



Top Companies For Women Technologists

2018 Key Findings and Insights

/ Measure What Matters



Top Companies measures key areas that impact women in technology, including representation, policies and programs, and workplace experience. In gathering this information, we learn what methods companies are using to increase representation, and how these efforts are changing over time.

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ABOUT TOP COMPANIES



Top Companies for Women Technologists is a national program from AnitaB.org that identifies key trends around the representation 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.

While other benchmarking programs exist, Top Companies is the only benchmarking program that measures technical employees using a rigorous, standardized definition of the technical workforce. All participating organizations agree to utilize this standardized definition, and all comparisons made across technical employees are based on a shared understanding of what constitutes a technical employee.

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.

2018 PROGRAM SCOPE

Top Companies measured a technical workforce of well over half a million technologists.

80 participating companies

628,000+ technologists

150,000+ women technologists



This year's participating companies came from many different industries, including:



hardware & software



business services



consulting



financial services



insurance



media

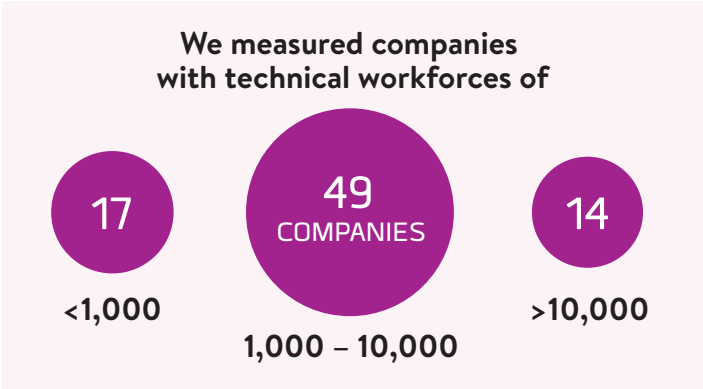


research

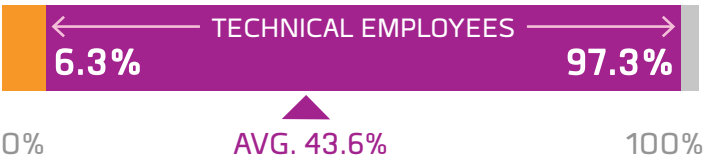


retail

Companies of different sizes face different challenges in growing the number of women in technical roles. In 2018, we segmented some data by the size of the technical workforce. This allowed us to look at how company size plays a role in building more diverse teams.

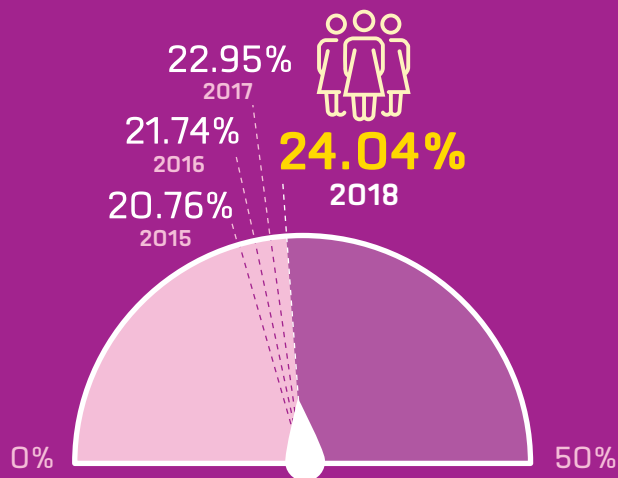


In 2018, technical employees ranged from small to large portions of each company's workforce.



