



ANITA BORG
INSTITUTE
TOP
COMPANIES
FOR WOMEN
TECHNOLOGISTS

2016

MEASURE WHAT MATTERS

Key Findings & Insights

ANITA BORG
INSTITUTE



TECHNOLOGY TRANSFORMS THE WORLD
& WOMEN TRANSFORM TECHNOLOGY

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

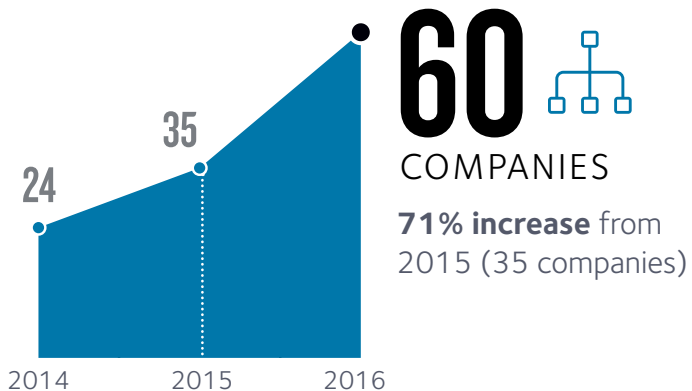
First launched in 2011, the program uses a rigorous methodology to analyze data from participating organizations and produce insights across three key areas: representation, employee experience, and programs and policies.

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.

2016 PARTICIPATION



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

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

IN INDIVIDUAL COMPANIES, THIS RANGES FROM SINGLE DIGITS TO THE NINETIES

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.

1,430,000+
EMPLOYEES

552,000+ technologists

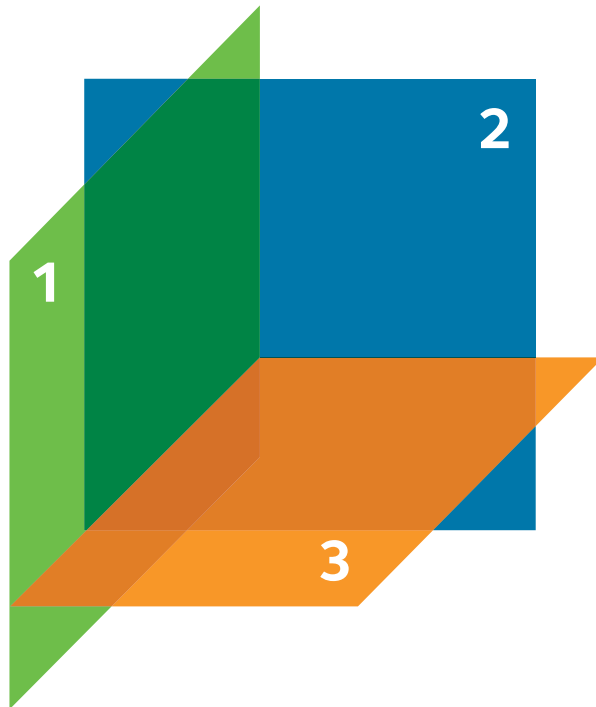
 **120,000+** women technologists



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WHAT TOP COMPANIES MEASURES

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.



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

DIMENSIONS 2 AND 3 WERE NOT USED TO DETERMINE PARTICIPANT SCORES. PARTICIPANTS WERE SCORED SOLELY ON DIMENSION 1.

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.

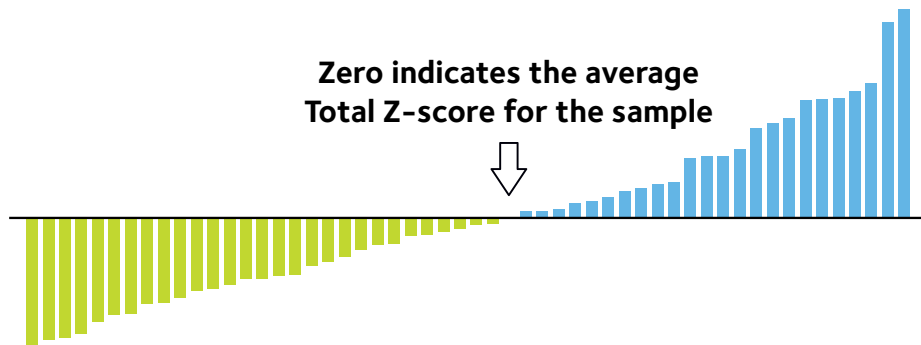
Top Companies results are based on the Total Z-Score, which is the sum of all seven Z-scores.

