Beyond Representation, Toward Equity

Top Companies For Women Technologists
2019 Key Findings and Insights

// Beyond Representation, Toward Equity

50/50 EQUITY FOR WOMEN IN TECHNOLOGY BY 2025
ON THE ROAD TO EQUITY

This is the most exciting time in history for women in technology. Our global community is stepping up to help reach our goal of 50/50 by 2025 Equity for Women in Technology, and we could not be more proud to support the companies that are making this a reality.

This year, we have responded to your request for more specific ways to achieve equity by going beyond representation in our Top Companies scoring algorithm. We are no longer looking only at the number of women who work at a company at every level, but also the important policies and programs that have been implemented, as well as a transparency score based on how much data are shared with our team. This year we are also providing a breakdown of the numbers and guidance based on the size of a company’s technical workforce, with the understanding that there is no one-size-fits-all approach.

We hope this information will not only help you attract the most talented workforce, achieve intersectional gender and pay equity, and grow your business, but will also ensure that the entire population is considered when building the technology that is shaping our future.

Thank you for sharing your data, implementing our recommendations, and allowing us to hold companies accountable. Top Companies 2019 is a milestone on our road to 50/50. Get ready 2025; here we come!

Brenda Darden Wilkerson, AnitaB.org
President and CEO
Based on extensive research, AnitaB.org believes 50/50 by 2025 can be achieved by improving equity in the following five pillars, where technical women experience the greatest disparities.

1. **Pay Equity**
   Studies show technical women are paid 87 cents for every dollar tech men make.¹ Women tend to work in lower-level, lower-paid positions. For women of color, the pay discrepancy is even greater. This needs to change.

2. **Hiring**
   Research shows positive trends in hiring technical women. However, women still make up a minority of technical employees (25.1%).² To reach equal gender representation, the current rate of hiring is insufficient.

3. **Retention**
   Data indicate that 56% of women technologists leave by mid-career (2x the rate of men)³ at a high cost to themselves, companies, and society. The leading reason women cite is working conditions, which includes a lack of advancement.⁴

4. **VC Funding**
   Women-led businesses are the fastest growing segment of entrepreneurship, but they receive the smallest percentage of VC dollars (2.2%).⁵ In one study, companies with a female founder outperformed all-male founder investments by 63%.⁶

5. **Empowerment**
   Women that are empowered in the workplace are empowered in life. There is growing evidence that women’s empowerment and gender equality have a multiplier effect on businesses, sustainable economies, and more.⁷

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². AnitaB.org, "Top Companies for Women Technologists, 2019 Key Findings and Insights" (2019)  
³. CTI, “The Athena Factor 2.0: Accelerating Female Talent in Science, Engineering & Technology” (2014) Center for Talent Innovation  
ABOUT TOP COMPANIES

Top Companies for Women Technologists is the only benchmarking program that looks specifically at technical employees and awards companies that are making the most progress toward equity.

It is a national program from AnitaB.org that identifies key trends around the equity of women technologists in the workforce. First launched in 2011, the program helps organizations identify areas where they can improve, and signals a commitment to diversity, equity, and inclusion that women look for in an employer. This year’s Top Companies participants came from a wide range of industries, including software, financial services, media, retail, and hardware.

All participating organizations agree to utilize a rigorous, standardized definition of the technical workforce, and all comparisons are based on this shared understanding.

At a time when women are significantly underrepresented on teams that are building technologies that shape every aspect of modern life, Top Companies helps point the way to a more diverse, equitable, and inclusive future.

Top Companies measured a U.S. technical workforce of over half a million technologists in 2019.

76 participating companies
572,000+ technologists
143,000+ women technologists

Companies of different sizes face different challenges. Companies were segmented by the size of their technical workforce, allowing AnitaB.org to examine how company size plays a role in building more diverse teams.

SMALL TECHNICAL WORKFORCE
< 1,000
17 COMPANIES

MEDIUM TECHNICAL WORKFORCE
1,000 - 10,000
48 COMPANIES

LARGE TECHNICAL WORKFORCE
> 10,000
11 COMPANIES
Overall Representation is Growing

There has been a steady increase in the representation of women technologists at every career level in organizations. Although this trend is moving in the right direction, the current growth rate of 1.1% is too slow to reach the goal of 50/50 by 2025.

This year, representation data segmented by the size of a company’s technical workforce size revealed good news. Women technologists in the medium size category have a 28.1% representation level, well above the average for all companies.

NOTE: Even a 1.1% increase represents thousands of additional jobs held by women who are now bringing their ideas and expertise to technology.
Overall Representation of Women Technologists

Have We Reached a Tipping Point?

Research suggests that when an organization reaches 30% representation of any minority group, it reaches a tipping point where a company’s culture begins to change and the path to equity accelerates.1

In 2019, for the first time, participating companies had a combined representation of 29.8% women at entry level, indicating that representation may start increasing more rapidly.

This year’s flat growth at the executive level and rapid growth at the senior level are attributed to possible ambiguity in classification rather than significant changes in the overall trend.


This all-time high in entry level women should better fuel the pipeline for women in senior and executive level positions in the future.
In 2019, the overall hiring rate of women technologists increased over the prior two years.

2017: 24.0% women hired  
76.0% men hired

2018: 25.9% women hired  
74.1% men hired

This favorable trend is a positive sign that the industry is working toward greater gender equity when it comes to hiring.

\( p < .001 \) significance

In 2019, women voluntarily left organizations at a significantly higher rate than their male colleagues. This gender disparity in retention has been a concerning trend over the prior two years:

2017: 5.7% women left  
5.1% men left

2018: 6.1% women left  
5.5% men left

Achieving gender equity is more challenging when women leave at higher rates than men.

