Key Findings & Insights

MEASURE WHAT MATTERS

2016
Anita Borg Institute’s Top Companies for Women Technologists is a U.S. program that recognizes companies building workplaces where women technologists can thrive.

First launched in 2011, the program uses a rigorous methodology to analyze data from participating organizations and produce insights across three key areas: representation, employee experience, and programs and policies.

At a time when women technologists are significantly underrepresented across industries, Top Companies data can help us clearly understand whether the industry is improving, who is committed to change and advancement, and what means are most effective in driving progress.

This report summarizes findings and insights from Top Companies data gathered in 2016, and offers recommendations from the Institute on how organizations can build more inclusive workplaces.
INTRO: ABOUT ANITA BORG INSTITUTE’S TOP COMPANIES FOR WOMEN TECHNOLOGISTS

2016 PARTICIPATION

60 COMPANIES
71% increase from 2015 (35 companies)

1,430,000+ EMPLOYEES
552,000+ technologists
120,000+ women technologists

2015 2014 2016

AVERAGE SIZE OF TECHNICAL WORKFORCE AT PARTICIPATING COMPANIES

9,200 TECHNICAL EMPLOYEES (RANGE 200 – 71,000)

PROFILE OF PARTICIPATING COMPANIES

65% were in “tech,” including hardware, software, and information services

60 COMPANIES

SIGNIFICANCE OF TECHNICAL WORKFORCE

• On average, 53% of employees at participating companies are in a technical role
• In half of participating companies, technical roles make up over 50% of the workforce

ALSO REPRESENTED: BUSINESS SERVICES, CONSULTING, FINANCIAL, INSURANCE, MEDIA, RESEARCH AND RETAIL

PROGRAM MISSION

Top Companies for Women Technologists helps women find organizations where they can thrive, and helps organizations measure and improve their ability to hire, retain and advance women in technical roles.
In 2016, Anita Borg Institute expanded the Top Companies scope to include two additional dimensions. Dimension 2 was piloted with a select group of participants; Dimension 3 was piloted as part of the Top Companies data submission process.

**WHAT TOP COMPANIES MEASURES**

**DIMENSION 1**

**FOUNDATION OF TOP COMPANIES SCORING METHODOLOGY**

Award based on representation of women in the technical workforce

**DIMENSION 2**

**PILOT IN 2016. ANALYZED BUT NOT SCORED.**

Capture qualitative data through surveys distributed to randomly selected male and female technical employees

**DIMENSION 3**

**PILOT IN 2016. ANALYZED BUT NOT SCORED.**

Identify which policies and programs support a culture where women technologists thrive

**HOW COMPANIES ARE SCORED**

Organizations that participate in Top Companies are scored based on seven metrics. These include the representation of women in technical roles at entry, mid, senior, and executive levels; and rates of recruitment, retention, and promotion.

Data submitted by participating companies was normalized for comparability using a Z-score method. Z-scores are calculated based on deviation from the mean divided by the standard deviation.

For each metric, a company receives a Z-score, which measures how that organization compares to the overall participant pool. There is no weighting; all scores are entirely based on how each organization statistically compares to other participants.

Top Companies results are based on the Total Z-Score, which is the sum of all seven Z-scores.

The Top Companies program scores every company on the exact same seven metrics.

No subjective or black box data. Just the numbers.
Two Categories: Change Alliance and Leadership Index

Companies that score below the mean are listed on the Change Alliance. Companies that score at or above the mean are listed on the Leadership Index.

This graphic represents the distribution of Total Z-scores for all 60 participating organizations. Companies with a positive Total Z-score (shown in blue) scored above average, and are on the Leadership Index. Companies with a negative Total Z-score (shown in green) scored below average, and are on the Change Alliance.

Significance of All Participants

Change Alliance companies are hugely instrumental in driving change. By contributing to the industry benchmark and measuring their data against other participants, they demonstrate a commitment to understanding where they are today, and learning how they can improve.