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.



- | | |
|-----------------------------|------------------------|
| ACI Worldwide | HP Inc |
| Akamai Technologies | Juniper Networks, Inc. |
| Amazon.com, Inc. | Marketo |
| Argonne National Laboratory | Microsoft Corporation |
| Best Buy Co., Inc. | NetApp |
| CA Technologies | NetSuite Inc. |
| CDW | Pure Storage, Inc. |
| Cisco Systems | Qualcomm Incorporated |
| Dell Inc | Rackspace |
| eBay | Salesforce |
| Electronic Arts | Squarespace |
| EMC | SurveyMonkey |
| Ericsson Inc. | Symantec Corporation |
| Facebook | Synopsys, Inc. |
| GoDaddy | Target |
| Guidewire Software | Twilio |
| Hewlett Packard Enterprise | Veritas Technologies |
| | Yahoo |
- Companies are listed alphabetically; this list is not a ranking.**



- | | |
|------------------|-------------------|
| Accenture Inc. | Intel Corporation |
| ADP, LLC | Intuit |
| Allstate | macys.com |
| American Express | Nationwide |
| athenahealth | New York Life |
| Bank of America | New York Times |
| BNY Mellon | SAP |
| Capgemini | T. Rowe Price |
| Capital One | Thomson Reuters |
| Goldman Sachs | ThoughtWorks |
| Google | USAA |
| Grubhub | Visa Inc. |
| IBM | |
- Companies are listed alphabetically; this list is not a ranking.**

A large, diverse crowd of people is gathered in a well-lit indoor space, likely a conference or trade show. The people are engaged in various activities, some looking towards the camera, others looking away. The background is slightly blurred, emphasizing the foreground subjects. A green rectangular overlay is positioned in the top left corner, containing the text 'DIMENSION 1' and a large white number '1'. The text 'the numbers' is overlaid in white at the bottom center of the image.

DIMENSION

1

the
numbers

OVERALL REPRESENTATION OF WOMEN TECHNOLOGISTS

KEY FINDING:

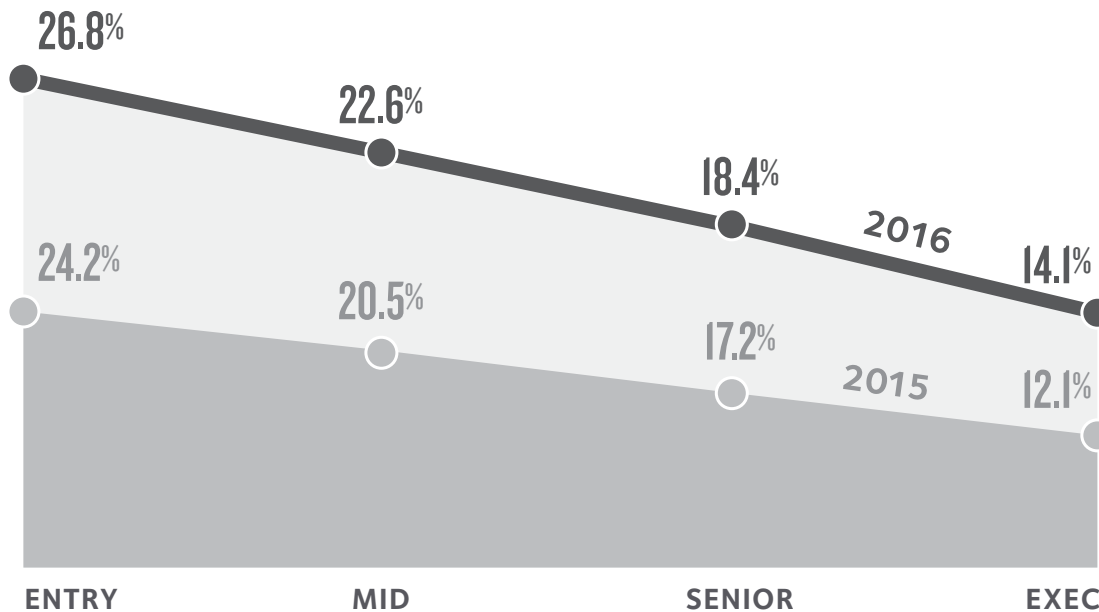
↑ On average across participating companies, women held 21.7% of technical roles in 2016. This is an increase of 0.9% over the 2015 average.

