The Women Pivoting to Digital Taskforce's

Policy Recommendations

AUGUST 2026

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Introduction

Thousands of digital roles are going unfilled in high growth sectors including the financial and professional services (FPS) and tech sectors. These talent shortages alone could lead to a loss of £3.3bn in profits over the next decade, hindering overall UK economic growth. However, despite the need to capitalise on new technologies, 40% of organisations say they cannot find digital talent, limiting productivity and competitiveness.[1]

Research undertaken by the City of London Corporation's Women Pivoting to Digital Taskforce found that motivated and ambitious women are willing to retrain into digital roles, but without policy change that incentivises and enables reskilling and alternative hiring practices, talent shortages will persist.

This challenge is becoming more urgent as artificial intelligence changes the nature of work. A new approach is needed to drive a proactive workforce transition, which is why the Taskforce is proposing new policies for the UK Government. This means identifying where jobs are at risk, targeting reskilling efforts accordingly, and, critically, ensuring that employers are prepared to hire reskilled workers into new roles. It also means providing clarity, both to employers and workers, about how to navigate this transition to build confidence that reskilling leads to real opportunities.

This challenge is made more pressing by the growing impact of AI on the workforce. Automation is already changing the shape of roles across every sector, and without a clear strategy for identifying which jobs are most at risk and directing reskilling efforts accordingly, the UK will find itself managing displacement reactively rather than preparing for it in advance.

The evidence is clear: employers remain uncertain how to evaluate candidates from non-traditional routes and are not well-supported to take on the risk of hiring people without technical expertise. Training provision has expanded, but it is not being matched by employer hiring. Additionally, employers have touted the benefits of hiring based on skills and potential rather than experience, but evidence from the Taskforce shows this is not happening at scale. Until that changes, investment in training will continue to underdeliver.

Women are eager to retrain and move into digital careers, but too often remain disconnected from employers and employment opportunities.[2] If left unaddressed, these trends risk widening existing inequalities while exacerbating digital talent shortages.

Additionally, the Taskforce's economic modelling suggests that implementing these policies would deliver fiscal benefits through higher tax receipts and lower benefit payments. These recommendations would strengthen the UK's economic competitiveness by increasing productivity, supporting business growth, and expanding the supply of skilled talent to high-growth sectors.

These policies will...

- **Improve identification of workers at risk of displacement**
- **Strengthen alignment between training and labour market demand**
- **Reduce barriers to hiring career changers**
- **Improve accountability for workforce transition outcomes**

8 million
UK jobs could be exposed to AI-related disruption under higher-adoption scenarios.[3]

119,000
Clerical roles in UK financial and professional services could be displaced by the mid-2030s.[4]

Women are
1.5 x
more likely than men to need to change jobs due to their roles being displaced by AI.[5]

