



PAGE 4

Women in Tech: Why is it still an issue?

PAGE 8

Inspiring girls with code

PAGE 9

Interview with Samantha Hargreaves, APTOS

**PAGE 10** 

A male perspective

**PAGE 12** 

Stories from Tribal women in tech

**PAGE 15** 

**Final word** 

# EMPOWERING WOLL In tech

Hello! As a pioneering software brand dedicated to empowering the world of education, we at Tribal wanted to produce an edit which, at this very important time, welcomes the voice of Women in Tech.

What you're about to read is neither a guide nor a magazine. We're a group of people, men and women, with something to say. This edit is a collation of a number of individual thoughts from Tribal employees and non-Tribal employees working in the tech environment, aimed at together offering perspective and intrigue.

Whether you are working in the world of education, technology or are simply interested in the theme, we hope you feel inspired by our team of contributors.

# WOMEN // IN TECH { WHY IS IT STILL AN ISSUE?

The annual 'Computer Weekly magazine' survey recently reported that almost 90% of all UK tech roles were occupied by men and that whilst awareness of women in tech was growing, perception was still a problem.

Here at Tribal Towers, we carried out our own survey to dig a little deeper into why this might be. We weren't quite ready for the overwhelming response we received. The survey, which was made up of 70% women and 30% men (none of which work at Tribal), found the top three barriers into a tech career were, 'Off putting environments' (46%), 'Gender dominance' (38%) and 'Lack of skills' (30%). Different age categories also saw additional barriers, with 22 - 27 year olds citing 'Too much competition' and 45 to 50 year olds saying 'Not enough opportunities', being a barrier for them.

One respondent said,

"There's still a common notion that tech is a male industry, the pronoun "he" is still automatically used when describing someone in tech. and I believe. from talking with peers, women have to constantly fight their corner and justify their position if they are in tech. I do think it's changing gradually, surveys like this certainly aid progression, simply by bringing the discussion to the table and allowing women the space to talk about their frustrations and experiences."

In 2017, how is this still a problem that women are facing?

You only have to search for 'Women In Tech events' online to discover over 120K results. Having attended a Women in Tech event recently, I heard that their long term goal was 'Not to exist'. At the moment, they consider themselves as having to exist, if 'we' as a society are to encourage and inspire gender equality in tech fields. One of the reasons we are where we are could be down to a number of factors including schooling, parenting, learned stereotype, equality and diversity and simply a lack of previous 'movement'. Now, more than ever, women are looking to break this tech ceiling (which was built without anyone knowing really why), and adopt true equilibrium in the tech space. But without knowing what needs to happen, it's hard to predict how things are likely to change.

So what's going on? Are work places ready to adopt more women on their tech floor?

It seems, at least on paper, they are. Employers are required to make their workplaces a fair environment and comply with The Equality Act, which became law in 2010. But with 46% of our survey respondents saying the tech environment is off putting, somewhere, the law isn't translating to a reality.

"I think that although a lot of progress is being made, there's still a long way to go. I feel that companies need to ensure their environments are actually comfortable for women to work in."

said one survey respondent.

So HR departments around the world are adopting the Equality Act when recruiting, but for departments already dominated by men, it might still be intimidating, with fears of embedded homogenised thinking. which is generally less explorative. compared to diversity of thought which explores risk, reward, logic and reason as well as empathy and nurture - famed by the female psyche. But at worst, is there a perception of a mad men style culture, harvesting the attitudes of decades gone by?

"Other people in the company doubting my ability because of my gender, is a challenge. I even find this within my team. The absence of any other women in the IT department, the general "boys club" and lad culture is part of my technology department."

Said one responder, with another stating

> "from my experience some male colleagues are seen as more valuable and taken more seriously in my company."

Shockingly, one response said

"Some women can definitely be undermined in our industry. My boss was the only female manager in the company and she experienced a lot of sexism and wasn't taken seriously in her role, and I think this was partly due to the fact she was a woman."

Over a third of our survey respondents said 'Gender dominance' was still a barrier into the tech world.