KEY FINDING:

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

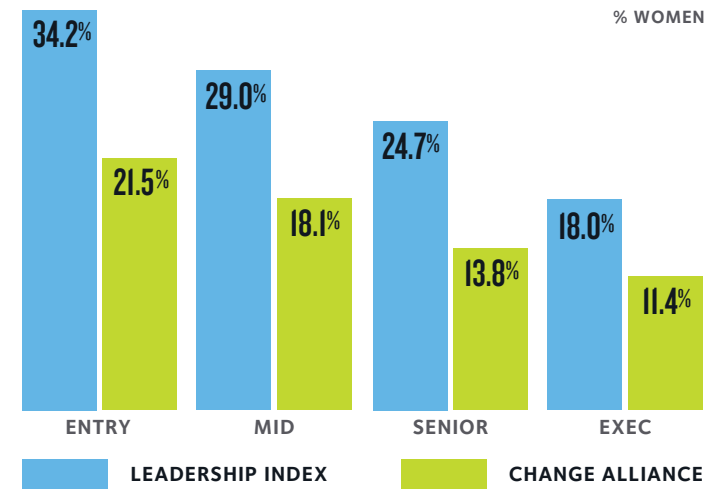
REPRESENTATION AT SUCCESSIVE LEVELS

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.



A close-up photograph of a young Black woman with her hair in braids, smiling broadly. She is wearing a dark red top. The background is a blurred crowd of people, suggesting a social event or gathering.

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	THOMSON REUTERS
ALLSTATE	SYMANTEC
EBAY	DELL

2,813 SURVEY RESPONDENTS

 **1,336 women** | **1,477 men**
47.5% | 52.5%

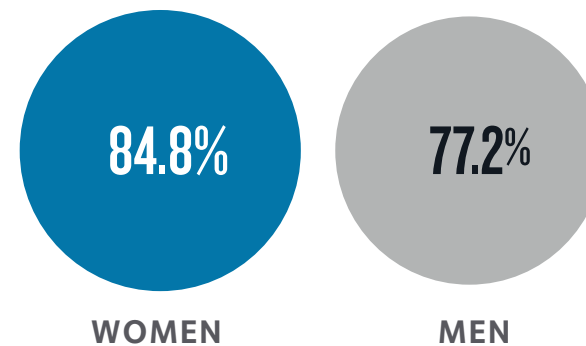
SURVEY INSIGHT:

The workplace experience survey found that women technologists are more likely than male technologists to believe the business case for gender diversity.

The question: Research shows that mixed gender teams are more productive, innovative and creative.

	ALL COMPANIES	
RESPONSE	WOMEN	MEN
I strongly believe this is true	84.8%	77.2%
I somewhat believe this is true	13.2%	18.1%
I do not believe this is true	1.9%	4.8%

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



SURVEY INSIGHT:

The survey found that women technologists are significantly more ‘at risk’ to leave an organization than their male colleagues.*

A CLOSER LOOK

The survey revealed two statistically significant drivers of what made women “at risk” compared to employees who were “safe.”*

The first was around feeling optimistic about career development opportunities

The second was around the availability of opportunities for flexible work arrangements

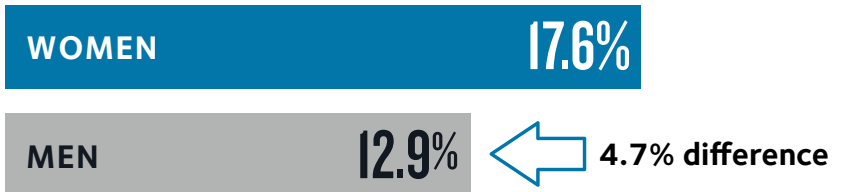
* (p<.001 significance)

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



A woman with dark hair, smiling and looking to the right, is the central focus. She is wearing a dark patterned top and a blue lanyard with a badge. The background is a blurred crowd of people at what appears to be a conference or event, with bright lights creating a bokeh effect.