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TASKFORCE RECOMMENDATIONS

Identifying and Preparing At-Risk Workers for Mid-Career Transition

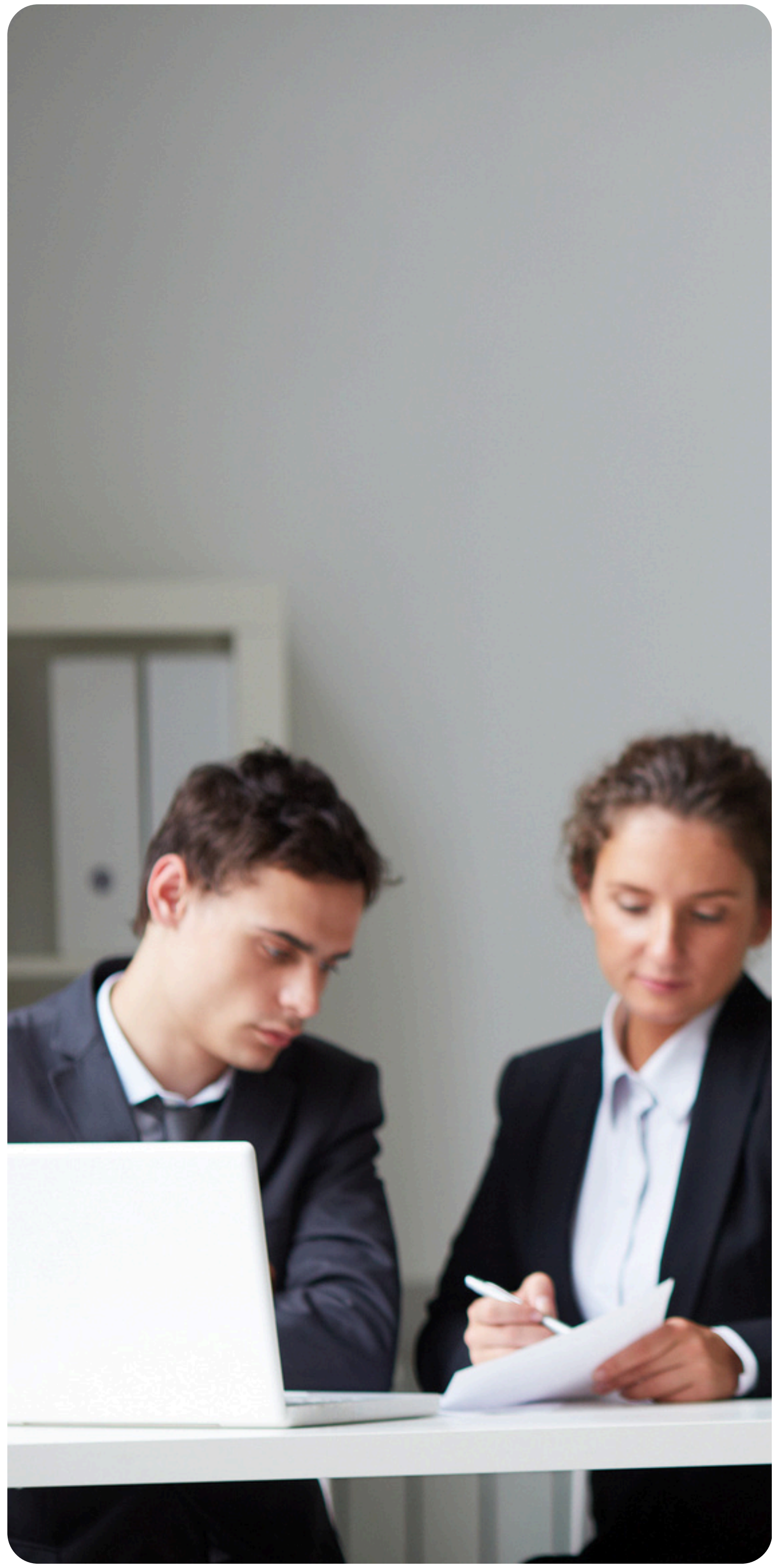
1. By 2027, the Government should publish a publicly accessible Automation and Redundancy Risk Dashboard covering at least 80% of UK standard occupational classifications (SOCs), updated annually.
2. By 2027, the Government should use the Automation and Redundancy Risk Dashboard to develop a targeted reskilling plan that transitions workers in high-risk roles into high-demand digital jobs.

Driving Employer Demand for Reskilled Talent

3. By 2027, each Mayoral Combined Authority receiving Adult Skills Funding should publish an annual Employer Commitment Register where employers agree to interview five people minimum for vacancies as a condition of accessing TechLocal or Skills Bootcamp co-funding.
4. By 2027, Government should offer 300 SMEs a £7,500-10,000 wage subsidy through committing to hire a Tech First Women's Programme participant, with at least 60% of placements converting to permanent roles at month six.

Supporting Women into Digital Roles Through Guidance

5. By 2027, the National Workforce Transition Evidence Hub should publish an annual AI Transition Evidence Report using the TechFirst Women's Programme as a pilot that shows conversion rates, progression data, SME barriers, and regional delivery findings.
6. By 2027, The Equality Office should publish practical, non-statutory guidance clarifying how employers and providers can lawfully design, deliver and participate in women-focused digital reskilling programmes under the Equality Act 2010.