"I think it has progressed a lot over the last 10 years - I am a STEM ambassador and there are definitely a lot of young girls interested in technology subjects. I think one of the main setbacks for women choosing to do a tech degree/job, definitely based on my own experience, is lack of confidence in their knowledge and skills. I think the opportunities for both sexes are equal now, and companies are actively seeking out female applicants for roles."

Research by Computer Weekly suggests that female tech professionals are more likely to have chosen maths as their route into a tech career. Girls are taught maths and science along with boys from an early age and have every chance to choose a technology focus if they wanted. But the science, maths and engineering clubs at schools are still predominantly made up of boys, not girls. We asked Debbie Morgan, Director for Primary at the National Centre for Excellence in the Teaching of Mathematics (NCETM) for her thoughts on this;

Debbie said.

"It is an ever changing picture. Culturally there has been a perception that girls don't do maths and timetabling in structure, with school having influence, but this is changing and there are now more girls taking maths qualifications. Structure and culture of teaching often favours boys more - typically they are more competitive and quicker with answers. There is some research that says that girls prefer certain conditions in learning maths - they like to go slower in reasoning things through and be neater, and typically don't fit well in a context which favours quick answers, so they therefore think they are not good at maths."





Empowering Women in Technology

The aims of the NCETM are to raise levels of achievement in maths, and to increase appreciation of the power and wonder of maths, across the school, sixth form college and further education system.

So if empowering teachers and practitioners to teach maths appropriately to different gender learning styles, will, in turn, see more girls being empowered to believe that they are good at maths, then maybe more girls will embark on a route into maths and typically tech based careers.

That said, the current generation of female children and learners that are being empowered to embark on a tech future, will need a few more years before they are more equally sharing the board room with their male counterparts, so businesses still need to work hard now, to ensure the opportunities, environments and culture are as encouraging as possible. Later on in The Edit we asked a number of people, men and women, what their biggest tech challenges were. One common challenge shared by both men and women was the pace at which tech changes and the speed at which learning is needed - it's a continuum and regardless of gender, you have to learn if you're to keep up.

So if empowering both genders to keep learning in a way that suits them is the key to a successful tech environment, maybe it would be more appealing to women entering the industry.

There's also a need for visible and vocal role models. In 1942, when computers were human and women were underestimated, a group of female mathematicians were recruited to complete secret research for the US Army. They were called the Top Secret Rosies, but they were just that, top secret, no one knew about them or the fact they helped to usher in the modern computer age. Similarly, Grace Hopper was famously the first female leading the way in computer science, writing the first compiler, yet was never celebrated. Would American astronaut John Glenn have made history as the first man to orbit Earth in 1962 if he hadn't put his life in the hands of the work of the brilliant young mathematician

Katherine Johnson? Johnson grafted tirelessly behind the scenes at NASA processing reams of data, in an era where sexism was ever-present, Johnson's incredible brain began to bring down barriers with no praise. Now, at 98 years of age, Johnson says

"[The biopic Hidden Figures] shows girls that, if they want to do this kind of work, they can."

Antje Settler, a graphic and web designer at Tribal confirms;



"The information and technology industry still has a huge diversity problem but is by no means hostile or lacking opportunity or support for women. But there is a huge lack of role models. The tech industry is exciting and ever changing field in which a curious mind will find an engaging playground. The few female programmers I know are well-balanced and intelligent ladies."

I'm particularly proud to work in such an empowering organisation. 25% of all tech roles in Tribal are held by women (15% above the national average). Tribal offers its employees unconscious bias training to bring to attention any required changes in culture or individual perception. They offer leadership training, soft skills, cultural development and mentorship, as well as - I'm pleased to say - a Women in Tribal group. I myself am undergoing invaluable mentoring by a senior

female leader, and have an equally supportive male boss. Everyone has something to bring to the table, and when we work together, each playing to our strengths regardless of gender, we achieve our goal, to Empower the world of education.

Tribal facilitates the work of the NCETM empowering teachers to make maths as exciting as possible, it empowers schools in the UK, Middle East and US to deliver the highest quality teaching to the world's youngest learners, it empowers employers to train their staff to be the best they can be, and it empowers further and higher education establishments around the globe, to help produce some of the most talented individuals on the planet.