DIMENSION

3

what companies
are doing

WHICH POLICIES AND PROGRAMS MAKE A SIGNIFICANT DIFFERENCE?

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.

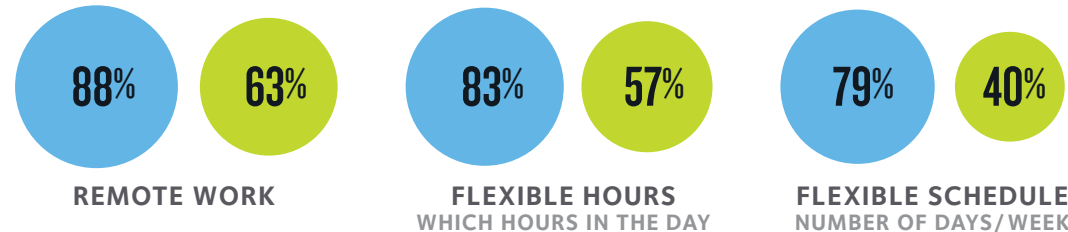
POLICY INSIGHT:

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)

FLEX TIME POLICIES

Leadership Index companies are more likely to provide flex-time options for technical employees. The three areas that emerged as most significant were:



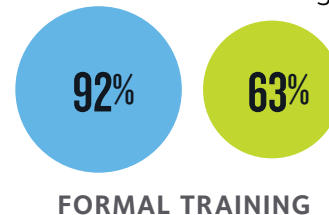
LEADERSHIP DEVELOPMENT PROGRAMS

Leadership Index companies offer more formal programs for leadership development than Change Alliance companies. This was especially significant for women at mid-career and executive levels.

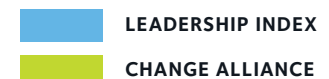


GENDER DIVERSITY TRAINING

Leadership Index companies offer formal training on gender diversity. This training addresses the value of gender diversity and/or barriers to achieving it



LEGEND:



SEE ADDITIONAL DATA ON PAGE 15

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.

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.

FOLLOW THIS ABI FRAMEWORK

KNOW YOUR NUMBERS

SHOW YOUR NUMBERS

GROW YOUR NUMBERS

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.

ADDITIONAL POLICY & PROGRAMS DATA

Parental Leave:	Average Paid Time Off	
Full paid time-off for new moms	9.8 weeks	
Full paid time-off for new dads	4.9 weeks	
Flex Time:	YES	NO
Existence of formal policy for all technical employees	72.9%	27.1%
<i>Of those companies who said yes...</i>		
Working remotely	100.0%	0.0%
Flexible hours during the day	93.0%	7.0%
Flexible work schedule (i.e. 4days/wk)	76.7%	23.3%
% of technical employees that utilize flex time	Average 49.4%	
Official company policy that required pay equity	YES	NO
	47.2%	52.8%
Official company policy that holds managers accountable for gender diversity on their team	YES	NO
	25.5%	74.5%
Existence of formal employee resource groups for women	YES	NO
	91.7%	8.3%

Leadership Development Program:	YES	NO
Existence of formal leadership development program for women technologists	52.6%	47.4%
<i>Of those companies who said yes, at which level is the program offered...</i>		
Entry Level	63.3%	36.7%
Mid-Career	96.7%	3.3%
Senior	93.3%	6.7%
Executive	80.0%	65.5%
Existence of formal sponsorship program for women technologists	YES	NO
	34.5%	65.5%
Existence of formal training programs that address the value of gender diversity and/or the barriers to achieving it	YES	NO
	74.6%	25.4%

(p<.10 significance)



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Top Companies 2017 >*



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

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