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TASKFORCE RECOMMENDATIONS

Identifying and Preparing At-Risk Workers for Mid-Career Transition

1. By 2027, the Government should publish a publicly accessible Automation and Redundancy Risk Dashboard covering at least 80% of UK standard occupational classifications (SOCs), updated annually, drawing on data from employers, ONS and Skills England, and disaggregated by sector, region, gender, and skill level.
2. By 2027, the Government should use the Automation and Redundancy Risk Dashboard to develop a targeted reskilling plan that transitions workers in high-risk roles into high-demand digital jobs, delivered through Government-funded bootcamps and apprenticeships that align with skills shortages, employer needs, and address the lack of diversity within the digital workforce.

Scale of the problem: what's the issue and who's affected

The Institute for Public Policy Research (IPPR) estimates that with no intervention from Government, 7.9 million UK jobs could be displaced by AI.[6] Despite the risk of AI-driven job displacement, the Government's current skills' policies remain largely focused on youth skills and employment rather than assessing the impact and preparing the current workforce for labour force disruption.

While the Government has established Skills England, introduced AI upskilling initiatives, and committed to preparing the workforce for emerging technologies, there is not yet a comprehensive workforce transition strategy focused on identifying workers at risk of automation and directing them into alternative employment pathways. This also has a direct impact on economic growth: failing to fill talent shortages in digital roles could lead to a loss of £3.3 billion over the next decade in the FPS and tech sectors alone.[7]

Currently, Government and employers do not have all the data to assess the impact automation will have on the current workforce, despite the necessity for planning and creating targeted support.[8]

The Taskforce has calculated that by 2035, AI and automation could displace hundreds of thousands of women's jobs, particularly in clerical positions. Redundancies could involve costs of up to £757 million in severance payments, whereas reskilling instead of "firing and hiring" is estimated to save an average of £49,025 per employee.[9]

Evidence also highlights that mid-career workers need more visible, flexible routes to adapt to changing labour markets, yet provision is often difficult to target without stronger labour market intelligence.[10]

Without collecting the data to reduce uncertainty and a strategy to limit disruption, there is a risk that workforce displacement, skills shortages, and labour market inequalities reinforce one another.

Policy Solution: Why it works

The dashboard would provide a shared evidence base identifying occupations and sectors most exposed to disruption.

This would support workforce planning across government, employers, Skills England, Mayoral Combined Authorities, while also providing information on roles affected which can be used by the general working population.

Second, the dashboard and data would be used to create a comprehensive cross-Government strategy to support workers in occupations experiencing high disruption risk.

A strategy would also help ensure that publicly funded reskilling programmes are aligned with genuine labour market opportunities and employer needs. OECD work on mid-career transition supports this approach by emphasising the need to connect skills provision to employment outcomes and changing labour market demand.[11]

To capitalise on the economic growth of AI adoption, the Government also needs to be prepared for the vast array of labour market shifts caused by the impact of new technology on routine tasks. Without a strategy to reskill workers whose jobs become automated, there is a risk that people may not be able to re-enter the workforce with their current skillsets. This could lead to an increase in benefit payments and makes it more difficult to achieve sustained economic growth.

The recommendations are intended to improve the targeting of public investment, reduce future workforce displacement, and increase the number of workers successfully moving into higher-productivity occupations. It also helps ensure that existing skills infrastructure, including Skills Bootcamps and apprenticeships, is used more strategically to support workers whose roles are most exposed to change.[12]

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TASKFORCE RECOMMENDATIONS

Identifying and Preparing At-Risk Workers for Mid-Career Transition

Alignment with Government Priorities

- **AI Opportunities Action Plan**
  - Delivery of the AI Opportunities Action Plan to ensure the benefits of AI adoption are shared more broadly across the workforce.[13]
- **Growth and Productivity**
  - The Government's wider ambitions on productivity, economic growth, and workforce participation.
- **Skills England**
  - Skills England's objective of aligning skills provision with labour market demand including in skills Bootcamps, apprenticeships and workforce development programmes.[14] [15]

Economic Assessment

Estimated cost of building the dashboard including procurement, build, hosting and maintenance is **£331,480.** This does not include staff costs.[16]

According to calculations, a comprehensive strategy that leads to reskilling with a 55% job-outcome rate would lead to **£273 million (£9,361 per employee)** in savings due to not paying Universal Credit, housing benefits, as well as reductions in Council Tax. Additionally, over ten years, this would lead to a net positive of **£606 million** in Exchequer benefits.[17]

