not only do we keep ourselves informed online, but this is also where we purchase most of our products. This makes a professional website particularly important for entrepreneurs and founders in order to advertise and sell products and services online, to retain regular customers, and to generate new ones. An online presence offers enormous potential, especially for small businesses.

This is also reflected in a survey conducted in Germany in October 2020 by GoDaddy, together with the market and opinion research institute YouGov. Almost three-quarters of the founders surveyed (73 per cent) see their own web presence as a prerequisite for their business success. However, almost half of the men and women surveyed do not trust themselves to set up their website without assistance. A quarter of the future small businesses would like support with their own online presence. This is where website and domain providers like GoDaddy can help, providing the tools required to build a website. But what do users need to be aware of? Which tips and tricks will make the website visible to the target group? The most important steps are summarised below.

PREPARATION IS KEY
Before the actual construction of the website can start, there is a need to define the functions the site should have to benefit the company. Defining the goals and target groups that the website should address is crucial for all further steps.

Choosing the right domain name is also an important decision right from the start. Since there are now more than a billion websites worldwide, it is possible that the domain of your choice is already taken –especially if you want to use the classic domain endings such as .de or .com.

Geo-specific and industry-specific domain endings, such as .web, or .info, or even .berlin or .city, help here. This

allows for more choice. As a general rule, the domain name should represent your own brand. For an online shop, it may be a good idea to use the extension .shop, while for a blog .blog is an option. In addition to the ending, it is important to use a short, easy-to-spell name that ideally already integrates the product or service as a keyword.

THE RIGHT HOSTING PLATFORM AS A BASIS
The hosting platform is the foundation for your own website – if it is not solid, the rest of the website cannot be built. Choosing a reliable provider is therefore crucial. Professional domain providers, such as GoDaddy, offer Website Builders that are particularly suitable for beginners, as they do not require any technical know-how. Users should make sure that the provider guarantees a certain speed so that the loading times of the website are not impaired. Technical support with personal contact persons who can be contacted in case of issues is also important. Of course, the latest security standards should also be adhered to in order to be protected against hacking.

TIPS FOR THE PERFECT ONLINE PRESENCE
After these theoretical foundations have been laid, it's finally time to get down to practice and the actual construction of the website can begin. Regardless of which hosting platform is used to create the website, there are a few things that should not be missing from a good website. First of all, a simple, clear design should be chosen that matches the company's brand and logo in terms of colour. The font should also match the general appearance and be easy to read.

It is particularly important to select suitable image material. The images should be of high quality and have a high resolution. In addition to the classic JPG, the WebP format can also be used as an image format which delivers high image quality despite strong compression.

Users should take care not to overload the website with features and sections in order to offer simple and

clear navigation. For the use of the website on tablets or smartphones it is essential that the online presence is optimised for mobile use.

Search engine optimisation also plays a major role in ensuring that the website is found in the major search engines such as Google. A keyword combination must be chosen for each text according to the content, metadata and images. The GoDaddy blog provides helpful tips for search engine optimisation and building a professional online presence.

Last but not least, it is important that visitors to the website know who they are dealing with. It is essential to include a legal notice (imprint) and contact details on

the website. It is also a good idea to link your own social media channels to enable the best possible interlinking.

WHAT ARE WE WAITING FOR?

With a Website Builder, such as the one from GoDaddy, interested people can create a free-of-charge website in just a few minutes. Depending on their needs, users can use additional features to get even more out of their own online presence.

Guest article by Franzi Thoms

Franzi Thoms is Senior Marketing Lead at GoDaddy, the world's largest services platform for entrepreneurs around the globe and expert for Website Builders. Franzi is responsible for GoDaddy Germany's social media channels and the blog. She is very active in the initiative "GoDaddy Women in Technology" and advocates for equality and diversity in the IT industry.

LIT – LADIES IN TECH
WE MAKE THE INTERNET INDUSTRY DIVERSE AND COLOURFUL

This white paper is a product of our initiative #LiT – Ladies in Tech of eco – Association of the Internet industry.

#LIT – LADIES IN TECH

At just over 17 per cent, women are clearly underrepresented in the Internet industry in Germany. At the same time, the industry is realising that heterogeneous teams are more successful and innovative. The digital industry is booming, new business fields and job profiles are emerging every day. In order to ensure the future viability of Germany as a digital location, the promotion of women and diversity is, therefore, a central issue for us as the largest association of the Internet industry in Europe.

OUR MISSION: MAKING THE INTERNET INDUSTRY MORE DIVERSE TOGETHER

The #LiT – Ladies in Tech (LiT) initiative was founded in spring 2019 by Oliver Süme, eco Chair of the Board, and Lucia Falkenberg, Chief People Officer at eco. With this initiative, we offer female experts and executives in the digital industry a platform for exchange.
Our mission is to give Women in Tech a face and a voice by elevating them to the stage of important panels and events, promoting their digital visibility, placing the topic of Women in Tech on the media agenda and advocating for their interests through our political work. By showcasing the diverse career paths and opportunities available to Women in Tech, we aim to address the skills shortage in a sustainable way and inspire even more women to pursue a career in our promising industry.

PARTNERS WANTED: PARTICIPATION DESIRED

Within our initiative, we rely on the traction of an alliance of strong partners to do our part in agenda setting on this highly relevant topic, both socially and economically. We are convinced that we can only achieve diversity together, so men are welcome to join the initiative. Whether activities for Girls' Day or International Women's Day, ideas for workshop topics or white papers: Your suggestions and feedback are always welcome. We can only achieve diversity together. We would be happy to discuss participation opportunities with you in a personal meeting. We look forward to hearing from you!

FURTHER INFORMATION AND CONTACT AT:

https://lit.eco.de/
Email: lit@eco.de
Subscribe to the #LiT – Ladies in Tech newsletter
(a German-language newsletter)

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PwC network "women&technology – connected. disruptive. digital"