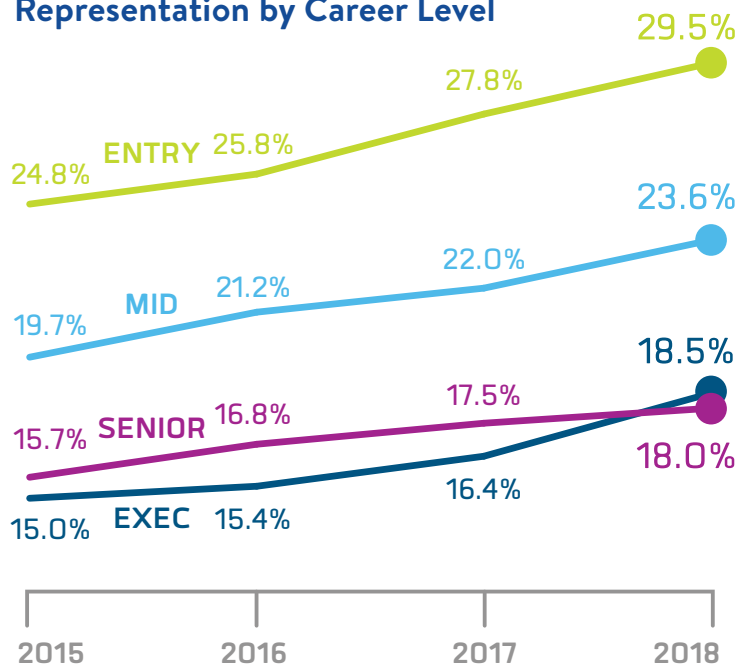
TRENDS IN THE REPRESENTATION OF WOMEN TECHNOLOGISTS

Overall Representation Grew



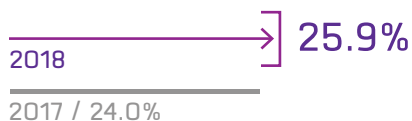
With growth of 1.1% over 2017, this number is moving gradually in the right direction. It's important to remember that this increase represents thousands of jobs held by women who are now bringing their expertise and ideas to tech.

Representation by Career Level



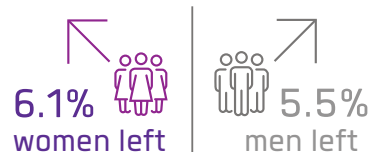
Representation grew at all levels from the prior year. The increase was highest at the executive level. Download our white paper, *Advancing Women Technologists Into Positions of Leadership*, to learn more: AnitaB.org/Resources.

Recruitment Rates



As in 2017, the overall recruitment rate of women technologists rose over the prior year. This tells us that more women are entering companies' pipelines, which is a good sign for improving representation in the years to come.

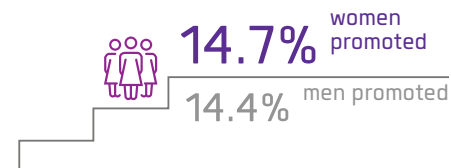
Retention Rates



As in 2017, more women technologists made voluntary departures than their male colleagues. This data helps explain why the low representation of women in technology is as much about retaining experienced women as it is about bringing more entry-level women into the pipeline.

$p < 0.001$ significance

Advancement Rates

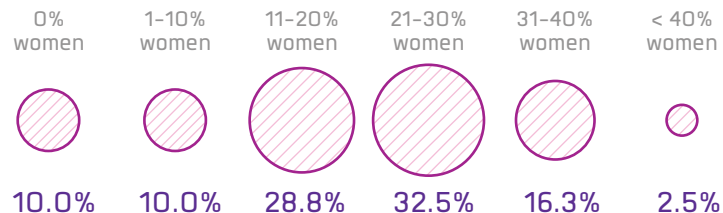


As in 2017, women were promoted at a higher rate than men, which indicates that companies are taking action to promote more women leaders in order to reap the benefits of greater gender diversity in leadership positions.

$p < 0.014$ significance

Board of Directors Representation

Extensive research links female board representation with better company performance. In 2018, we began asking companies to provide information about their board representation by gender. We did not find any correlations in our data this year, but will continue to measure it in years to come.