Risks and Mitigation

Risk	Mitigation
Labour market forecasts become outdated as technology adoption quickly evolves.	**Update the dashboard quarterly** and draw on multiple evidence sources, including employer reporting, ONS data, labour market intelligence and occupational forecasting.
Employer-reported data alone may not accurately predict future workforce demand.	**Supplement employer reporting** with vacancy data, occupational forecasting, and regional labour market intelligence.
Workers interpret risk assessments as predictions of inevitable job loss.	**Position the framework as a workforce transition tool** and provide clear information on retraining opportunities and alternative career pathways.
Reskilling provision becomes disconnected from employer demand.	**Review workforce transition pathways regularly** against vacancy data, employer engagement and regional labour market priorities.

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TASKFORCE RECOMMENDATIONS

Driving Employer Demand for Reskilled Talent

3. By 2027, each Mayoral Combined Authority receiving Adult Skills Fund should publish an annual Employer Commitment Register as a condition of accessing TechLocal or Skills Bootcamp co-funding, a minimum of 100 employers per MCA area formally commit to interviewing 5 candidates from at least one government-accredited reskilling programme, with 50% of those commitments resulting in a verified hire within 12 months, tracked through the National Workforce Transition Evidence Hub.

4. By 2027, Government should offer 300 SMEs a £7,500-10,000 wage subsidy through committing to hire a Tech First Women's Programme participant, with at least 60% of placements converting to permanent roles at month six.

Scale of the problem: what's the issue and who's affected

Recurring findings from workforce and skills programmes are that training alone does not guarantee employment. The UK has significantly expanded investment in Skills Bootcamps, apprenticeships and adult skills provision in recent years. For example, Greater London Authority (GLA) was awarded £27m in bootcamp spend from the Department for Education (DfE) in 2025-2026.[18] However, many programmes continue to focus on participation and completion rather than sustained employment outcomes.[19] While employer engagement is widely recognised as important, it is often inconsistent and dependent on individual providers or local relationships.[20]

For workers making mid-career transitions, this can create a significant barrier. Even where individuals acquire relevant skills, employers may remain hesitant to recruit candidates without direct sector experience. At the same time, employers continue to report difficulties recruiting workers with digital skills. The result is a labour market paradox in which employers struggle to fill vacancies while trained candidates struggle to secure interviews and employment.

Additionally, local authorities and private training providers have consistently reported to the Taskforce that female-focused training courses are oversubscribed with women interested in digital roles. However, despite their ambition and motivation to change career into these roles, they struggle to land a job. The problem is not a supply issue; there is talent waiting to start their careers, but employers are not hiring and are even less willing to hire from non-traditional routes.
Each digital vacancy is linked to an average annual productivity loss of £78,600 and a profitability loss of £24,500. The financial sector has particularly high costs per unfilled vacancy, losing £75,883 in profit per vacancy per annum. [21]

Based on findings from the Taskforce, for the TechFirst Women's programme to succeed, DSIT needs to ensure that the 300 women who take part in the programme have the opportunity to get a guaranteed job at the end. Since the programmes are targeting SMEs, the Taskforce suggests offering monetary support since SMEs report hiring talent without technical expertise is a bigger risk.

Through the work on the Taskforce, it is apparent that women are eager to reskill into digital roles, but employers are maintaining traditional hiring processes which limits entry points for women. The UK's experience with Kickstart also highlights the importance of evaluating wage subsidy programmes against sustained employment outcomes rather than short-term participation alone.[21] These recommendations help the Government's programmes achieve better outcomes.

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TASKFORCE RECOMMENDATIONS

Driving Employer Demand for Reskilled Talent

Policy Solution: Why it works

The Employer Commitment Register would create a structured mechanism through which employers demonstrate active participation in the delivery and creation of bootcamps. When employers are directly involved in bootcamps and apprenticeships, there are stronger employment outcomes.[23 24] Evidence from OECD countries suggests that labour market transitions are most successful when employers are actively engaged in recruitment and workforce development rather than operating separately from skills systems.[25 26] Active engagement by employers in course development would also allow them to recognise the value, de-risking hiring from these routes.