\( p < .001 \) significance

In 2019, women technologists were promoted at a significantly higher rate than men — a positive step toward gender equity in higher levels within organizations. This favorable trend has been observed for the prior two years:

2017: 14.3% women promoted  
13.4% men promoted

2018: 14.7% women promoted  
14.4% men promoted

Advancing women into visible leadership positions signals to other women that upward mobility is possible, positively impacting retention.

\( p < .001 \) significance
These policies and programs have shown significant impact on hiring, retention, advancement, and overall representation of women by Top Companies historical data and broader literature. Specific policy and program guidance, based on a company’s technical workforce size, will be discussed in the following pages.

**Flex Time Policy**

Formal policies that support flexible work hours, schedules, and locations seem especially important for women. This year’s data show flex time offered at a high rate.

**Leadership Development Programs**

This year’s data show significant correlations between companies that offer leadership development programs for women in both hiring and advancement.

**Gender Diversity Training**

Rates of gender diversity training increased this year. Historically, data suggested voluntary training was recommended. Current research is less conclusive and merits investigation.

**Sponsorship Programs**

Confirming current literature, this year’s data continue to show the significant impact sponsorship has for women, increasing executive level representation.

**Why:** Women are more likely to stay in jobs that accommodate the multiple roles they play at work and beyond.

**Why:** Mid-career is a challenging time for women. These programs foster retention and advancement.

**Why:** All genders need to be part of the solution.

**Why:** Women can advance further and faster when they have sponsors.

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Formal Policy for Eliminating Gender Bias in Performance Reviews

56.8%
49.4%
39.0%

Literature shows gender bias against women in performance reviews.\(^1\) This year’s data suggest that eliminating gender bias in performance reviews significantly impacts mid and executive level representation.

\( p < .05 \) significance

WHY: Performance reviews impact opportunities.

Gender Pay Equity Policy

74.3%
66.2%
66.1%

Pay equity is an AnitaB.org 50/50 by 2025 pillar. While Top Companies does not yet have the data to speak to actual pay equity, the increase in the number of companies who have a gender pay equity policy in place is encouraging.

WHY: Equal work deserves equal pay, regardless of gender.

Executive Review of Workforce Diversity Data

First collected in 2018, the data were loud and clear - companies who review their workforce diversity data at least once per month have higher representation of women than companies who review it less often. The overall data in 2019 continue to show that monthly reviews matter, showing significant impact on entry level representation of women.

\( p < .002 \) significance

WHY: Ongoing accountability brings clarity and urgency to improving diversity numbers.

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1. Kieran Snyder, “The abrasiveness trap: High-achieving men and women are described differently in reviews” (2014) Fortune
RACIAL AND ETHNIC DIVERSITY OF WOMEN IN TECHNOLOGY

Increasing Underrepresented Groups

Of the 76 companies that participated in Top Companies 2019, 70 contributed data on race of their women technologists. As a result, racial diversity was examined across more than 138,000 women technologists in companies of different sizes.

Top Companies data mirror what the literature shows: Underrepresented women of color are the smallest population in technical roles. As evidence on the importance of using an intersectional framework grows, companies must focus on greater racial and ethnic diversity in hiring. Diverse teams better understand consumer needs, thereby improving products and companies’ bottom lines.

☆ TAILORED GUIDANCE ☆
Create networks/affinity groups; support professional development opportunities, including financial support; collaborate with organizations focused on women of color in technology (including VCs); and establish formal mentorship and sponsorship programs for women of color.

BRIGHT SPOT

It’s encouraging that there were significant increases in Black/African American and Latinx/Hispanic representations since last year. 

p < .001 significance

*Note: When analyzing racial disparities in the technical community, there are a number of ethnic variables within racial groups. For example, Black includes African Americans; Latinx includes women of Hispanic and Latin origins; Pacific Islanders includes Native Hawaiians; Native American includes Alaskan Natives and First Nations; Asian subgroups, including Southeast Asians and South Asians, were not segmented.

1. Sinduja Rangarajan, “Here’s the clearest picture of Silicon Valley’s diversity yet: It’s bad. But some companies are doing less bad” (2018) The Center for Investigative Reporting.
VENTURE CAPITAL (VC) FUNDING

**Percentage of Total VC Dollars**

2.2% FEMALE FOUNDERS

12.0% MIXED-GENDER TEAMS

7.0% UNKNOWN GENDERS

79.0% MALE FOUNDERS

Source: PitchBook (2017)

Women-led businesses are the fastest growing segment of entrepreneurship in the U.S., but they receive the smallest pool of venture capital funds awarded to companies. This lack of VC investment is a major barrier for many aspiring female entrepreneurs, especially in the technology sector.

Of the 76 Top Companies participants, only 28 companies reported providing VC funding. Of those 28 companies, only 9 disclosed the percentage of total venture dollars awarded. Historically, VC firms have not been recruited to participate in Top Companies. AnitaB.org calls for more VC firms to participate as partners and for Top Companies participants to show greater transparency as part of a concerted effort toward 50/50 by 2025.

**TAILORED GUIDANCE**

Companies must engage with AnitaB.org by knowing and showing their VC funding numbers so that that evidence-based data can help promote more support for female-led tech start-ups. Know. Show. Grow.

HOW COMPANIES ARE SCORED

Each Top Companies 2019 participant received a Representation Score (80% of total) based on the traditional seven metrics normalized to Z-scores within the company’s technical workforce size category.

New this year is the Beyond Representation Score (20% of total), earned by companies who implemented programs and policies recommended in previous Insights Reports; plus a transparency point for those who completed the entire Top Companies Application without “Unknown” or “Refused” data entries.