Leadership Index companies are performing above the average of all participating companies, and have found ways to attract and retain more women technologists at every level. Notably in 2016, more than three quarters (76 percent) of Leadership Index companies are non-technology brands. This reflects the pervasive nature of technology, and its tremendous importance across industries.

We commend all Top Companies participants, whatever their results. By bringing visibility to what is working, and what is not, companies can find trustworthy guidance grounded in real data.
DIMENSION

the numbers
OVERALL REPRESENTATION OF WOMEN TECHNOLOGISTS

KEY FINDING:

On average across participating companies, women held 21.7% of technical roles in 2016. This is an increase of 0.9% over the 2015 average.

KEY FINDING:

Representation grew at all levels – entry, mid, senior, and executive – since 2015.

REPRESENTATION AT SUCCESSIVE LEVELS

Representation continues to decline significantly between entry and executive level.

REPRESENTATION IN CHANGE ALLIANCE AND LEADERSHIP INDEX

Companies on the Leadership Index scored higher for representation of women technologists across all levels.
DIMENSION 2

the voices behind the numbers
WHAT SETS THE LEADERS APART

Companies on the Leadership Index are clearly doing something to achieve higher-than-average results – but what? To better understand what drove these differences, Anita Borg Institute created an alliance with Ultimate Software (formerly known as Kanjoya), the experts in Natural Language Processing.

The goal of the alliance: To pilot a program that would capture qualitative data from several organizations participating in Top Companies. With this in mind, Anita Borg Institute and Ultimate Software developed and delivered a survey around workplace experience to uncover the “Voices Behind the Numbers.”

SURVEY METHODOLOGY

In order to provide qualitative insights, each open-ended survey response was categorized based on its topical content and tone. Topical content was based on application of an ontology of over 30 themes, and tone was assessed using sentiment, which scores a comment based on the positive, negative, or neutral value of its tone.

Stratified sampling was employed to ensure surveyed population was representative of the overall population in terms of Age, Tenure, Job Level, and Manager Status.

SAMPLE SIZE

Over 34,000 technical employees were represented across 6 companies that participated in the pilot program:

- GODADDY
- ALLSTATE
- EBAY
- THOMSON REUTERS
- SYMANTEC
- DELL

2,813 SURVEY RESPONDENTS

- 1,336 women (47.5%)
- 1,477 men (52.5%)
The question: Research shows that mixed gender teams are more productive, innovative and creative.

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>ALL COMPANIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>I strongly believe this is true</td>
<td>84.8% 77.2%</td>
</tr>
<tr>
<td>I somewhat believe this is true</td>
<td>13.2% 18.1%</td>
</tr>
<tr>
<td>I do not believe this is true</td>
<td>1.9% 4.8%</td>
</tr>
</tbody>
</table>

PERCENTAGE OF EMPLOYEES WHO STRONGLY BELIEVE THAT MIXED GENDER TEAMS ARE MORE PRODUCTIVE, INNOVATIVE AND CREATIVE

84.8% WOMEN

77.2% MEN

SURVEY INSIGHT:
The workplace experience survey found that women technologists are more likely than male technologists to believe the business case for gender diversity.
The survey revealed two statistically significant drivers of what made women “at risk” compared to employees who were “safe.”*

1. **The first was around feeling optimistic about career development opportunities**
2. **The second was around the availability of opportunities for flexible work arrangements**

* (p<.001 significance)

Findings were based on questions designed to combine an explicit assessment of an employee’s intent to stay or leave a company, as well as an assessment of implicit factors shown in literature to lead to attrition. This metric has been shown to be predictive of 1-year retention in similar organizations.

**Questions used to identify ‘at-risk’ women were:**
1. I see myself working at my organization a year from now.
2. In my role, the amount of stress I deal with is manageable.
3. My work gives me a sense of personal accomplishment.

**EMPLOYEES AT RISK**

<table>
<thead>
<tr>
<th>WOMEN</th>
<th>17.6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEN</td>
<td>12.9%</td>
</tr>
</tbody>
</table>

4.7% difference
what companies are doing
In addition to the data gathered on Dimension 1, Anita Borg Institute also gathered data on policies and programs from all participating companies.