The second element of the recommendation addresses the financial risks associated with recruiting career changers. SMEs often have fewer resources to absorb onboarding, supervision, and training costs during the early stages of employment. Targeted wage subsidies would help reduce this barrier and encourage employers to widen recruitment pipelines.

International experience supports this approach. The United States Work Opportunity Tax Credit has long used targeted financial incentives to encourage employers to recruit individuals facing labour market barriers.[27 28] Similarly, employer-led workforce programmes operating under the Workforce Innovation and Opportunity Act have demonstrated stronger employment outcomes where employers are actively involved in recruitment and programme design.[29]

The recommendation is intended to move workforce transition policy beyond training participation and towards measurable employment outcomes. By combining employer commitments with targeted hiring incentives, the proposal seeks to create stronger pathways into sustained employment.

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TASKFORCE RECOMMENDATIONS

Driving Employer Demand for Reskilled Talent

Alignment with Government Priorities

- **Growth and productivity**
  - The Government's growth mission and commitment to improving labour market participation.
- **Skills England**
  - Skills England's objective of strengthening alignment between employers and skills provision.
- **Skills bootcamps**
  - Existing investment in Skills Bootcamps, apprenticeships and local skills systems.[30][31]
- **AI Opportunities Action Plan**
  - The AI Opportunities Action Plan's emphasis on supporting workforce adaptation and economic opportunity.[32]

Economic Assessment

Recommendation three

If the rate of bootcamp graduates securing jobs were to increase by 7%, this could lead to **£21m in Exchequer benefits** and **£23m in savings** from welfare benefits.[33]

The register would cost between **£35,000-£90,000** for an MCA to set up and **£256 per employer, per year** (this includes portal registration, submission of candidate records and hiring outcomes, and account manager meeting).[34]

Recommendation four

If only 184 participating SMEs increased its annual revenue by 1% after hiring digital talent, the combined gain would be around **£2.8 million in additional revenue**. If the programme generated 300 additional jobs, the net cost would fall to around **£5,700 per job**, making it comparable to or better than similar employment programmes.[35]

Risks and Mitigation

Risk	Mitigation
Employers participate to access funding but do not make genuine recruitment efforts.	**Employer commitments should be tracked through verified interview and hiring outcomes,** with reporting through the National Workforce Transition Evidence Hub.
Wage subsidies support hires that would have occurred anyway.	**Target support towards SMEs and workforce transition participants entering new sectors or occupations,** with clear eligibility criteria and outcome monitoring.
Employers perceive participation requirements as burdensome.	**Keep commitments proportionate and aligned with existing co-funding arrangements,** minimising additional administrative requirements.

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TASKFORCE RECOMMENDATIONS

Supporting Women into Digital Roles Through Guidance

5. By 2027, the National Workforce Transition Evidence Hub should publish an annual AI Transition Evidence Report using the TechFirst Women's Programme as a pilot that shows conversion rates, progression data, SME barriers, and regional delivery findings.

6. By 2027, The Equality Office should publish practical, non-statutory guidance clarifying how employers and providers can lawfully design, deliver and participate in women-focused digital reskilling programmes under the Equality Act 2010.

Scale of the problem: what's the issue and who's affected

Women make up less than 20% of the digital workforce despite the growing demand for digital talent across all sectors in the UK.[36] A survey conducted by the Taskforce of over 1,000 women in the UK, found that women continue to face significant barriers to entry into digital roles including struggling to secure a role after taking a bootcamp, few opportunities at work to reskill, and persistent gender stereotypes regarding technology careers. [37]

At the same time, employers continue to report difficulties recruiting workers with digital skills, creating a missed opportunity to broaden participation in a sector experiencing persistent shortages.[38]

Alongside these structural challenges, employers and training providers reported to the Taskforce that they were concerned about the legal liability of investing in reskilling programmes targeted at women. While the Equality Act 2010 provides a clear legal basis for positive action where groups experience disadvantage or underrepresentation, many organisations remain cautious about participating in women-focused initiatives because they are uncertain about how those provisions apply in practice and whether it constitutes reverse discrimination.[39 40]

Additionally, while reskilling programmes were more cost-effective than firing and rehiring, and retention rates are higher for employees offered the opportunity to reskill, employers still aren't investing in these programmes at scale.[41] Some evidence does exist on the performance of talent hired through non-traditional routes (bootcamps and short courses); however, data on the outcome of a specific talent programme would be beneficial to incentivising employers to invest in these programmes. Employers – particularly SMEs – reported to the Taskforce that hiring from non-traditional routes (bootcamps or short courses) is perceived as riskier than hiring talent with technical expertise despite this talent succeeding in a role at similar rates to talent from traditional pathways.