Every company is scored objectively on the same metrics. There is no subjective information included, just data.

For a detailed description of the scoring algorithm, please visit https://anitab.org/instructions/faq/#methodology

Top Companies Leaders scored in the top 25th percentile of their technical workforce size category. The leader in each category with the highest total score will be announced as a winner at the 2019 Grace Hopper Celebration.

NEW IN 2019

REPRESENTATION

80% OF SCORE

REPRESENTATION OF WOMEN IN TECHNICAL ROLES AT

1. Entry level
2. Mid-level
3. Senior level
4. Executive level

RATES OF
5. Hiring
6. Retention
7. Advancement

BEYOND REPRESENTATION

20% OF SCORE

1. Transparency
2. Flex Time Policy
3. Leadership Development Programs
4. Gender Diversity Training
5. Sponsorship
6. Executive Review of Workforce Diversity Data
7. Formal Policy for Eliminating Gender Bias in Performance Reviews
8. Gender Pay Equity Policy
2019 TOP COMPANIES LEADERS & PARTICIPANTS

**SMALL TECHNICAL WORKFORCE** < 1,000

**LEADERS**
- Quora, Inc.
- Securian Financial Group
- The New York Times
- ThoughtWorks

**PARTICIPANTS**
- Automattic
- Carbon Black Inc.
- Groupon, Inc.
- Grubhub
- Morningstar, Inc.
- New Relic
- Pacific Northwest National Laboratory
- Schrödinger
- Susquehanna International Group LLP
- Two Sigma Investments
- Workiva
- Yelp
- Yext, Inc.

**MEDIUM TECHNICAL WORKFORCE** 1,000 - 10,000

**LEADERS**
- Airbnb
- Allstate Insurance Company
- Blackbaud
- Citi
- Experian
- GEICO
- Lilly
- Macy’s
- Morgan Stanley
- New York Life Insurance
- PricewaterhouseCoopers, LLP
- Ultimate Software

**PARTICIPANTS**
- Adobe
- ADP
- Akamai Technologies
- American Express
- Aptiv
- Argonne National Laboratory
- BNY Mellon
- Capital One
- Discover Financial Services
- eBay
- Electronic Arts
- Expedia
- Fast Enterprises
- GoDaddy
- Goldman, Sachs & Co.
- HERE Technologies
- HP Inc.
- Intuit
- Kohl’s
- LinkedIn
- Nationwide
- NetApp
- Nike, Inc.
- Northwestern Mutual
- S&P Global
- SAS Institute
- ServiceNow
- Slalom
- Snap Inc.
- State Farm
- Target
- Thomson Reuters
- Vanguard
- Visa
- Wayfair
- Zillow

**LARGE TECHNICAL WORKFORCE** > 10,000

**LEADERS**
- Accenture
- Bank of America
- IBM

**PARTICIPANTS**
- Amazon.com
- Cisco Systems
- Dell
- Intel Corporation
- Microsoft Corporation
- Qualcomm
- Salesforce
- Verizon

Companies are listed in alphabetical order.
Companies with different technical workforce sizes face distinct challenges in increasing equity of women in technical roles.

In order to drive specific change, Top Companies data were segmented by technical workforce size for the first time in 2017; and in 2017 and 2018 winners were awarded within each segment.

In 2019, data were analyzed throughout this report by technical workforce size, and statistical significance was noted.

As seen in the following pages of data, differently sized companies have varied strengths and weaknesses. The guidance provided to companies is tailored to their needs based on this segmentation.

**NEW IN /19**

**TECHNICAL WORKFORCE SEGMENTATION**

In 2019, Top Companies measured the small technical workforces of:

- **17 COMPANIES**
- **22.4%** OF PARTICIPATING COMPANIES
- **1.8%** OF TOTAL WORKFORCE MEASURED

**SMALL COMPANIES HAVE THE...**

- Highest representation of executive women
- Greatest success at hiring women
- Best promotion rates for women versus men

**SMALL COMPANIES HAVE THE...**

- Worst retention of women versus men
- Least diverse workforce
**MEDIUM TECHNICAL WORKFORCE 1,000 - 10,000**

In 2019, Top Companies measured the medium technical workforces of:

- **48 COMPANIES**
- **63.2%** of participating companies
- **29.2%** of total workforce measured

**👍 MEDIUM COMPANIES HAVE THE...**
- Highest representation of women at entry level
- Highest representation of women at mid-level
- Highest representation of women at senior level
- Most equal retention of both men and women

**👎 MEDIUM COMPANIES HAVE THE...**
- Lowest representation of women at executive level

**LARGE TECHNICAL WORKFORCE > 10,000**

In 2019, Top Companies measured the large technical workforces of:

- **11 COMPANIES**
- **14.5%** of participating companies
- **69.0%** of total workforce measured

**👍 LARGE COMPANIES HAVE THE...**
- Most policies and program offerings
- Greatest racial and ethnic diversity in the workforce

**👎 LARGE COMPANIES HAVE THE...**
- Lowest overall representation of women
- Least amount of participation in Top Companies

**BRIGHT SPOT**

We congratulate small, medium, and large companies for increasing their representation of women since 2018.
Small companies have significantly increased their representation of women technologists over the past two years at both the entry and executive levels. Mid and senior level representation has also increased, but not at a statistically significant rate.

