

By email: [DiversityInTech@dsit.gov.uk](mailto:DiversityInTech@dsit.gov.uk)

23<sup>rd</sup> April 2026

Dear Sir / Madam

**Open call for evidence - Building a future tech sector that works for everyone**

The Chartered Governance Institute is the professional body for governance and the qualifying and membership body for governance professionals across all sectors. Its purpose under Royal Charter is to lead effective governance and efficient administration of commerce, industry, and public affairs working with regulators and policymakers to champion high standards of governance and providing qualifications, training, and guidance. As a lifelong learning partner, the Institute helps governance professionals achieve their professional goals, providing recognition, community, and the voice of its membership.

One of nine divisions of the global Chartered Governance Institute, which was established 135 years ago, the Chartered Governance Institute UK & Ireland represents members working and studying in the UK and Ireland and many other countries and regions including the Caribbean, parts of Africa and the Middle East.

As the professional body that qualifies Chartered Secretaries and Chartered Governance Professionals, our members have a uniquely privileged role in companies' governance arrangements. They are therefore well placed to understand the issues raised by this consultation document.

In preparing our response we have consulted, amongst others, with members of the Institute. However, the views expressed in this response are not necessarily those of any individual members, nor of the companies they represent.

## **Consultation questions**

### **About your response**

**1. Are you responding to this call for evidence as an individual or on behalf of an organisation?**

- I am responding on behalf of an organisation

### **About you**

**2. Which of the following best describes your current role?**

- Other (please specify): Not applicable

**3. Which best describes your current career stage?**

- Not applicable

**4. How long have you worked in the tech sector, if at all?**

- Not applicable

**5. Which of the following best describes your gender?**

- Not applicable

**6. Do you identify with any of the following groups?**

- Not applicable

### **About your organisation**

**7. Which of the following best describes your organisation?**

- Industry body or professional association

**8. Which of the following best describes your organisation's primary focus?**

- Other (please specify): Governance

**9. Approximately how many people does your organisation employ in the UK?**

- 50–249 employees
- 1,000 or more members

**10. Which parts of the UK does your organisation's experience primarily relate to?**

- UK-wide

**11. What is the name of your organisation?**

- The Chartered Governance Institute UK & Ireland



## Call for evidence questions

### Question 12

To what extent, if at all, are emerging technologies changing the skills required in your organisation or sector?

To a great extent

### Question 13

Please describe the specific changes you are seeing in the skills required in your organisation or sector as a result of emerging technologies.

Emerging technologies are driving a material shift in the skills required across governance-intensive sectors, particularly those involving board oversight, professional standards and organisational accountability.

Key changes include:

- **Digital and data literacy for non-technical leaders**, including the ability to interpret dashboards, understand AI-enabled decision support, and interrogate data quality and bias.
- **Technology risk and assurance capability**, covering cyber risk, algorithmic accountability, resilience and system controls.
- **Ethical judgement and inclusive decision-making**, as automated systems increasingly embed workforce, pay and progression outcomes at scale.
- **Systems thinking and change leadership**, rather than purely procedural or compliance-based competence.

These skills are now essential not only within IT functions, but across governance, HR, risk, audit and executive leadership roles. A critical challenge is that these competencies are often **poorly defined in role profiles and progression frameworks**, which disadvantages groups without informal access to digital confidence-building opportunities.

### Question 14

To what extent, if at all, are emerging technologies leading to new or significantly changed roles?

Selected option:

To some extent

### Question 15

Please describe any new or significantly changed roles emerging in your organisation or sector due to emerging technologies.

Emerging technologies are reshaping roles rather than creating wholly new ones, particularly through **hybridisation**. Examples include:

- Governance professionals increasingly acting as **digital assurance and ethics advisers**.
- Company secretariat, risk and audit roles incorporating **AI oversight, data governance and technology accountability**.



- Existing governance roles taking advantage of emerging technologies to **develop working practices**.
- People and culture functions integrating **workforce analytics, pay gap data and ESG reporting** into strategic decision-making.
- Executive and board roles requiring **informed challenge of technology investment and deployment**, regardless of technical background.

These changes highlight that influence over emerging technologies increasingly sits **outside traditional “tech roles”**, making inclusion in governance and leadership pathways a critical policy concern.

#### Question 16

**To what extent, if at all, are emerging technologies reshaping traditional career pathways in your organisation or sector?**

**Selected option:**

- To a great extent**

#### Question 17

**Please describe the changes you are observing in career pathways in your organisation or sector.**

Traditional linear career pathways are being replaced by more fragmented, non-linear routes characterised by:

- Earlier exposure to senior responsibility for those with digital confidence or sponsorship.
- Faster reward and progression linked to perceived “tech adjacency”, often without transparent criteria.
- Increased reliance on informal networks during periods of rapid change.

While these shifts create opportunity, they also **amplify existing inequalities**, particularly for women and those without access to sponsorship, flexible working or informal learning. Without intervention, emerging technology accelerates pay divergence and leadership exclusion rather than correcting them.

#### Question 18

**In your experience, to what extent are changes to skills, roles or career pathways due to emerging technologies affecting who applies for, or succeeds in, tech roles within your organisation or sector?**

**Selected option:**

- To some extent**

#### Questions 19-25

We have no response to these questions as they relate specifically to the tech sector which is outside our direct expertise.

#### Question 26

**26. Is there anything else that you would like to share to inform the work of the Women in Tech Taskforce?**

The central risk is not a lack of talent, but **a failure to embed inclusion into who decides how technology is designed, procured and governed**.



Digital transformation does not neutralise inequality; it scales existing power structures. Government has a unique role in shaping expectations, incentives and accountability at system level — particularly through public funding, governance standards and leadership norms.

If the UK is to build a future tech sector that works for everyone, inclusion must be treated as a **core component of digital governance and leadership**, not an optional workforce initiative.

If you would like to discuss any of the above comments in further detail, please do feel free to contact me.

Yours faithfully,

**Dr Valentina Dotto**

Policy Adviser

The Chartered Governance Institute UK & Ireland