The result is a double challenge: there is limited evidence on which workforce transition interventions are most effective, and uncertainty remains around how employers can confidently participate in programmes designed to address persistent gender imbalances.

Policy Solution: Why it works

An AI Transition Evidence Report that tracks the success of the TechFirst Women's programme would provide a consistent mechanism for tracking employment conversion, progression, retention, SME participation and regional delivery outcomes.

Using the programme as a pilot would allow Government to leverage a current investment that is already underway and addressing a need consistently identified by employers.

The second element provides practical guidance on the use of existing positive action provisions under the Equality Act 2010. The objective is not to introduce new legal obligations but to provide employers and providers with greater confidence in applying existing legislation through Government-produced guidance.

International evidence suggests that targeted support, mentoring, guidance and structured workforce programmes can improve women's participation and retention in digital and technology careers. Research from the World Bank, Deloitte and institutional initiatives such as Athena Swan highlights the importance of combining skills development with employer engagement, mentoring and practical career support.[42 43 44]

Together, these measures would improve accountability, strengthen the evidence base for future workforce transition policy and reduce barriers that currently discourage employer participation.

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TASKFORCE RECOMMENDATIONS

Supporting Women into Digital Roles Through Guidance

Alignment with Government Priorities

- **Labour market participation**
  - The Government's ambition to increase labour market participation and economic growth.
- **Improving digital representation**
  - Commitments to improving representation in digital and technology-enabled occupations.
  - The Public Sector Equality Duty and wider equality objectives.[45]
- **AI Opportunities Action Plan**
  - The AI Opportunities Action Plan's ambition to ensure the benefits of technological change are broadly shared.[46]
- **Adult skills Programmes**
  - Existing investment in workforce transition, adult skills and digital inclusion programmes.

Economic Assessment

Recommendation five

The Taskforce estimates that it would cost

£99,300

including staff costs.[47]

Recommendation six

The Taskforce estimates that the legal guidance set would cost

£69,600

to produce at the high-end including design and staff costs.[48]

Risks and Mitigation

Additional reporting requirements create burdens for programme providers.

Build reporting requirements into existing monitoring and evaluation processes wherever possible and focus on a limited set of core outcome measures.

Employers interpret guidance as creating new legal obligations.

Ensure guidance remains practical and non-statutory, focused on clarifying existing legal provisions rather than introducing new requirements.

Evidence reporting does not influence future programme design.

Require annual publication and establish clear mechanisms for findings to inform future workforce transition policy and programme development.

Footnotes (1)