**Small companies have significantly increased the percentage of women hired over the past two years.**

\[ p < .001 \text{ significance} \]

**Year-Over-Year**

2017 / 23.3%

2018 / 23.8%

2019

29.4% women hired in companies with small technical workforces

**Small companies have less representation of underrepresented women of color compared to medium and large companies.**

<table>
<thead>
<tr>
<th>2019</th>
<th>LATINX</th>
<th>BLACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMALL</td>
<td>4.1%</td>
<td>4.2%</td>
</tr>
<tr>
<td>MEDIUM</td>
<td>5.4%</td>
<td>6.1%</td>
</tr>
<tr>
<td>LARGE</td>
<td>6.0%</td>
<td>9.4%</td>
</tr>
</tbody>
</table>

**2019 by Company Size**

In 2019, small companies had a statistically greater hiring percentage than large companies.

\[ p < .002 \text{ significance} \]
Women at small companies have greater voluntary departure than their male colleagues, a concerning trend since 2017. There is a similar, but smaller, finding in large companies (0.5%) in 2019. The data do not explain why women are leaving, but literature suggests they may be in a work culture that does not allow them to thrive.

Stars: Tailored Guidance
Small companies should investigate why women are leaving voluntarily at greater rates than men, and make sure to create an inclusive culture with plenty of advancement opportunities for all.

TAILORED GUIDANCE

TAKE ACTION TO INCREASE REPRESENTATION

- Improve the representation of underrepresented women of color
  Actively seek out women technologists during the hiring process who are Black/African American, Latinx/Hispanic and Native American.

- Retain more women in the technical workforce
  Think about adopting some of the policies and programs used successfully by medium companies:

1. Leadership Development Programs
2. Sponsorship Programs
3. Policies for Eliminating Bias in Performance Reviews
4. Executive Reviews of Workforce Diversity Data Monthly
5. Flex Time Policies
LEADERS IN ENTRY, MID, AND SENIOR LEVELS

Representation by Career Level

**ENTRY**
- 2017: 19.8%
- 2018: 22.8%
- 2019: 27.7%

**MID**
- 2017: 17.4%
- 2018: 20.7%
- 2019: 26.0%

**SENIOR**
- 2017: 17.7%
- 2018: 20.7%
- 2019: 26.0%

**EXEC**
- 2017: 17.1%
- 2018: 20.7%
- 2019: 26.0%

In the last two years, medium companies have significantly increased representation of women at the entry, mid, and senior career levels. *p < .001 significance*

Medium companies have significantly higher representation at entry, mid, and senior career levels than small or large companies.

**Hiring**

<table>
<thead>
<tr>
<th>Year</th>
<th>Entry</th>
<th>Mid</th>
<th>Senior</th>
<th>Exec</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>30.4%</td>
<td>23.2%</td>
<td>18.5%</td>
<td>25.4%</td>
</tr>
<tr>
<td>2018</td>
<td>30.0%</td>
<td>23.2%</td>
<td>18.5%</td>
<td>25.4%</td>
</tr>
<tr>
<td>2019</td>
<td>30.4%</td>
<td>23.2%</td>
<td>18.5%</td>
<td>25.4%</td>
</tr>
</tbody>
</table>

Since 2017, medium companies have significantly increased their hiring of women. Although they are ahead of large companies, they are surpassed by small companies when it comes to hiring. *p < .001 significance*

**BRIGHT SPOT**

*The 1.1% gain in overall representation is driven by the expansion in the number of women in medium sized companies.*
Advancement

Women are promoted at a slightly higher rate than men in medium companies. This difference is similar in large companies, but significantly less than in small companies, where 5.4% more women are promoted than men.

\[ p < .05 \text{ significance} \]

Retention

In 2019, men and women in medium companies chose to leave voluntarily at the same rates, unlike small and large companies where women left at higher rates than men.

Research shows that women typically leave companies by choice when the culture does not allow them to thrive, indicating that medium companies may be creating more inclusive working environments.

TAILORED GUIDANCE

TAKE ACTION TO INCREASE REPRESENTATION

- Advance women technologists to the executive level
  
  Hire more women at the executive level, or promote senior level women.

These 5 policies and programs correlate with greater hiring and advancement:

1. Leadership Development Programs
2. Sponsorship Programs
3. Policy for Eliminating Bias in Performance Reviews
4. Executive Review of Workforce Diversity Data Monthly
5. Flex Time Policies

For more, download the white paper: Advancing Women Technologists Into Positions of Leadership at AnitaB.org/Resources.
LEADERS IN GAME-CHANGING POLICIES & PROGRAMS

Representation by Career Level

<table>
<thead>
<tr>
<th>Level</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENTRY</td>
<td>27.9%</td>
<td>28.8%</td>
<td>28.4%</td>
</tr>
<tr>
<td>MID</td>
<td>21.8%</td>
<td>22.7%</td>
<td>23.3%</td>
</tr>
<tr>
<td>SENIOR</td>
<td>17.0%</td>
<td>18.6%</td>
<td>18.8%</td>
</tr>
<tr>
<td>EXEC</td>
<td>16.2%</td>
<td>17.3%</td>
<td>18.5%</td>
</tr>
</tbody>
</table>

Over a two-year period, large companies successfully increased the percentage of women technologists at all levels across their organizations. This is noteworthy when considering the complexity of increasing percentages in large companies.

p < .005 significance

Large companies have greater representation of underrepresented women of color compared to small and medium companies.

