



Brandon Hall Group

EXCELLENCE AWARDS 2023

A1 Hrvatska’s STEMfemme – Supporting Women In STEM: Best Diversity, Equity and Inclusion Strategy

A1 Hrvatska

Best Diversity, Equity and Inclusion Strategy

January 2024



Company Background



Company-at-a-Glance	
Headquarters	Zagreb, Croatia
Year Founded	1998.
Revenue	458.166.496 EUR (2021.)
Employees	1900 FTE
Global Scale (Regions that you operate in or provide services to)	Croatia
Customers/Output, etc. (Key customers and services offered)	Fixed telephone and internet customers, mobile telephone and internet customers, business solution customers
Industry	Telecommunications
Website	https://www.a1.hr/



Budget and Timeframe

Budget and Timeframe	
Overall budget	Recruitment – 660 EUR Program – available internal platforms & internal training resources Salaries for the participants - 13.440,00 EUR
Number of (HR, Learning, Talent) employees involved with the implementation?	4
Number of Operations or Subject Matter Expert employees involved with the implementation?	10
Number of contractors involved with implementation	All internal resources
Timeframe to implement	3-4 months
Start date of the program	Every year in February – selection process; in April – start of the traineeship program First launch of the program - 08.03.2022 Second launch – 20.02.2023.

Business Conditions and Business Needs

As a technological leader in the telecommunications industry, the goal of A1 Hrvatska is to create a digital society with equal opportunity for learning, creation and personal development for everyone. Having recognized the innumerable benefits of a diverse workforce, and building on the existing image of the company as a socially aware employer whose goal is to eliminate the traditional boundaries of gender inequality, the HR team at A1 Hrvatska decided to establish the **STEMfemme program in 2022**. The program is aimed at offering female STEM students paid 8 week traineeship at A1 Hrvatska. This program addresses several business needs, including attracting new and motivated talent, strengthening the employer brand of A1 Hrvatska and creating a positive change in society by supporting women in STEM fields, which are traditionally reserved for men.



Overview

Seeing as the company operates in a technologically advanced industry, it is always a priority to attract the brightest and highly motivated future employees by building a base of potential recruits trained in highly specialized fields. Having recognized that valuable employees come from different walks of life, A1 Hrvatska places a priority on diversifying its workforce as much as possible, based on numerous research regarding the positive aspects of diversity in the workplace. Simultaneously, the aim of the program is to bolster the employer brand of A1 Hrvatska, positioning the company as a driving force for positive change in diversity and especially gender equality.

The aforementioned specialized fields of work include Data Analytics, AI and Machine Learning, Business Intelligence and IT infrastructure, which require specific skillsets including knowledge of different programming languages and environments such as Python, SQL, Power BI and PowerShell among others. Traditionally, related jobs and positions were filled mostly by men, resulting in a strong gender disbalance in certain positions. Since its implementation, the program provided a number of female students a chance to work in these fields, the program has had **5 alumni**, of which **2** are now part of the company. The alumni of the program represent a pool of current and potential female employees with a specific skillset relevant to the company's business interests who have already gone through onboarding procedures and are familiar with our company culture and values. With the continuation of this successful program, this pool is continually growing in number and complexity.

Seeing as the program is built on cooperation with, and targets STEM students at relevant universities and colleges it helps further the image of a socially aware employer among academic circles and beyond. The recruitment activities and connected media campaign reach a number of relevant audiences which is far broader than just the female STEM students involved. These audiences include the general public, university colleagues and staff regardless of gender, as well as friends and family of program participants. Together, activities of the STEMFemme program have helped shape the perception of A1 Hrvatska as a responsible employer and positive changemaker in society.

Title: Faculty of electronics and engineering, Zagreb – career center

Description: STEMfemme is listed in the faculty's career center web, the faculty is the largest STEM university in Croatia with more than 3000 students.



A1 STEMfemme program

Tvoja supernova STEM prilika!



Tvoja supernova STEM prilika!

Ako jedva čekaš da svoje znanje stečeno na **STEM fakultetu** primijeniš na super zanimljivim projektima te se okušaš u telekom industriji, pridruži nam se u novom programu namijenjenom studenticama STEM fakulteta – **A1 STEMfemme**.

Tromjesečni program A1 STEMfemme obuhvaća plaćenu stručnu praksu u našim tehničkim odjelima uz podršku mentora i strukturirani edukacijski program.

Kroz program ćeš imati priliku raditi u jednom od tehničkih segmenta A1 Hrvatska:

1. **Cognitive Computing** – gdje ćeš raditi na implementaciji rješenja zasnovanih na strojnom učenju što uključuje: istraživanje problema, pripremu podataka, istraživanje algoritama, implementaciju modela, upotrebu kognitivnih servisa te rad u trenutno aktualnim vizualizacijskim alatima

2. **Network Operations** – gdje ćeš raditi na provjerama i odobravanjem konfiguracija radio opreme baznih stanica za puštanje u rad, raditi tehničku analizu uvođenja nove opreme, radio konfiguracija i tehnoloških noviteta te

sudjelovati u izradi plana implementacije i koordinaciji uvođenja nove opreme u živu mrežu i testirati funkcionalnosti mobilnih terminala.