As a woman in tech myself, that's pretty cool.



At Tribal 25% of all tech roles are held by women

\*Computer Weekly survey of 3,706 Technology Professionals between 16 March 2016 and 11 May 2016.

# "Girls and boys have the same brain, they just use it differently". Eva, 5, The Secret Life of five year olds. Channel 4, UK.

# { Inspiring **GIRLS** WITH



### TEJAY WHITE //

As well as my job working as a Product Owner and UX lead for Tribal. I volunteer for a social enterprise called CodeFirst:Girls (www.codefirstgirls. org.uk) which has the mission to get more women into the tech sphere.

I personally teach on the beginners' web coding course at the University of Sheffield, who are also a client of Tribal's student management software. The course lasts for eight weeks at a time and the students go from knowing nothing about coding to building a website. The current Sheffield beginners' course had 109 applicants for 30 places.

There's a huge appetite from girls to learn with tech courses. The main challenges they face are the steep learning curves, and fitting in the homework around the demands of university course work. The classes are 6 - 8 pm so sometimes the girls might have already done 9 - 5 in lectures and labs. CodeFirst tells us to expect a drop-out rate.

My overarching aspiration is to promote tech to a broader range of young women and help give them more confidence to succeed in areas which traditionally might seem to have barriers. The girls that get onto the course are go-getters and often talk about setting up blogs or startups, so even if they don't end up doing their own web coding long term, it should empower them to understand the tech people they deal with a lot better. I also try to get across the message that working for a tech company isn't necessarily about coding.

My view of women in tech is that we're massively under-represented! I think there's a general misunderstanding what tech involves and that you have to be some sort of uber-geek sitting in a cupboard to do it. The general thinking in the sector is that a diverse workforce makes for a better software product and certainly the big players are doing a lot to address that. I'm in conversation with HR to see what we can do at Tribal - they're really open to it.

36%

of women working at Tribal are in a tech role.

Interested in working for us? Visit our careers pages at www.tribalgroup.com



#### **Q&AWITH SAMANTHA** HARGREAVES APTOS. INC

Samantha Hargreaves is Senior Marketing Manager at Aptos. Inc., a recognised market leader in retail technology solutions. Previously to its acquisition by Aptos Inc in 2016, Samantha worked for BT Expedite, the retail IT software specialist division within BT providing specialist solutions including analytics, CRM. and digital commerce.

sure the technology and language marketed to our prospects is easily understandable and relevant for this market.

#### The Edit: That sounds really interesting! What do you find empowering about working for a software provider?

I think the most empowering thing is seeing 'your' solutions in everyday life. I go into Primark and it's our PoS Systems that have made that transaction possible. or I go on holiday and I buy a magazine from WHSmith at the airport knowing that it's possible with our software. or seeing someone buying a Rabbit at Pets at Home from a colleague on an iPad. It's solutions that make everyday life, things we don't even think about possible and easier for millions of people. It's also exciting seeing cutting edge technologies adopted by our customers, or going to trade shows and seeing what could be next.

#### The Edit: What are your thoughts on the global spotlight currently shining on Women in Tech?

I think it's been a long time coming, the IT services and solutions market is still dominated largely by male employees. I don't think this is necessarily a bad thing but as the world moves to become ever more digital and multi-channel the workplace needs to replicate this and offer equal opportunities to both sexes without discrimination. I'm not sure why this industry is still so heavily male populated, it really shouldn't be, so I think it's very positive that its being highlighted. Even within my company which is very forward thinking the majority of women within the company are in associated 'female' roles such as HR or Marketing and it's very sad. This maybe actually down to the lack of female applicants for other roles, not the company, so the spotlight on promoting diversity within technology can only be a good thing.

#### The Edit: I know you have a twoyear old daughter. What would be your best careers advice to her when the time comes?