<table>
<thead>
<tr>
<th>Year</th>
<th>LATINX</th>
<th>BLACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>SMALL</td>
<td>MEDIUM</td>
</tr>
<tr>
<td></td>
<td>4.1%</td>
<td>5.4%</td>
</tr>
<tr>
<td></td>
<td>4.2%</td>
<td>6.1%</td>
</tr>
</tbody>
</table>

Hiring

- 2017 / 24.2%
- 2018 / 25.8%
- 2019 / 26.6%

In the last two years, large companies have significantly increased their hiring of women technologists. However, they still hire women at a lower rate than small (29.4%) and medium (28.4%) companies. To their credit, it is much more challenging for large companies to move percentages because of their size.

p < .001 significance
Retention

Large companies can take pride in their retention of women technologists, with only 0.5% more women than men choosing to leave. Representing 69% of the Top Companies total technical workforce, this is a remarkable achievement in equity.

Advancement

Women are promoted at a slightly higher rate than men in large companies. This difference is similar to medium companies, but significantly less than in small companies. This may be explained by slower career advancement inherent in larger organizations.

\[ p < .05 \text{ significance} \]

TAILORED GUIDANCE

Large companies continue to lag behind small and medium companies with regard to overall representation of women technologists at every level in the organization. Large companies need to do more, and faster.
# 2019 Policy & Program Data by Company Size

## Parental Leave

<table>
<thead>
<tr>
<th></th>
<th>SMALL</th>
<th>MEDIUM</th>
<th>LARGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full paid time off for birth mothers</td>
<td>100% / 13.5 weeks</td>
<td>100% / 14.7 weeks</td>
<td>90.9% / 21.2 weeks</td>
</tr>
<tr>
<td>Full paid time off for additional parent</td>
<td>94.1% / 8.7 weeks</td>
<td>97.9% / 7.7 weeks</td>
<td>90.9% / 9.8 weeks</td>
</tr>
<tr>
<td>Additional caregiver leave...</td>
<td>% of Companies with Leave / Average Weeks of Leave</td>
<td>% of Companies with Leave / Average Weeks of Leave</td>
<td>% of Companies with Leave / Average Weeks of Leave</td>
</tr>
<tr>
<td>Partner</td>
<td>94.1% / 8.3 weeks</td>
<td>93.8% / 7.9 weeks</td>
<td>100% / 10.0 weeks</td>
</tr>
<tr>
<td>Adoption</td>
<td>100% / 8.9 weeks</td>
<td>91.7% / 10.2 weeks</td>
<td>100% / 11.4 weeks</td>
</tr>
<tr>
<td>Surrogacy</td>
<td>64.7% / 8.2 weeks</td>
<td>58.3% / 10.4 weeks</td>
<td>45.5% / 9.2 weeks</td>
</tr>
<tr>
<td>Foster Care</td>
<td>64.7% / 7.4 weeks</td>
<td>54.2% / 10.1 weeks</td>
<td>63.6% / 12.9 weeks</td>
</tr>
<tr>
<td>Elderly Care</td>
<td>47.1% / 7.9 weeks</td>
<td>43.8% / 6.4 weeks</td>
<td>54.5% / 5.8 weeks</td>
</tr>
<tr>
<td>Disability Care</td>
<td>58.8% / 10.0 weeks</td>
<td>43.8% / 7.1 weeks</td>
<td>63.6% / 12.4 weeks</td>
</tr>
</tbody>
</table>

## Flex Time

<table>
<thead>
<tr>
<th></th>
<th>SMALL</th>
<th>MEDIUM</th>
<th>LARGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existence of formal policy for all technical employees</td>
<td>70.6%</td>
<td>79.2%</td>
<td>90.9%</td>
</tr>
<tr>
<td>Of those companies with a formal policy...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working remotely/telecommuting</td>
<td>91.7%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Flexible hours during the day</td>
<td>91.7%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Flexible work schedule (e.g., 4 days/wk)</td>
<td>66.7%</td>
<td>81.6%</td>
<td>90.0%</td>
</tr>
</tbody>
</table>

## Accountability

<table>
<thead>
<tr>
<th></th>
<th>SMALL</th>
<th>MEDIUM</th>
<th>LARGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existence of formal policy to eliminate gender bias in performance reviews</td>
<td>35.3%</td>
<td>55.3%</td>
<td>100%</td>
</tr>
<tr>
<td>Managers’ bonuses based on progress on their diversity goals</td>
<td>0.0%</td>
<td>17.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Executive team reviews workforce diversity data...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At least once per month</td>
<td>17.6%</td>
<td>30.4%</td>
<td>54.5%</td>
</tr>
<tr>
<td>At least once per quarter</td>
<td>47.1%</td>
<td>39.1%</td>
<td>45.5%</td>
</tr>
<tr>
<td>At least once per year</td>
<td>35.3%</td>
<td>30.4%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