PARTICIPATING COMPANIES 2018

Every organization that participates in Top Companies becomes part of a coalition helping to drive change by measuring what matters. We salute the organizations that gathered this data, which contributes to a key industry benchmark that can be used in seeking solutions for increasing the representation of women in technical roles.

Accenture	Dell Inc.	Morgan Stanley	ServiceNow
ADP	eBay	Morningstar, Inc.	Squarespace
Airbnb	Electronic Arts	Nationwide	State Farm
Akamai Technologies	Evernote	NetApp	Synopsys, Inc.
Allstate Insurance Company	Expedia Group	Neustar	T. Rowe Price
Amazon.com	Experian	New Relic	Target
American Express	Express Scripts	New York Life Insurance	Thomson Reuters
Argonne National Laboratory	FactSet Research Systems	Nike, Inc.	ThoughtWorks
athenahealth	GEICO	Northrop Grumman Corporation	Two Sigma Investments
Avanade	Google	Northwestern Mutual	Ultimate Software
Bank of America	Grubhub	Oracle	USAA
Blackbaud	HBO Inc.	Pacific Northwest	Vanguard
BNY Mellon	HERE Technologies	National Laboratory	Veritas Technologies LLC
CA Technologies	HP Inc.	Palo Alto Networks	Visa Inc.
Cadence	IBM	Publicis	Wayfair
Capital One	iCIMS	Sapient	Workday
Carbon Black	Intel Corporation	Qualcomm	XO Group
CDW	Lilly	Salesforce	Yelp
Cisco Systems	LinkedIn	SAP	Yext, Inc.
Citi	Macy's, Inc.	Schrödinger, Inc.	Zillow Group
	Microsoft Corporation	Securian Financial	



CONGRATULATIONS

*These companies scored highest in their respective categories.
Names are listed in alphabetical order.*

TECHNICAL WORKFORCE
OF <1,000

HBO Inc.

Morningstar, Inc.

Securian Financial

ThoughtWorks

XO Group

TECHNICAL WORKFORCE
OF 1,000 - 10,000

Airbnb

Blackbaud

GEICO

State Farm

Ultimate Software

TECHNICAL WORKFORCE
OF >10,000

Accenture

Bank of America

Google

IBM

SAP

How Companies are Scored

Organizations that participate in Top Companies are scored based on seven metrics: The rates of recruitment, retention, and advancement; and the representation of women at entry, midcareer, senior, and executive levels.

We use a statistical methodology in which data is normalized for comparability using a Z-score. A Z-score is calculated based on deviation from the mean divided by the standard deviation. Companies receive a Z-score for each metric, measuring how that organization compares to the overall participant pool. The sum of all seven metrics gives the total score, which is used to determine the Top 5 companies.

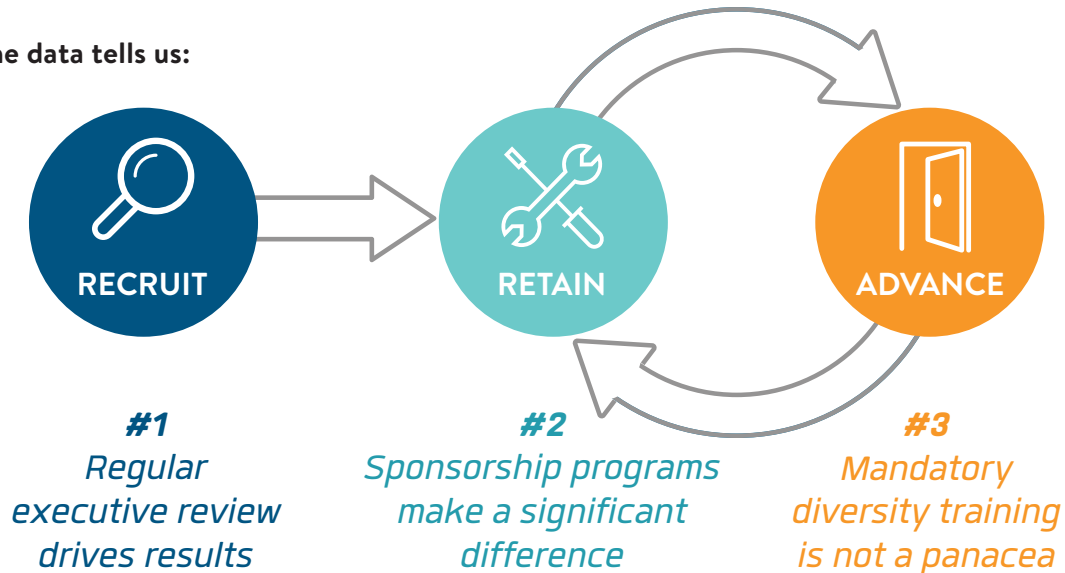
***Every company is
scored on the same
seven metrics.***