3. **Business Solutions** – radit ćeš na analizi trenutnih podataka iz različitih izvora i workflow sustava te prilagođavanje u novi model potreban za implementaciju novog workflow sustava. Priprema i definicija novih reporta i njihova vizualizacija koristeći excel i PowerBI alat.

4. **Enterprise CRVM** – radit ćeš na pripremi preuzetih iz baza podataka i implementiranju rješenja u vizualiziranju podataka kroz Power BI što uključuje: istraživanje i upoznavanje sa bazama podataka, pripremu i prilagodbu podataka, istraživanje adekvatnog DAX koda potrebnog za vizualizaciju, primjenu SQL upita kroz Python i R te izravno kao podlogu za Power BI dashboarde

5. **Proposition & New Business** – radit ćeš na obradi podataka u svrhu razumijevanja dinamike kretanja korisnika i potencijala za akviziciju novih korisnika kao npr. preklapanje područja u kojima imamo prisutne različite tehnologije

Design and Delivery

Building on the goals of attracting potential female employees and strengthening the A1 employer brand, the program aims to empower women in STEM. Designed as a traineeship program it provides 8 weeks (3 months) of supervised work, which is financially compensated, and serves as an introductory step for women in STEM. The program specifically targets female tech university students in their third year of education or higher, the application process is simple and quick, with applicants filling out a classic CV and motivation letter online form. After the selection process, the applicants begin their traineeship at A1 Hrvatska, where they go through project-based training, have full time mentor support, participate in internal business education and finally have a chance to directly apply for full time intern positions at the company. Aside from the internal corporate aspect, the program also aims at promoting diversity and STEM



education in society as a whole. By creating these career development opportunities for young women in STEM, A1 Hrvatska supports girls and young women who choose STEM fields of study, driving positive change in the community.

Title: Your new STEM opportunity!

Description: The A1 Hrvatska website features a subpage for STEMfemme applicants



Integration

The talent management strategy at A1 Hrvatska focuses on attracting the brightest and most motivated individuals on the labor market, helping them begin or further develop their careers in the tech industry. One aspect the company especially focuses on is the personal growth of employees through numerous internal educations, training programs and mentorships, which is reflected in the STEMfemme program as well. The program serves as a stepping stone for young women studying in STEM fields which helps them jumpstart their careers in a dynamic work environment, but also provides the company with a more diverse workforce which helps strengthen the company culture and employer



brand. A diverse workforce is more productive, stable and innovative, and helps the company better understand and communicate with its diverse customers, thus supporting primary business goals through talent management and retention.

Measurable Benefits

Seeing as the only practical way of measuring the success of a program or activity includes measuring specific results and outputs, the STEMfemme program has a built-in qualitative feedback system where both students and their mentors give regular feedback. Throughout the program, the satisfaction rate has been 100%, and all participants stated they would recommend attending the program to others. For the individual participants, perhaps the most valuable benefit is the acquired industry specific skills. Following the completion of the STEMfemme program, participants will have received formal education through the A1 Hrvatska training and education platform and from their mentors. Furthermore, participants are also taught soft skills, such as presenting and storytelling, which serve as valuable skills for their personal growth. All alumni receive detailed written feedback from mentors, which serves to help guide them in their early career. The total number of young women who have received these benefits is 5.

From the company's perspective, STEMfemme helps grow the current and future employee pool, the growth equaling the number of alumni. Furthermore, the mentors acquire specific leadership skills in training and working with their junior colleagues, which helps them further grow in their careers. Through the STEMfemme project, A1 Hrvatska increases the number of women in STEM related positions, and the overall number of women employees. All participants regularly give feedback on the program, so that it may be continuously improved.

The community also profits from the STEMfemme activities, as girls get more motivated to participate in STEM fields. Although more difficult to measure directly, A1 Hrvatska understands that the efforts placed in improving the position of young female students studying STEM and helping them start their careers is reflected on society as a whole by empowering women to partake in studies and careers that help shape the world of the future.

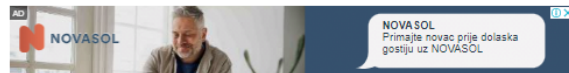
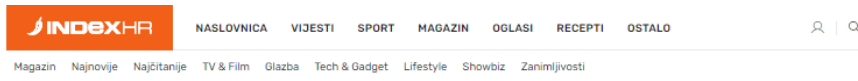


Brandon Hall Group

EXCELLENCE AWARDS 2023

Title: Women in IT sector give advice on how to start your career

Description: This article about the STEMfemme program was published on Croatia's largest news channel, focusing on Katarina, a STEMfemme alumni who talks about the tangible and intangible benefits of the program.