## Pay Equity

<table>
<thead>
<tr>
<th></th>
<th>SMALL</th>
<th>MEDIUM</th>
<th>LARGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existence of formal policy that requires pay equity by gender for similar jobs</td>
<td>56.3%</td>
<td>75.0%</td>
<td>100%</td>
</tr>
<tr>
<td>Of the companies with a policy, regularly scheduled audits are performed...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quarterly</td>
<td>12.5%</td>
<td>6.9%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Biannually</td>
<td>37.5%</td>
<td>17.2%</td>
<td>12.5%</td>
</tr>
<tr>
<td>Annually</td>
<td>50.0%</td>
<td>55.2%</td>
<td>75.0%</td>
</tr>
<tr>
<td>Every 2 years</td>
<td>0.0%</td>
<td>3.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Every 3 or more years</td>
<td>0.0%</td>
<td>6.9%</td>
<td>0.0%</td>
</tr>
<tr>
<td>No routine audits</td>
<td>0.0%</td>
<td>10.3%</td>
<td>12.5%</td>
</tr>
<tr>
<td>Conducted a comprehensive Pay Equity Analysis Study in the past year</td>
<td>68.8%</td>
<td>78.6%</td>
<td>88.9%</td>
</tr>
<tr>
<td>The data from the Pay Equity Analysis Study were made public</td>
<td>0.0%</td>
<td>25.8%</td>
<td>14.3%</td>
</tr>
<tr>
<td>Leadership Development Programs</td>
<td>SMALL</td>
<td>MEDIUM</td>
<td>LARGE</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------</td>
<td>--------</td>
<td>-------</td>
</tr>
<tr>
<td>Offers formal leadership development programs specifically for women</td>
<td>17.6%</td>
<td>64.6%</td>
<td>100%</td>
</tr>
<tr>
<td>Of the companies with leadership development programs, programs are offered to…</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entry Level</td>
<td>33.3%</td>
<td>54.8%</td>
<td>72.7%</td>
</tr>
<tr>
<td>Mid-Level</td>
<td>66.7%</td>
<td>90.3%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Senior Level</td>
<td>100%</td>
<td>80.6%</td>
<td>90.9%</td>
</tr>
<tr>
<td>Executive Level</td>
<td>100%</td>
<td>61.3%</td>
<td>100.0%</td>
</tr>
<tr>
<td>The duration of programs for mid-level participants…</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 day</td>
<td>0.0%</td>
<td>7.1%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Up to 1 week</td>
<td>50.0%</td>
<td>10.7%</td>
<td>18.2%</td>
</tr>
<tr>
<td>Up to 1 month</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Up to 6 months</td>
<td>0.0%</td>
<td>21.4%</td>
<td>18.2%</td>
</tr>
<tr>
<td>Up to 1 year</td>
<td>0.0%</td>
<td>50.0%</td>
<td>54.5%</td>
</tr>
<tr>
<td>Longer than 1 year</td>
<td>50.0%</td>
<td>10.7%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Mid-Level participants are selected by…</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opt-in/volunteer only</td>
<td>0.0%</td>
<td>33.3%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Nomination process only</td>
<td>100.0%</td>
<td>29.6%</td>
<td>44.4%</td>
</tr>
<tr>
<td>Both</td>
<td>0.0%</td>
<td>37.0%</td>
<td>44.4%</td>
</tr>
<tr>
<td>Training and Education</td>
<td>% of Companies with Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offers formal training program that addresses the value of gender diversity and barriers to achieving it</td>
<td>75.0%</td>
<td>87.2%</td>
<td>90.9%</td>
</tr>
<tr>
<td>For companies with a program, the duration of programs was…</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 day</td>
<td>83.3%</td>
<td>61.0%</td>
<td>30.0%</td>
</tr>
<tr>
<td>Up to 1 week</td>
<td>8.3%</td>
<td>22.0%</td>
<td>30.0%</td>
</tr>
<tr>
<td>Up to 1 month</td>
<td>0.0%</td>
<td>2.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Up to 6 months</td>
<td>0.0%</td>
<td>4.9%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Up to 1 year</td>
<td>0.0%</td>
<td>7.3%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Longer than 1 year</td>
<td>8.3%</td>
<td>2.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>The program is mandatory</td>
<td>33.3%</td>
<td>39.0%</td>
<td>40.0%</td>
</tr>
<tr>
<td>Career Sponsorship</td>
<td>% of Companies with Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existence of formal career sponsorship program for women technologists</td>
<td>23.5%</td>
<td>53.2%</td>
<td>72.7%</td>
</tr>
<tr>
<td>Of the companies with sponsorship programs, programs are offered to…</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entry Level</td>
<td>50.0%</td>
<td>48.0%</td>
<td>50.0%</td>
</tr>
<tr>
<td>Mid-Level</td>
<td>100.0%</td>
<td>92.0%</td>
<td>62.5%</td>
</tr>
<tr>
<td>Senior Level</td>
<td>75.0%</td>
<td>84.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Executive Level</td>
<td>50.0%</td>
<td>64.0%</td>
<td>87.5%</td>
</tr>
<tr>
<td>Measured retention and advancement of participants</td>
<td>100.0%</td>
<td>88.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Response rate is calculated from complete responses. Companies that responded “Refused” or “Unknown” were not included.
## Policy & Program Data Since 2017