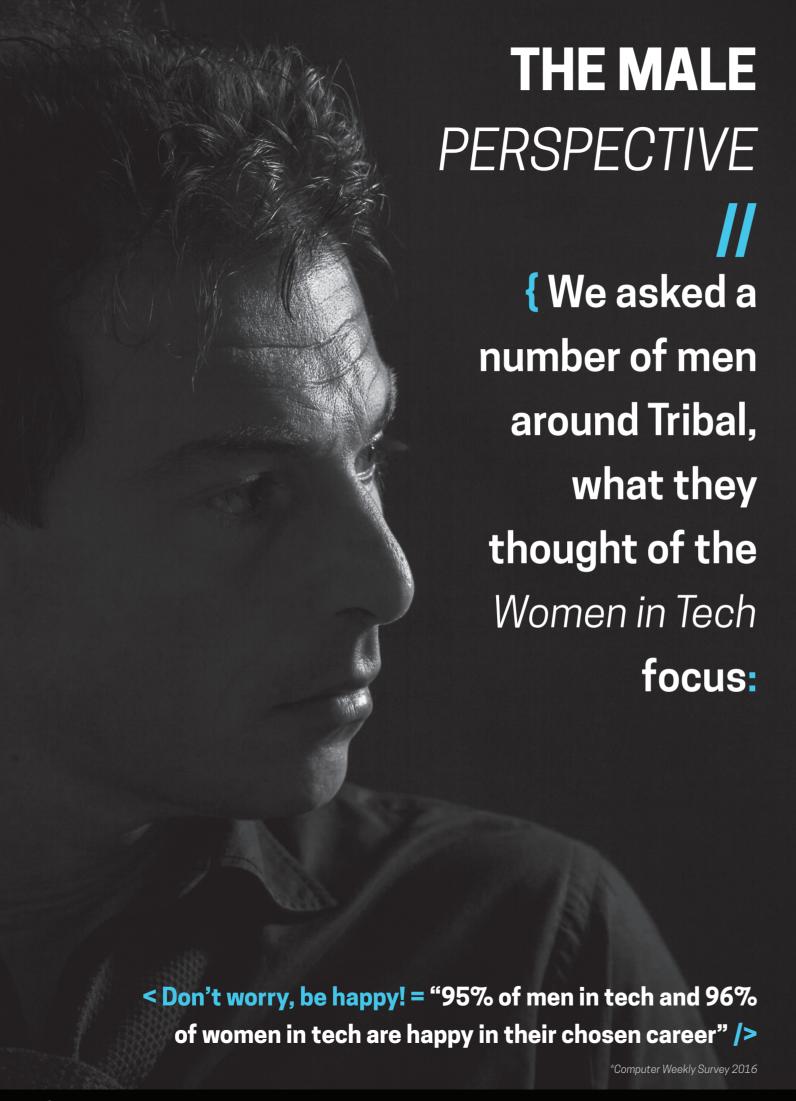
Something along the mantra of the only limitations are those you set yourself. I have a strong work ethic and if you work hard enough you can achieve great things. I wouldn't want her to be limited by what has gone before, or what she 'should' do rather follow what she wants to do and hopefully she will set her goals high in the future.

# THE ONLY **LIMITATIONS ARE THOSE YOU SET** YOURSELF

!important; }

The Edit: So Sam, thanks for taking the time to speak with me today. Could you tell us a little bit about what you do?

Basically I manage all of the businesses branding and communications into the UK and Europe, I look after all of our social media channels and run campaigns and events across EMEA as well as working closely with the marketing guys over the pond in the US. Aptos is a global company that has recently launched in the European market with the acquisition of BT Expedite so I have to make



**Empowering Women in Technology** 

#### **PATRICK SMITH**

Patrick works as a BI Developer at Tribal. As part of his role he develops the SQL Databases and SQL Server Analysis Services (SSAS) cubes, which with the metrics Tribal has built compares universities against one another and highlights significant differences with how they spend their budgets.



The largest challenge is staying up to date with the latest technologies and best practises. It takes time to learn and become proficient with new technologies to get the best out of them.

#### What is your current view of women in technology - as a topic of discussion?

I believe that there are not enough women in the industry. In my opinion this might be down to the lack of interest within schools to promote IT and technology studies to students (however this may have changed a bit since I went to school and Uni). I feel that all the incentives to introduce women into technical roles are offered too late (when they are joining Uni or apprenticeships) by which time people have chosen the path that they wish to follow and may never have given the technologies industry much thought.