***There is no weighting,
and no subjective or black-
box data. Just the numbers.***

PROGRAMS AND POLICIES THAT DRIVE BEST RECRUITING, RETENTION AND ADVANCEMENT

We analyzed all 80 participating companies' data, looking for programs and policies that distinguished the best in class in the areas of recruitment, retention, and advancement. Specifically, we compared the top 25% of companies to the bottom 25% of companies in each of the areas.

Here's what the data tells us:



In the pages that follow, we'll provide greater detail on each of these three areas.



#1: Regular executive review drives results

Top-performing companies in recruiting have executives review diversity data frequently.

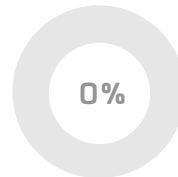


EXECUTIVES
REVIEW
WORKFORCE
DIVERSITY
DATA AT LEAST
1X/MONTH

$p < 0.002$ significance



Top companies
in recruiting



Bottom companies
in recruiting

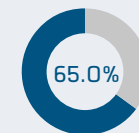


Guidance: Companies determined to achieve greater diversity know that setting goals isn't enough. Set workforce diversity reviews as a monthly priority.

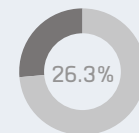
Cultivate Awareness

Companies that hire the greatest number of women technologists are significantly more likely to have a formal policy aimed at eliminating gender bias in performance reviews. This suggests that companies where diversity is woven into policies, programs, actions, and decision making have a more diverse workforce.

Have a policy aimed at eliminating gender bias in performance reviews



Top companies
in recruiting



Bottom companies
in recruiting

$p < 0.025$ significance



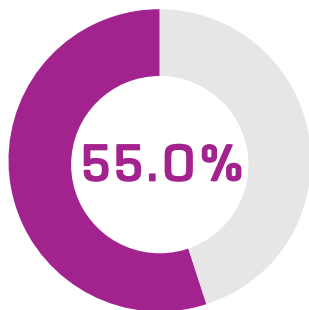
#2: Sponsorship programs make a difference

Companies with the highest rates of retention have a significantly higher rate of sponsorship programs.

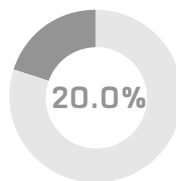


HAVE A
SPONSORSHIP
PROGRAM

$p < 0.05$ significance



**Top companies
on retention**



**Bottom companies
on retention**

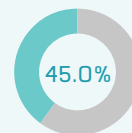


Guidance: Our data confirms well-documented research on the importance of sponsorship in retaining and advancing women technologists. Create a culture of sponsorship in which senior leaders become actively engaged advocates for women (not just mentors or allies).

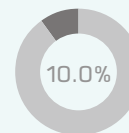
Focus on Senior Level

Our data indicates that sponsorship programs are especially important for retaining women technologists at the senior level.