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Parental Leave</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full paid time off for birth mothers</td>
<td>96.8% / 13.4 weeks</td>
<td>98.8% / 13.9 weeks</td>
<td>98.7% / 15.3 weeks</td>
</tr>
<tr>
<td>Full paid time off for additional parent</td>
<td>90.5% / 6.6 weeks</td>
<td>95.0% / 7.3 weeks</td>
<td>96.1% / 8.2 weeks</td>
</tr>
<tr>
<td><strong>Additional caregiver leave...</strong></td>
<td>% of Companies with Leave / Average Weeks of Leave</td>
<td>% of Companies with Leave / Average Weeks of Leave</td>
<td>% of Companies with Leave / Average Weeks of Leave</td>
</tr>
<tr>
<td>Partner</td>
<td>–</td>
<td>92.5% / 8.1 weeks</td>
<td>94.7% / 8.3 weeks</td>
</tr>
<tr>
<td>Adoption</td>
<td>–</td>
<td>97.5% / 9.4 weeks</td>
<td>94.7% / 10.1 weeks</td>
</tr>
<tr>
<td>Surrogacy</td>
<td>–</td>
<td>53.8% / 9.6 weeks</td>
<td>57.9% / 9.7 weeks</td>
</tr>
<tr>
<td>Foster Care</td>
<td>–</td>
<td>57.5% / 9.5 weeks</td>
<td>57.9% / 9.9 weeks</td>
</tr>
<tr>
<td>Elderly Care</td>
<td>–</td>
<td>42.5% / 8.7 weeks</td>
<td>46.1% / 6.7 weeks</td>
</tr>
<tr>
<td>Disability Care</td>
<td>–</td>
<td>48.8% / 9.4 weeks</td>
<td>50.0% / 8.9 weeks</td>
</tr>
<tr>
<td><strong>Flex Time</strong></td>
<td>% of Companies with Option</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existence of formal policy for all technical employees</td>
<td>79.0%</td>
<td>75.9%</td>
<td>78.9%</td>
</tr>
<tr>
<td>Of those companies with a formal policy...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working remotely/telecommuting</td>
<td>100.0%</td>
<td>95.0%</td>
<td>98.3%</td>
</tr>
<tr>
<td>Flexible hours during the day</td>
<td>89.8%</td>
<td>93.3%</td>
<td>98.3%</td>
</tr>
<tr>
<td>Flexible work schedule (e.g., 4 days/wk)</td>
<td>65.3%</td>
<td>73.3%</td>
<td>80.0%</td>
</tr>
<tr>
<td><strong>Accountability</strong></td>
<td>% of Companies with Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existence of formal policy to eliminate gender bias in performance reviews</td>
<td>39.0%</td>
<td>49.4%</td>
<td>56.8%</td>
</tr>
<tr>
<td>Managers’ bonuses based on progress on their diversity goals</td>
<td>–</td>
<td>22.7%</td>
<td>13.5%</td>
</tr>
<tr>
<td>Executive team reviews workforce diversity data...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At least once per month</td>
<td>–</td>
<td>23.8%</td>
<td>31.1%</td>
</tr>
<tr>
<td>At least once per quarter</td>
<td>–</td>
<td>48.8%</td>
<td>41.9%</td>
</tr>
<tr>
<td>At least once per year</td>
<td>–</td>
<td>27.5%</td>
<td>27.0%</td>
</tr>
<tr>
<td><strong>Pay Equity</strong></td>
<td>% of Companies with Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existence of formal policy that requires pay equity by gender for similar jobs</td>
<td>66.1%</td>
<td>66.2%</td>
<td>74.3%</td>
</tr>
<tr>
<td>Of the companies with a policy, regularly scheduled audits are performed...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quarterly</td>
<td>–</td>
<td>5.9%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Biannually</td>
<td>–</td>
<td>11.8%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Annually</td>
<td>–</td>
<td>66.7%</td>
<td>57.8%</td>
</tr>
<tr>
<td>Every 2 years</td>
<td>–</td>
<td>2.0%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Every 3 or more years</td>
<td>–</td>
<td>2.0%</td>
<td>4.4%</td>
</tr>
<tr>
<td>No routine audits</td>
<td>–</td>
<td>11.8%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Conducted a comprehensive Pay Equity Analysis Study in the past year</td>
<td>–</td>
<td>–</td>
<td>77.6%</td>
</tr>
<tr>
<td>The data from the Pay Equity Analysis Study were made public</td>
<td>–</td>
<td>–</td>
<td>18.4%</td>
</tr>
</tbody>
</table>
## Leadership Development Programs

<table>
<thead>
<tr>
<th>Offers formal leadership development programs specifically for women</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Companies with Program</td>
<td>54.0%</td>
<td>64.6%</td>
<td>59.2%</td>
</tr>
</tbody>
</table>

*Of the companies with leadership development programs, programs are offered to...*

<table>
<thead>
<tr>
<th>Level</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level</td>
<td>47.1%</td>
<td>56.9%</td>
<td>57.8%</td>
</tr>
<tr>
<td>Mid-Level</td>
<td>85.3%</td>
<td>92.2%</td>
<td>91.1%</td>
</tr>
<tr>
<td>Senior Level</td>
<td>85.3%</td>
<td>92.2%</td>
<td>84.4%</td>
</tr>
<tr>
<td>Executive Level</td>
<td>70.6%</td>
<td>72.5%</td>
<td>73.3%</td>
</tr>
</tbody>
</table>

*The duration of programs for mid-level participants...*

<table>
<thead>
<tr>
<th>Duration</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day</td>
<td>3.4%</td>
<td>4.3%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Up to 1 week</td>
<td>20.7%</td>
<td>23.4%</td>
<td>14.6%</td>
</tr>
<tr>
<td>Up to 1 month</td>
<td>0.0%</td>
<td>4.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Up to 6 months</td>
<td>31.0%</td>
<td>21.3%</td>
<td>19.5%</td>
</tr>
<tr>
<td>Up to 1 year</td>
<td>44.8%</td>
<td>31.9%</td>
<td>44.8%</td>
</tr>
<tr>
<td>Longer than 1 year</td>
<td>—</td>
<td>14.9%</td>
<td>9.8%</td>
</tr>
</tbody>
</table>

*Mid-Level participants are selected by...*

<table>
<thead>
<tr>
<th>Selection Method</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opt-in/volunteer only</td>
<td>—</td>
<td>23.4%</td>
<td>26.3%</td>
</tr>
<tr>
<td>Nomination process only</td>
<td>—</td>
<td>48.9%</td>
<td>36.8%</td>
</tr>
<tr>
<td>Both</td>
<td>—</td>
<td>27.7%</td>
<td>36.8%</td>
</tr>
</tbody>
</table>

## Training and Education

<table>
<thead>
<tr>
<th>Offers formal training program that addresses the value of gender diversity and barriers to achieving it</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Companies with Program</td>
<td>74.2%</td>
<td>79.5%</td>
<td>85.1%</td>
</tr>
</tbody>
</table>