1. Cebr & City of London Corporation ‘Untapped Digital Talent: the £3bn opportunity, Full report’, 2026
2. Cebr & City of London Corporation ‘Untapped Digital Talent: the £3bn opportunity, Full report’, 2026
3. IPPR article, Up to 8 million UK jobs at risk from AI unless government acts
4. Cebr & City of London Corporation ‘Untapped Digital Talent: the £3bn opportunity, Full report’, 2026
5. McKinsey Global Institute (2023), Generative AI and the Future of Work.
6. IPPR article, Up to 8 million UK jobs at risk from AI unless government acts
7. Cebr & City of London Corporation ‘Untapped Digital Talent: the £3bn opportunity, Full report’, 2026
8. Department for Science, Innovation and Technology (DSIT) Assessment of AI capabilities and the impact on the UK labour market 2026
9. Financial Services Skills Commission ‘Reskilling: A business case for financial services organisations’, January 2022
10. Cebr & City of London Corporation ‘Untapped Digital Talent: the £3bn opportunity, Full report’, 2026
11. OECD (2023), The Mid-Career Opportunity: Meeting the Challenges of Ageing and Longer Working Lives.
12. OECD (2023), The Mid-Career Opportunity: Meeting the Challenges of Ageing and Longer Working Lives.
13. Department for Education (2025), Evaluation of Skills Bootcamps: 2022-23 Completions and Outcomes.
14. Department for Science, Innovation and Technology (2025), AI Opportunities Action Plan.
15. Department for Education (2025), Evaluation of Skills Bootcamps: 2022-23 Completions and Outcomes.
16. Department for Education (2024), Apprenticeships and Traineeships Statistics.
17. As no G-Cloud suppliers publish fixed prices for bespoke dashboard builds, cost estimates were based on the framework's £2.91 billion market context, typical UK public sector digital delivery day rates of £600–£1,200, and indicative effort estimates, with SME, mid-sized and large supplier categories used to illustrate how costs typically vary by supplier size rather than reflect actual quotes. Assessment based on HM Treasury Green Book methodology. Full modelling is available on the Global City website.
18. The modelling takes a cohort-based approach, estimating the fiscal impact of successful participants moving into digital roles by comparing expected earnings, tax receipts and benefit costs against a cost-of-inaction baseline. It uses published data and clearly stated assumptions on wages, job outcomes, unemployment duration and discounting, while identifying areas where the model should be refined with updated SOC-level data, deadweight adjustments and multi-year cohort stacking before use in a formal business case. Assessment based on HM Treasury Green Book methodology. Full modelling is available on the Global City website.
19. MD3344 Skills Bootcamps Wave Six Funding Approach
20. FE Week Article, £500m skills bootcamps failing to boost job prospects (2024)
21. Department for Education (2025), Evaluation of Skills Bootcamps: 2022-23 Completions and Outcomes.
22. Cebr & City of London Corporation ‘Untapped Digital Talent: the £3bn opportunity, Full report’, 2026
23. National Audit Office (NAO) Employment Support: The Kickstart Scheme 2021
24. Department for Education (2025), Evaluation of Skills Bootcamps: 2022-23 Completions and Outcomes.
25. Skills Bootcamps for Londoners Wave 4 (April 2023–March 2024) Interim Evaluation Report
26. OECD (2024), Job Creation and Local Economic Development.
27. OECD (2025), Skills-First Approaches in Labour Markets.

Footnotes (2)

28. U.S. Department of Labor, Work Opportunity Tax Credit.
29. Internal Revenue Service, Work Opportunity Tax Credit Guidance.
30. U.S. Workforce Innovation and Opportunity Act employer-led programme evidence.
31. Department for Education (2025), Evaluation of Skills Bootcamps: 2022-23 Completions and Outcomes.
32. Department for Education (2024), Apprenticeships and Traineeships Statistics.
33. Department for Science, Innovation and Technology (2025), AI Opportunities Action Plan.
34. The forecast estimates Exchequer impact by calculating additional income tax and employee National Insurance from verified hires entering higher-paid digital roles, alongside one-off savings from avoided unemployment-related benefits over the assumed 9-month displacement period. The model then applies scenario and sensitivity testing for MCA participation, employer recruitment, hire rates, deadweight/additionality and data completeness, so the figures should be read as assumption-led estimates rather than predicted outcomes. Assessment based on HM Treasury Green Book methodology. Full modelling is available on the Global City website.
35. Costs were estimated by modelling the resources required to establish and operate employer registers across all 10 MCAs and a national evidence hub, including digital infrastructure, maintenance, staffing, employer reporting requirements and central oversight. The analysis also identified existing funding streams that could be linked to employer participation, using published programme allocations and standard public-sector costing assumptions to estimate implementation costs and potential leverage. Assessment based on HM Treasury Green Book methodology. Full modelling is available on the Global City website.
36. The model estimates the fiscal and economic impact of a wage-subsidy programme by applying assumed placement, conversion, retention and deadweight rates to a cohort of subsidised participants, then calculating resulting employment, earnings, tax receipts, National Insurance contributions and benefit savings over a five-year period. It uses a pay-on-conversion design, discounts outcomes for deadweight and retention, tests key variables through sensitivity analysis, and presents both a conservative wage-based GVA proxy and a higher digital-sector productivity benchmark while treating wider SME growth effects as non-monetised benefits. Assessment based on HM Treasury Green Book methodology. Full modelling is available on the Global City website.
37. The Alan Turing Institute Report: Where are the women? Mapping the gender job gap in AI 2021
38. Women Pivoting to Digital Taskforce, Recruiting and Retaining Female Talent report 2026
39. Cebr & City of London Corporation 'Untapped Digital Talent: the £3bn opportunity, Full report', 2026
40. Equality Act 2010, Section 158 (Positive Action).
41. Government Equalities Office (2023), Positive Action in the Workplace: Guidance for Employers.
42. Financial Services Skills Commission, Reskilling: A business case for financial services organisations report 2022
43. World Bank (2024), Closing Gender Gaps in Earnings.
44. Deloitte (2025), Women @ Work Global Outlook.
45. Athena Swan Charter Impact Evidence.
46. Equality Act 2010, Section 149 (Public Sector Equality Duty).
47. Staff costs (including pension and employer NI) account for £92,300 of this, with non-staff costs of £7,000 covering graphic design, data software, accessibility audit contingency, and regional travel. Assessment based on HM Treasury Green Book methodology. Full modelling is available on the Global City website.
48. This includes staff costs (four people at partial-time attribution: a Legal Officer at 50% (lead drafter and researcher), a G7 Lawyer at 15% (legal quality assurance and EHRC engagement), an SEO Policy Officer at 25% (process management, consultation, publication), and a G6 Deputy Director at 5% (SRO sign-off)) and non-staff costs (including design and consultation). Assessment based on HM Treasury Green Book methodology. Full modelling is available on the Global City website.