Have a sponsorship program specifically for senior women technologists



Top companies
on retention



Bottom companies
on retention

$p < 0.05$ significance



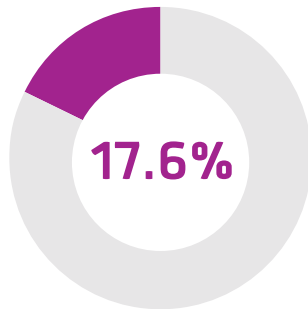
#3: Mandatory diversity training is not a panacea

Companies with the highest promotion rates have significantly lower rates of mandated diversity training.

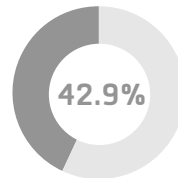


MAKE
DIVERSITY
TRAINING
MANDATORY

$p = 0.056$ significance



**Top companies
on advancement**



**Bottom companies
on advancement**



Guidance: Although gender diversity training could be a negative influence, and findings by others show similar correlation, it's difficult to prove causation. Make training optional and reward those who choose be part of creating greater diversity in the workplace.

Address Company Culture

Mandatory training is not a stand-alone solution for the lack of diversity in technology.

This finding illustrates the importance of company culture. Companies that are doing poorly at advancing women might be more likely to implement mandatory gender diversity training, hoping it will help.

It's important to understand that bad culture starts long before companies implement training. Mandatory training could backfire and may be insufficient to drive positive change.

WOMEN OF COLOR: RACIAL DIVERSITY AMONG TECHNOLOGISTS

Of the 80 companies that participated in Top Companies 2018, 71 companies contributed data on race. As a result, we were able to look at racial diversity across more than 50,000 women technologists in companies of different sizes.

The significance of this critical benchmarking data on race cannot be overstated. For the first time, the technology industry has a clear, data-driven picture of the abysmal lack of representation of Black, Hispanic, Native American, Pacific Islander and Multiracial women.

As evidence grows for the importance of intersectionality in diversity discourse, companies need to look no further than this Top Companies data for places where they can and must focus their recruiting efforts.

The benefits of gender diversity are well documented, but its full benefits will not be realized until the voices of more non-white, non-Asian women are represented at the table. This is critical in every part of the organization, including senior and executive levels.

All Technical Employees

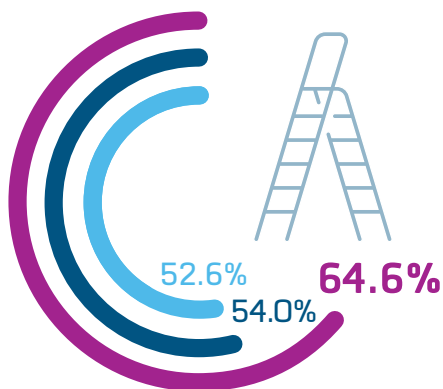


Note: When analyzing racial disparities in the technical community, we acknowledge that there are a number of ethnic variables within racial groups. The chart provides a general demographic breakdown of racial groups. For example, Asian subgroups, including Southeast Asians and South Asians, were not segmented in 2018.

PROGRAM & POLICY TRENDS

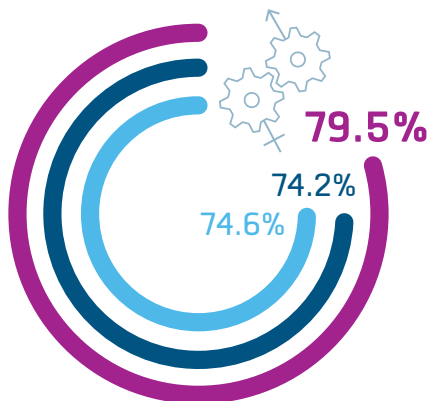
For the past 3 years, Top Companies has focused on providing guidance to companies on what they can do to recruit, retain, and advance more women. The following are the policies and programs that continue to show the most promise in relation to increasing the representation of women technologists.