*For companies with a program, the duration of programs...*

<table>
<thead>
<tr>
<th>Duration</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day</td>
<td>65.2%</td>
<td>74.2%</td>
<td>60.3%</td>
</tr>
<tr>
<td>Up to 1 week</td>
<td>13.0%</td>
<td>9.7%</td>
<td>20.6%</td>
</tr>
<tr>
<td>Up to 1 month</td>
<td>2.2%</td>
<td>4.8%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Up to 6 months</td>
<td>10.9%</td>
<td>3.2%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Up to 1 year</td>
<td>8.7%</td>
<td>6.5%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Longer than 1 year</td>
<td>—</td>
<td>1.6%</td>
<td>3.2%</td>
</tr>
</tbody>
</table>

The program is mandatory — 35.6% | 38.7%

## Career Sponsorship

<table>
<thead>
<tr>
<th>Existence of formal career sponsorship program for women technologists</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Companies with Program</td>
<td>41.0%</td>
<td>43.0%</td>
<td>49.3%</td>
</tr>
</tbody>
</table>

*Of the companies with sponsorship programs, programs are offered to...*

<table>
<thead>
<tr>
<th>Level</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level</td>
<td>44.0%</td>
<td>52.9%</td>
<td>48.6%</td>
</tr>
<tr>
<td>Mid-Level</td>
<td>72.0%</td>
<td>79.4%</td>
<td>86.5%</td>
</tr>
<tr>
<td>Senior Level</td>
<td>88.0%</td>
<td>85.3%</td>
<td>86.5%</td>
</tr>
<tr>
<td>Executive Level</td>
<td>56.0%</td>
<td>64.7%</td>
<td>67.6%</td>
</tr>
</tbody>
</table>

Measured retention and advancement of participants — 92.0% | 93.8% | 91.9%

Response rate is calculated from complete responses. Companies that responded “Refused” or “Unknown” were not included.
CONCLUSION & NEXT STEPS

In 2019, Top Companies data confirmed what works to advance diversity, equity, and inclusion. New findings illustrate the programs and policies that have a positive impact for women technologists based on company size.

Women’s representation remains lower than men’s at every career level in tech. Underrepresented women of color remain the smallest population in technical roles. Top Companies data shows that progress is not only possible, it is being made, and that with more concerted effort, tech can achieve equity for all women.

BRIGHT SPOT

This year, ten Top Companies participants achieved equity within at least one career level, proving that 50/50 is possible.

Our Call to Companies

More data are needed to drive change, and those data come from organizations. Demonstrate solidarity with AnitaB.org’s mission for gender equity by providing complete data to Top Companies, especially in regard to pay equity data, as this is the most timely, vital, and greatest opportunity for achieving equity.

Join AnitaB.org in moving beyond representation toward equity by following these three guiding principles:

1. **Know your numbers**
   
   Knowledge is power. Commit to tracking intersectional data on gender and race. Study your year-over-year trends. Review your current policies and programs.

2. **Show your numbers**
   
   Transparency creates trust, and trust drives change. Share your diversity numbers broadly and often with internal leaders. Share your diversity data publicly.

3. **Grow your numbers**
   
   Implement policies and programs that have been shown to drive diversity for your company’s technical workforce size.
EQUITY FOR WOMEN TECHNOLOGISTS LAGS GLOBALLY

Top Companies participants represent multinational companies needing global solutions. AnitaB.org, with global initiatives in 20+ cities worldwide and a 10-year history in India, is leading the way. The literature suggests that women around the world face similar barriers in their technology careers. Historically, the most underrepresented women around the world tend to be racial, ethnic, religious, or other minorities without equal access to opportunities.

Lack of 50/50 equity is a global problem

Overall % of women technologists¹

<table>
<thead>
<tr>
<th></th>
<th>U.S.</th>
<th>U.K.</th>
<th>INDIA</th>
<th>AUSTRALIA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25.1%</td>
<td>16.2%</td>
<td>16.2%</td>
<td>28.0%</td>
</tr>
</tbody>
</table>

Universally, women desire family-friendly policies

58% of women are attracted to a company that offers flextime vs. 50% of men⁴

Unequal pay for women in technology is a global problem

For every dollar men make, the global pay gap is:¹

<table>
<thead>
<tr>
<th></th>
<th>U.S.</th>
<th>U.K.</th>
<th>INDIA</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>87¢</td>
<td>83¢</td>
<td>71¢</td>
</tr>
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</table>

TOWARD GLOBAL EQUITY

Top Companies data and the research literature are clear. Progress in diversity, equity, and inclusion are necessary and possible, but there is a long way to go as a field.

If companies want to create products and gain market share, multinational, intersectional workplace diversity is essential, and women are the key. Together we can accelerate and scale representation, pay, retention, and venture funding — making equity a reality for technical women over the next five years, and empowering them to reach their full potential at work and in society.

Jacqueline Bouvier Copeland, Ph.D., AnitaB.org COO


$12 TRILLION GLOBAL GDP

Added to global GDP by 2025 by advancing women’s equality.³

1. 2025 Added to global GDP by 2025 by advancing women’s equality.

Jacqueline Bouvier Copeland, Ph.D., AnitaB.org COO
AnitaB.org is a nonprofit social enterprise committed to increasing the equity of women technologists in the global workforce through the 50/50 by 2025 initiative. With a decade-long presence in India, and outreach in more than 20 cities worldwide, AnitaB.org engages with tens of thousands of women and leading organizations around the world to build diverse and inclusive workplace cultures.

www.AnitaB.org

Top Companies for Women Technologists is the industry benchmark for the representation of women in technology.

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Beyond Representation, Toward Equity

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