However, with technology being more accessible by younger people and with women making up just under 50% of the gaming community we may start to see more of a shift where more women are getting into development and the technology industry in future years. Gaming is one of the reasons I got into computing in the first place, we used to have a commodore 64 (a really old personal computer) which allowed you to write your own little programs (I was never any good at it) but it was the start. I also did some Saturday courses on basic web development with my mum, and thus here I am today.

There's quite a few games out there that make you think about how to resolve issues and how it works at a technical level, it is used more and more to promote development. Now that you have me thinking there is quite an incentive with the Raspberry Pi to get kids involved in programming and developing small projects.

There was also something that was put together to encourage people to get into development, originally developed by a university then bought out by Goggle. The application offers building logic using drag and drop with a jigsaw approach where only compatible items will only go together to create an application (you can even use it to create an Android phone application), take a look! <a href="https://developers.google.com/blockly/">https://developers.google.com/blockly/</a>

#### **CHRISTOPHER JUBB**

Chris is a software tester at Tribal. His role includes regression testing of the products and introducing smoother processes for teams to follow.

#### What are some of the tech challenges you face?

Learning new software processes and different database structures! The difficulty is in learning a new piece of software on a steep learning curve... things change rapidly in tech.

#### What are your aspirations?

To continue learning and grow further as a tester whereby I can have some proper input into structures that we have in place. I'm also looking to help Tribal's Benchmarking team to help continue to develop our robust and user friendly product.

#### What is your current view of women in technology - as a topic of discussion?

I have no issues with women in technology. I was brought into Tribal via a woman and working alongside women every day, I can't think of anything better. I do believe that more women should take up roles in technology, not only can they break up cliques but they can also lead to a more diverse way of solving solutions.



I hope that one day my mum will be able to explain to people what I do for a living:

EMMABEECROFT

I'm the Lead Designer for Tribal, working across all aspects of our print and digital output. Knowledge of how our digital assets work and operate are key to providing good design solutions, and that means I keep a basic working knowledge of HTML/CSS, champion good UX practice, stay on top of digital design trends and developments and aim to deliver robust templates where needed.

#### What are some of the tech challenges you face?

One of the largest but most rewarding challenges in my role from a tech perspective is designing e-mail templates. There are a very specific set of coding rules for email design, and they are always changing. There are also laws to adhere to. Finding new ways to be creative within a fixed set of rules is one of my favourite parts of being a designer.

#### What are your aspirations?

I just want to be the best designer I can be. Always improving and always learning new things.

Also I hope that one day my mum will be able to explain to people what I do for a living!

What is your current view of women in technology – as a topic of discussion?

I have been lucky to know many women in technical roles throughout my career. I have always been surrounded by women who managed databases, wrote code, learnt entire other languages, pulled all-nighters when servers failed, and more all-nighters when then backup data got inexplicably wiped... I found it hugely inspiring that they were managing entire teams of developers, could tell me the colour grey in letters and numbers, and could find out that if they tapped alt+F6+w on page two of our e-learning module, the entire programme would shut down. It was even more inspiring to me that these women would take the time, on top of all they did, to teach a curious 18 year old what they knew.

I know that Women in Tech has a political motivation: to encourage equality and diversity in the workplace, which I completely support. But to me, Women in Tech as a movement is also banking loads of small wins, daily; it has made tech careers more visible to young women like me looking to be inspired, and offers them a network of invaluable knowledge and support. It's also encouraging women

to embrace their passions, self-teach, mentor and be mentored, experiment, create and not be afraid to break things! All of these things have been and continue to be huge life lessons I benefit from, all thanks to a network of women doing technical roles.

And politically, I hope the Women in Tech movement continues to impact on the awareness of true equality. Because if you've got the knowledge, six E's in a row is grey, no matter who typed them.