Razgovarali smo sa ženama koje rade u IT sektoru, imaju savjet kako početi

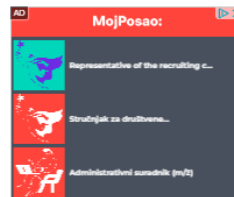
Index Native
12:00, 02. ožujka 2023.



Foto: A1 Hrvatska; Katarina Lehman Pavasović i Maja Kubat

IT SEKTOR u svijetu trenutno zapošljava oko 25% žena, a prema podacima tvrtke Deloitte Global, predviđa se kako će taj postotak samo rasti. Naime, pokazalo se kako tvrtke s Fortune 500 liste koje imaju najveći postotak žena u odborima finansijski posluju bolje od onih u kojima to nije slučaj, a isto tako se pokazalo kako rodno raznoliki timovi ostvaruju bolje uspjehe u prodaji od dominantno muških timova.

Postani 0



NAJNOVIJE NAJČITANIJE VEZANO

- 8 min** Predstava Lepa Brena project idući tjedan će tri večeri igrati u Zagrebu
- 15 min** Twitter je pun memova Kevina Harta, ni njemu nije jasno zašto
- 17 min** Ljudi u Zagrebu o svojim nesigurnostima: "Nitko ti ne govori da možeš uspjeti sam..."
- 1 h** Zagreb: Botanički vrt otvara se u petak, 3. ožujka
- 1 h** Karta navodno pokazuje najčešće zločine u europskim zemljama, evo koji je u Hrvatskoj

PRIKAŽI JOŠ VIJESTI





Overall

The numerous positive personal stories which came about from this program serve as proof that STEMfemme has a bright future at A1 Hrvatska. The STEMfemme program helps the company further diversify its workforce year after year, which has innumerable benefits for the corporation but also for the interpersonal relationships between its employees. The program expands the pool of potential employees, as well as positions the company as a socially aware employer looking to empower women in STEM. Through the mentoring experiences our existing employees have a chance to grow and teach others, and the participants of the program take their first career steps fully supported by the company. The community profits from empowered members, who were previously locked out of specific jobs and careers due to a gender disbalance in STEM education. Seeing as the program has the potential to bring further significant benefits on the corporate, individual and community level, aside from continuing it in 2023 and in the future A1 Hrvatska aims to further expand it beyond the current target audiences and age groups of the program. This year, the number of program participants has almost doubled, from 5 to 8. The planned expansion of the STEMfemme program will see A1 Hrvatska employees reach out to school-aged girls, motivating them to pursue education and careers in STEM fields, further erasing the gender divide in the STEM community. The STEMfemme Junior program has recently been announced in collaboration with the Institute for Social Research in Zagreb, in its initial stage the program aims to develop a curriculum for upper elementary school children in Split which is focused on science, technology, arts, artificial intelligence and related fields in order to create interest for these important topics among young girls.



Brandon Hall Group

EXCELLENCE AWARDS 2023

Title: STEMfemme junior LinkedIn announcement

Description: In March 2023 the company announced the STEMfemme junior program together with the mayor of the city of Split and representatives of the Institute for Social Research

A1 A1 Hrvatska d.o.o. 23,192 followers 2w • 🌐 [+ Follow](#) ...

U suradnji s Institutom za društvena istraživanja u Zagrebu pokrenuli smo novi projekt A1 STEMfemme Junior koji će se po prvi puta provesti u Splitu. Riječ je o projektu koji je junior inačica našega STEMfemme projekta i koji će od malih nogu usmjeravati primarno djevojčice u STEM.

A1 STEMfemme Junior program uključuje izradu nastavnog kurikulumu za učenike 5. i 6. razreda osnovnih škola koji će tako razvijati nove vještine i upoznavati se s aspektima znanosti, tehnologije, umjetnosti, umjetne inteligencije i sličnih područja.

Projekt je ponajprije usmjeren na djevojčice, ali u njemu će moći sudjelovati i dječaci, a sve kreće u pet splitskih škola u novoj školskoj godini, na jesen 2023. A1 STEMfemme programom želimo djeci pokazati što sve mogu raditi, pružiti podršku učiteljima te poticati djevojke od malih nogu za STEM zanimanja promičući jednake prilike i raznolikost, izjavio je naš glavni direktor za transformaciju poslovanja, ljudske potencijale i korporativne komunikacije **Ivan Skender**, uz kojega su na predstavljanju projekta sudjelovali gradonačelnik grada Splita **Ivica Puljak**, ravnatelj Instituta za društvena istraživanja u Zagrebu **Boris Jokić** i viša znanstvena suradnica **Zrinka Ristić Dedić**.

[#A1team](#) [#MakeltHappen](#) [#WeAreA1](#) [#A1STEMfemmeJunior](#)

[See translation](#)



Darija Petric and 72 others



Brandon Hall Group

EXCELLENCE AWARDS 2023

About Brandon Hall Group™

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.

Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

SOME WAYS WE CAN HELP

ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.