Leadership Development



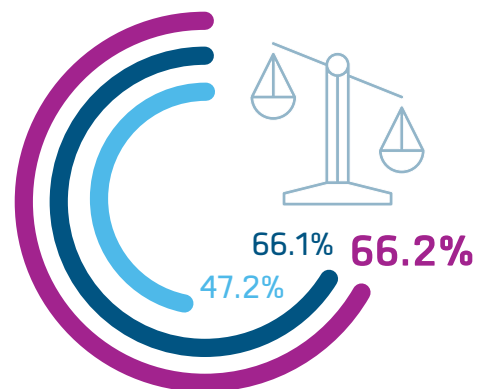
Does your company have formal leadership development programs specifically for women technologists?

Gender Diversity Training



Does your company offer formal training programs that address the value of gender diversity and/or the barriers to achieving diverse and inclusive teams?

Formal Pay Equity Policy



Does your company have a formal pay equity policy?

88.2% of companies with a formal pay equity policy reported that they hold themselves accountable through formal audits.

2016 2017 2018

ADDITIONAL PROGRAM & POLICY DATA

	2016	2017	2018
Parental Leave	Average Paid Time Off		
Full paid time off for birth mothers	9.8 weeks	12.9 weeks	13.8 weeks
Full paid time off for additional parent	4.9 weeks	6.0 weeks	7.0 weeks
<i>Additional caregiver leave...</i>	<i>% of Companies with Leave / Average Weeks of Leave</i>		
Partner	—	—	92.5% / 8.1 weeks
Adoption	—	—	97.5% / 9.4 weeks
Surrogacy	—	—	53.8% / 9.6 weeks
Foster Care	—	—	57.5% / 9.5 weeks
Elderly Care	—	—	42.5% / 8.7 weeks
Disability Care	—	—	48.8% / 9.4 weeks
Flex Time	% of Companies with Option		
Existence of formal policy for all technical employees	72.9%	79.0%	75.9%
<i>Of those companies with a formal policy...</i>			
Working remotely	100.0%	100.0%	95.0%
Flexible hours during the day	93.0%	89.8%	93.3%
Flexible work schedule (e.g., 4 days/wk)	76.7%	65.3%	73.3%
Accountability	% of Companies with Policy		
Existence of formal policy to eliminate gender bias in performance reviews	25.5%	39.0%	49.4%
Managers' bonuses based on progress on their diversity goals	—	—	22.7%
<i>Executive team reviews workforce diversity data...</i>			
At least once per month	—	—	23.8%
At least once per quarter	—	—	48.8%
At least once per year	—	—	27.5%
Pay Equity	% of Companies with Policy		
Existence of formal policy that requires pay equity by gender for similar jobs	47.2%	66.1%	66.2%
<i>Of the companies with a policy, regularly scheduled audits are performed...</i>			
Quarterly	—	—	5.9%
Biannually	—	—	11.8%
Annually	—	—	66.7%
Every 2 years	—	—	2.0%
Every 3 or more years	—	—	2.0%
No routine audits	—	7.9%	11.8%

p < 0.10 significance / Response rate is calculated out of the companies that responded yes/no.

Companies that responded "Unknown" were considered as a non-response and not included in the statistic.