Women are 40% more likely than men to have had a conversation in the past 24 hours on gender diversity

\*Computer Weekly Survey 2016



Girls' interest in computer science drops off between the ages of 12-17:

SOPHIE FRYER

#### DIGITAL MARKETER SOPHIE FRYER TALKS DIGITAL MARKETING

I look after the digital marketing at Tribal, covering everything from social media, to blogging, to our company website. I work across a range of platforms using various tools so I need to make sure I am up to speed with digital trends as well as tackling basic HTML code. No day is ever the same as digital is changing so rapidly!

#### WHAT ARE SOME OF THE TECH CHALLENGES YOU FACE?

One of the biggest challenges as a digital marketer is making sure that all content is optimised for search. Whether it is Google, Twitter, YouTube, Instagram, Amazon or Medium – search is becoming a prominent feature of all major websites. Millennials have a one click mentality and want instant

gratification so being the number one result across all channels is becoming increasingly important, especially for marketers working in e-commerce. It's a big challenge to take on!

#### WHAT ARE YOUR ASPIRATIONS?

I would say my main aspiration is to become a recognised online influencer. I am a marketer, a writer, a blogger and a big social sharer. I am always striving to be the best at what I do and I would love to be regarded as an expert in my field of work.

### WHAT IS YOUR CURRENT VIEW OF WOMEN IN TECHNOLOGY - AS A TOPIC OF DISCUSSION?

The gender gap in technology was really brought to my attention when I attended a talk by Reshma Saujani, the founder of Girls Who Code. In her

keynote, she discussed the problem that whilst technology jobs are on the rise, girls' interest in computer science drops off between the ages of 12-17. In my opinion, I believe that education plays a key role in changing perceptions about the technology sector - and children should be taught as early as possible that they can do anything that want in life if they put their minds to it. Girls should not be discouraged from going into any line of work, whether technology focused or not. I think more awareness is needed around the types of jobs available in the technology sector and the career paths that can be followed. Women should be empowered to become the next leaders in technology - and it is really encouraging to see initiatives like 'Girls Who Code' and 'Women In Technology' who are helping to spread diversity and inclusiveness in every industry.

#### Tribal - Proud to be working with Higher Education winners at Women in IT Awards

Congratulations to Claire Priestley, Director of Information Technology at City, University of London, and Vladlena Benson, Associate Professor in the Department of Accounting, Finance and Informatics at Kingston University, on their success at the Women in IT Awards. Claire won the Future CIO of the Year award with Vladlena winning the Editor's Choice award.



URSULA BIRD //

# Most girls are not encouraged into tech courses:

I manage IS operations for Tribal corporate IS services and manage a large technical team. My biggest challenge is the speed of technical change – how to keep on top of it, understanding what the technical requirements are for the business isn't often easy!

Women are seriously under-represented in most tech companies. However, this starts at school, my daughter is being actively encouraged by me into a computing degree – I have high hopes she will one day hold a senior tech position in a tech company. Most girls are not encouraged into tech courses, either they lack confidence believing they are not capable of doing it or their education is not focussed on those routes, they are directed into more tradition roles for women. A clever girl can be just as successful in a tech degree course as a clever boy so why aren't there more girls on computer or similar degree courses? Once qualified, I do believe though women have to prove more than their male counterparts they are capable of doing a tech job. In my 25 years of working in tech environments, I have yet to see a balance of men and women in IT departments – this has to change! However, I also believe women have to be strong, confident in their abilities and not too emotional if they want to succeed, many a time I have seen tears from female colleagues (not in Tribal) because they are frustrated, which does not help the female cause.



# JULES MURRAY //

We are starting to see a lot more women building a career in Application Support, Testing and Analytics:

I am the EMEA Service Desk and System Manager at Tribal. I am responsible for the EMEA service desk function and the people in the team, and also the systems that the Customer Support Services area of the business uses, including the administration of the ITSM System – Remedyforce. I have a responsibility to ensure that the system works globally, and provides the tools and functions needed for Support, Development, Cloud Systems and Cloud Services, Information Services to use it to triage and process tickets.

I think that women in technology in the higher roles within an organisation is still relatively low, however, I do think we are starting to see a lot more women building a career in Application Support, Testing, Analytics. I think that technology is still very much viewed as a man's world, and women support that technology firm with the softer skills.