These policies have been developed in partnership with:

- BCS The Chartered Institute for IT
- Capslock
- Career Returners
- City of London
- The Careers Company
- digilearning
- digitalboost
- Financial Services Skills Commission
- Harrington Starr
- Global Tech Advocates Black Women in Tech
- Inclusioneering
- IoD Institute of Directors
- Lloyds Banking Group
- Moloco
- Mother Board
- nationwide
- OCN London
- Odgers
- Oliver Wyman A Marsh Business
- RepresentAI
- STEM Returners
- tech she can
- Tec Women
- The University of Law
- Tokio Marine Kiln
- University of Birmingham Birmingham Business School
- WeAreTechWomen

The Women Pivoting to Digital Taskforce

The Women Pivoting to Digital Taskforce brings employers, government, and third sector organisations together to tackle digital talent shortages in the UK by promoting mid-career female career changers as an untapped talent solution.

The Taskforce aims to help businesses fill talent gaps while also addressing the underrepresentation of women working in digital careers by providing them with vital skills to future-proof the digital workforce.

Hiring mid-career women from non-technical backgrounds not only addresses talent and skills gaps but also promotes equity in the digital workforce.

Steering Board Member Organisations

- Accenture
- BusinessFourZero
- City of London Corporation
- Financial Services Skills Commission
- Lloyds Banking Group
- Moloco
- Nationwide
- Oliver Wyman
- Salesforce UK
- Tech She Can
- The FTSE Women Leaders Review
- The Institute for Directors
- TLA Black Women in Tech
- WeAreTheCity

Published Research Reports

Untapped Digital Talent: the £3bn opportunity

- The UK faces a digital skill shortage, with 12,100 digital roles in financial and professional services and technology going unfilled in 2024. This cost the UK nearly £1 billion in Gross Value Added (GVA) and £296 million in profits.
- By 2035, AI and automation could displace almost 120,000 women's jobs in these sectors, driving insecurity and generating up to £757m in severance costs for firms without reskilling pathways.
- If the digital talent gap persists across these sectors, the UK economy could lose £10.8 billion in productivity and £3.3 billion in profits over the next decade.

Recruiting and Retaining Female Talent: Insights for Employers

- In a survey of over 1,000 women in the UK who have career-changed into a digital role or are considering doing so, over 70% are actively reskilling and applying for digital roles, and nearly 90% would reskill if training opportunities are offered by their employer.
- Insights from this report should be used to better advertise digital roles and shape reskilling programmes to attract more talented women, while also strengthening career pathways to retain those already in these roles.