	2016	2017	2018
Leadership Development Program	% of Companies with Program		
Offer formal leadership development programs specifically for women	52.6%	54.0%	64.6%
<i>Of the companies with a leadership development program, the program is offered to...</i>			
Entry Level	63.3%	47.1%	56.9%
Mid-Level	96.7%	85.3%	92.2%
Senior Level	93.3%	85.3%	92.2%
Executive Level	80.0%	70.6%	72.5%
<i>The duration of programs for Mid-Level participants...</i>			
1 day	—	3.4%	4.3%
Up to 1 week	—	20.7%	23.4%
Up to 1 month	—	0.0%	4.3%
Up to 6 months	—	31.0%	21.3%
Up to 1 year	—	44.8%	31.9%
Longer than 1 year	—	—	14.9%
<i>Mid-Level participants are selected by...</i>			
Opt-in/volunteer	—	—	23.4%
Nomination process	—	—	48.9%
Both	—	—	27.7%
Training and Education	% of Companies with Program		
Offer formal training program that address the value of gender diversity and barriers to achieving it	74.6%	74.2%	79.5%
<i>For companies with a program, the duration of programs...</i>			
1 day	—	65.2%	74.2%
Up to 1 week	—	13.0%	9.7%
Up to 1 month	—	2.2%	4.8%
Up to 6 months	—	10.9%	3.2%
Up to 1 year	—	8.7%	6.5%
Longer than 1 year	—	—	1.6%
The program is mandatory	—	—	35.6%
Career Sponsorship	% of Companies with Program		
Existence of formal career sponsorship program for women technologists	34.5%	41.0%	43.0%
<i>Of the companies with a sponsorship program, the program is offered to...</i>			
Entry Level	—	44.0%	52.9%
Mid-Level	—	72.0%	79.4%
Senior Level	—	88.0%	85.3%
Executive Level	—	56.0%	64.7%
Measures retention and advancement of participants	—	92.0%	93.8%

WORKPLACE EXPERIENCE SURVEY 2018

We designed the Workplace Experience Survey to uncover the voices and beliefs behind the numbers. We first conducted and reported on the survey in 2016, but not in 2017. This year, we conducted the survey again. Four companies participated.

1,530 out of 5,289 technical employees from 4 companies



652 women | 878 men

The survey used stratified sampling to ensure that the overall technical population was representative of the overall company population in terms of age, tenure, job level, and manager status. It was sent via Ultimate Software's Perception Platform.

THE PERCEPTION GAP:

Men still believe the myth of meritocracy

In a meritocracy, men and women would have equal opportunities at work. Those opportunities would be based on merit, not gender. If an organization's culture were indeed a meritocracy, we'd expect that the people who worked there would say that men and women had equal opportunities. However, this data shows that men believe in meritocracy (equal opportunity) significantly more than women. Women view their gender as a significant disadvantage (fewer opportunities than men).

WHEN ASKED TO SHARE THEIR BELIEFS, PARTICIPANTS SAID:

Women have fewer opportunities than men

WOMEN 38.3%

MEN 10.8%

p < 0.001 significance

Women have more opportunities than men

WOMEN 2.2%

MEN 14.4%

p < 0.001 significance

Men and women have equal opportunities

WOMEN 59.5%

MEN 74.8%

p < 0.001 significance

Guidance: Change requires a shift in thinking

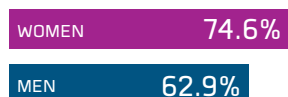
Ask this question in your company. If you see the same trend, implement a gender ally program to educate men and women about the differences in perception and how they can come together as allies for the benefit of all.

Other survey data indicates that this perception gap extends beyond workplace opportunities.

Men place less value on mixed-gender teams

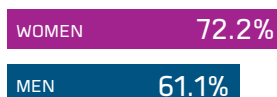
Participants were asked to what extent they agreed with a list of five statements about the benefits that might result from mixed-gender teams.* Women were significantly more likely than men to agree with all statements, a trend consistent with our findings in 2016. The biggest differences we saw were:

Mixed-gender teams make better decisions



$p < 0.001$ significance

Mixed-gender teams are more successful



$p < 0.001$ significance

Why the difference in perception matters

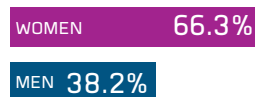
Research has demonstrated that mixed-gender teams produce a variety of business benefits, most notably greater innovation. If men don't know or believe the research, it seems highly unlikely that they will be strong advocates and champions for more gender-diverse teams.

*Participants were asked if they believe mixed-gender teams:
1) are more productive; 2) are more creative and innovative;
3) improve morale; 4) make better decisions; 5) are more successful.