"I didn't feel comfortable pursuing my skills and knowledge of computing into university:

## LAURA NAYLOR //

I work within the second line support team for the FE Management Information System. My day to day involves troubleshooting for customers any software issues they come across whether that be needing advice how to utilize the software, bug replication, spotfix application, install assistance or SQL query review.

#### WHAT ARE SOME OF THE TECH CHALLENGES YOU FACE?

I work a lot with SQL Server Reporting Server and it's associated elements such as report builder. To be of the most effective assistance this means keeping a maintained understanding of query writing and the many parts that plug into SQL's reports functionality.

#### WHAT ARE YOUR ASPIRATIONS?

I'd like to keep working in a role which allows me to assist the customers but would like to continue developing my technical skills into the realms of query design, a better understanding of server and database management and anything which might improve my capabilities.

#### WHAT IS YOUR CURRENT VIEW OF WOMEN IN TECHNOLOGY - AS A TOPIC OF DISCUSSION?

I think it's an important subject for discussion. I come from a pretty tech literate and pro-women household but still didn't feel comfortable pursuing my skills and knowledge of computing into university. I was very grateful when I took my first role in Tribal to find a gateway into the industry and I'm doing my best to make the most of that by picking up whatever experience I can. There are a lot of preconceptions still prevalent that damage the chances of women pursuing careers in technology which seems a massive waste of potential.

Want to read more? Visit our blog for more Women in Tech articles:

**15** 

www.blog.tribalgroup.com

# { EMPOWERING EDUCATION !important; }

# FINAL WORD //

Sometimes it's difficult to challenge a status quo but it's also sometimes too easy to form an opinion without any actual knowledge. What we've seen over the course of The Edit are many many thoughts, coming together to give us a more informed opinion... whether we choose to challenge the status quo that these opinions target - well - that's up to us as individuals.

In our survey, the top three factors for the reluctance of women embarking on a tech career were 'Off putting environments', 'Gender dominance' and 'Lack of skills'. We explored thoughts around each of these to see how we might, together, challenge these notions for future female tech alliance.

Could it be that if employers continue to, (or start to in some cases), take responsibility for both the physical diversity and practicalities of their environments in which they ask their employees to work in, and inspire a more diverse culture within teams to remove stereotype and promote gender equality, it would provide a more welcoming environment for both sexes?

Improving our skill set is largely down to our own drive and determination. However, employers need to support employees and see the power in continuous development and the education of its staff. Employers could also adopt a slightly different stance when recruiting and promoting, looking at not only the people that have all the skills needed right now, but also those that can be ready for the role - given support.

Recognising a need for tech training is one thing but confidence training

also plays a huge part in how women feel they are perceived.
If a person feels confident, they will deliver confidently. If a person suffers a crisis of confidence, they're likely to shy away from opportunity, feel unfulfilled and ultimately add less value.

The gender dominance issue is one that will take longer to put right. Teaching of gender learning styles, nurturing interest and investing in tech passions at a young age will help to equal out the number of girls and boys in STEM subjects as young people progress through education. Moving through education at an equal rate to their gender counterpart will help young girls see that they are good at maths, or science, or tech, and give them a feeling of confidence when approaching competitive situations such as interviews, where they feel they would excel at the job and not to feel inferior simply because they are female.

So education and nurturing is critical to the women in tech movement. Tribal's mission is to 'empower the world of education' with expert software and guidance. By empowering educators to do what they do best, we're hoping to see only great futures ahead for the millions of classrooms, boardrooms, government halls, science labs, and tech floors, in every country, all over the world.

We hope you've felt inspired by The Edit. If you'd like further reading on the discussion topic, check out our blogs "I bet she wished she'd never asked" and "Has there ever been a more visible time for women in technology?".

Alternatively, for careers at Tribal, or to see how Tribal is empowering the world of education, visit our website at www.tribalgroup.com.

Recognising a need for tech training is one thing but confidence training also plays a huge part in how women feel they are perceived.



#### TRIBAL

### **GIRLS LOVE TECH**

WWW.TRIBALGROUP.COM | @TRIBALGROUP