Of the data gathered, three program and/or policy areas emerged as significant differentiators* between Change Alliance companies and Leadership Index companies. These three areas are examined to the right.

POLICY INSIGHT:
Three policy and program areas distinguished companies with higher representation of women technologists: flex time, formal leadership development and formal gender diversity training.

* (p<.10 significance)
A CALL TO ACTION

The problem of gender diversity in technology has often been stated and restated. It’s time to go beyond statements and start implementing solutions.

KNOW YOUR NUMBERS
First and foremost, know where your company stands on the representation of women in your technical workforce. Participate annually in Top Companies for Women Technologists and track your progress.

SHOW YOUR NUMBERS
Share your Top Companies data internally with leaders at all levels in your organization. Transparency creates trust and trusted data drives change.

GROW YOUR NUMBERS
Hold managers accountable for growing your numbers. Take advantage of the Top Companies findings on policies and programs that differentiate Leadership Index companies from companies on the Change Alliance. The policies and programs that actually helped organizations grow their numbers are:

1. Flex Time. Create formal policies that support flexible work time and flexible work schedules.
2. Leadership Development Programs. Put formal, systematic leadership development programs in place for your high-potential women technologists, especially those at the mid-career level. Focus again on leadership development programs for the women technologists who advance to the executive level.
3. Diversity Training and Education. Put formal, systematic gender diversity education and training programs in place within your organization. Share your Top Companies data with the participants. Have both men and women participate in the training programs together as a way of modeling productive gender partnership as the foundation for change.
4. Workplace Experience Surveys: Survey the men and women in your organization. Look at how men and women describe your workplace differently. Pay attention to themes from the women and make changes to your culture, policies and/or programs that will make your organization a place where women come, stay and advance.

FOLLOW THIS ABI FRAMEWORK

Anita Borg Institute calls on companies that want to grow the representation of women in their technical workforce to take concrete steps and follow these recommendations.
## ADDITIONAL POLICY & PROGRAMS DATA

<table>
<thead>
<tr>
<th><strong>Parental Leave:</strong></th>
<th><strong>Average Paid Time Off</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full paid time-off for new moms</td>
<td>9.8 weeks</td>
</tr>
<tr>
<td>Full paid time-off for new dads</td>
<td>4.9 weeks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Flex Time:</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existence of formal policy for all technical employees</td>
<td>72.9%</td>
<td>27.1%</td>
</tr>
</tbody>
</table>

**Of those companies who said yes...**

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working remotely</td>
<td>100.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Flexible hours during the day</td>
<td>93.0%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Flexible work schedule (i.e. 4days/wk)</td>
<td>76.7%</td>
<td>23.3%</td>
</tr>
</tbody>
</table>

**% of technical employees that utilize flex time** Average 49.4%

<table>
<thead>
<tr>
<th><strong>Official company policy that required pay equity</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>47.2%</td>
<td>52.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Official company policy that holds managers accountable for gender diversity on their team</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25.5%</td>
<td>74.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Existence of formal employee resource groups for women</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>91.7%</td>
<td>8.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Leadership Development Program:</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existence of formal leadership development program for women technologists</td>
<td>52.6%</td>
<td>47.4%</td>
</tr>
</tbody>
</table>

**Of those companies who said yes, at which level is the program offered...**

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level</td>
<td>63.3%</td>
<td>36.7%</td>
</tr>
<tr>
<td>Mid-Career</td>
<td>96.7%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Senior</td>
<td>93.3%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Executive</td>
<td>80.0%</td>
<td>65.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Existence of formal sponsorship program for women technologists</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>34.5%</td>
<td>65.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Existence of formal training programs that address the value of gender diversity and/or the barriers to achieving it</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>74.6%</td>
<td>25.4%</td>
</tr>
</tbody>
</table>

*(p<.10 significance)*
MEASURE WHAT MATTERS

Learn more about participating in Top Companies 2017 >

We connect, inspire and guide women in computing and organizations that view technology innovation as a strategic imperative.

Find out more at www.anitaborg.org