Men differ on what causes lower numbers of women technologists

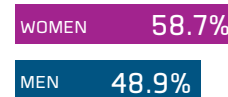
Participants were asked to what extent they believed a list of factors contributed to fewer technical women in their organization. Men and women chose the same top two factors — but in the opposite order.

Unconscious bias



$p < 0.001$ significance

Lack of social, familial, or cultural support for women interested in STEM at an early age



$p < 0.001$ significance

Why the difference in perception matters

It is significant to note that men chose, as their top factor, something that companies have very little control over (lack of support for STEM at a young age) compared to the top factor chosen by women (unconscious bias) which is something companies have far greater ability to influence.

CONCLUSION & NEXT STEPS

Both the lack of diversity and the business case for gender diversity have been well documented. At AnitaB.org, we start with the belief that greater diversity in technical roles at all levels is not just a social courtesy—it's a business imperative. Yet, as the data in this report demonstrates, there is still considerable room for improvement. We acknowledge that increasing diversity is not quick or easy, but it's worth the effort for companies in every industry, for the people they employ, and for their customers—all of whom benefit from the increase in innovation that intersectional diversity brings.

To grow representation of women in your technical workforce, we recommend following these three key guiding principles.

1 Know your numbers

Knowledge is power. Participate in all aspects of Top Companies, including the Workplace Experience Survey. Study your year-over-year trends. Be relentless in your commitment to increase your diversity numbers. Companies that do will reap the benefits. Review your current policies and programs; some drive greater representation of women than others (see pages 8–11 and 13–15). Be agile and willing to adopt new tactics to achieve your diversity, equity and inclusion goals.

2 Show your numbers

Be as transparent as possible with your Top Companies data within your own organization. Transparency creates trust, and trusted data drives change. Distribute the data to leaders at all levels in your organization and create opportunities for them to discuss how it compares to the industry benchmarking data. Where are your greatest opportunities to do better? Engage employees by letting them know about your participation in Top Companies.

3 Grow your numbers

Knowledge is a powerful first step, but now it's time to act! Let your company's individual report (provided confidentially to each participating company) guide your next steps. Examine where your metrics fall below industry average, and refer to the guidance listed throughout this report for specific ways to improve. For more step-by-step, detailed guidance on advancing women technologists into positions of leadership, refer to our white paper at AnitaB.org/Resources.

GUIDANCE AT A GLANCE

Provide formal **LEADERSHIP DEVELOPMENT** programs for women technologists, especially those at mid-career level.



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

Offer sponsorship programs that **PAIR WOMEN WITH SENIOR-LEVEL ADVOCATES** who will use their power and influence to help them achieve their goals.

WHY: Women can advance further when they have internal sponsors to clear the path.



Create formal policies that support **FLEXIBLE WORK** time and flexible work schedules.

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

Institute **MONTHLY EXECUTIVE REVIEWS** of workplace diversity data.

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

Provide formal, systematic, non-mandatory **GENDER DIVERSITY TRAINING** programs for people of all genders.

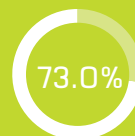
WHY: People who voluntarily participate feel more invested.



INCREASE DIVERSITY by seeking out women technologists during the recruitment process who are Black/African-American, Hispanic/Latinx and Native American.



WHY: Companies report that including women from underrepresented categories drive innovation and contribute to better products for larger, more diverse audiences.



of 2018 companies offer flexible work



AnitaB.org is a nonprofit social enterprise committed to increasing the representation of women technologists in the global workforce. 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

/ **Measure What Matters**



LEARN HOW TO PARTICIPATE IN TOP COMPANIES 2019

AnitaB.org/Accountability/Top-Companies/2019-Sign-Up/



SEE MORE DETAILS ABOUT TOP COMPANIES 2018

AnitaB.org/Accountability/Top-Companies/History/

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

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