



Top Companies for Women Technologists

2021 Key Findings and Insights

*Dare to put the change
where it belongs*



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WHILE 2020 WILL BE REMEMBERED MOST for the way COVID-19 changed our lives in nearly every way and in every part of the world, it will also be remembered for some remarkable strides made to advance gender equality and inclusion. In the technology industry specifically, women faced challenges in what was ultimately deemed a “she-cession.” However, as the latest iteration of Top Companies found, some tech companies stayed the course towards diversity and took multiple steps to increase and diversify the technical talent pool. Now in its eleventh year, Top Companies continues its work to provide insights and transparency into these types of workforce trends, in hopes of elevating equity and equality in the tech industry and beyond. This year’s report provides more insights than ever before, covering a vast array of topics pertinent to women technologists – from training to childcare support and more. This is also the first year we have created an interactive component to Top Companies, with a dashboard that allows anyone to drill

down to more specifics based on technical workforce size. On behalf of everyone at AnitaB.org, I want to thank you participating companies for sharing your data with us. These data are essential in our work in sustaining an equitable future for women in tech. Sharing your data helps us ignite much-needed conversations and, ultimately, serves as the fuel that allows us to cultivate a community invested in creating a world of inclusive technology. With 2020 behind us, this challenging year now under our belts, let’s learn from these insights and search for ways our organization can partner with yours in making the technology industry a more inclusive place. It is our hope that this information serves as a starting point for you and your place of work to improve and foster a more informed and diverse environment in which all can thrive.



Brenda Darden Wilkerson
AnitaB.org
President and CEO

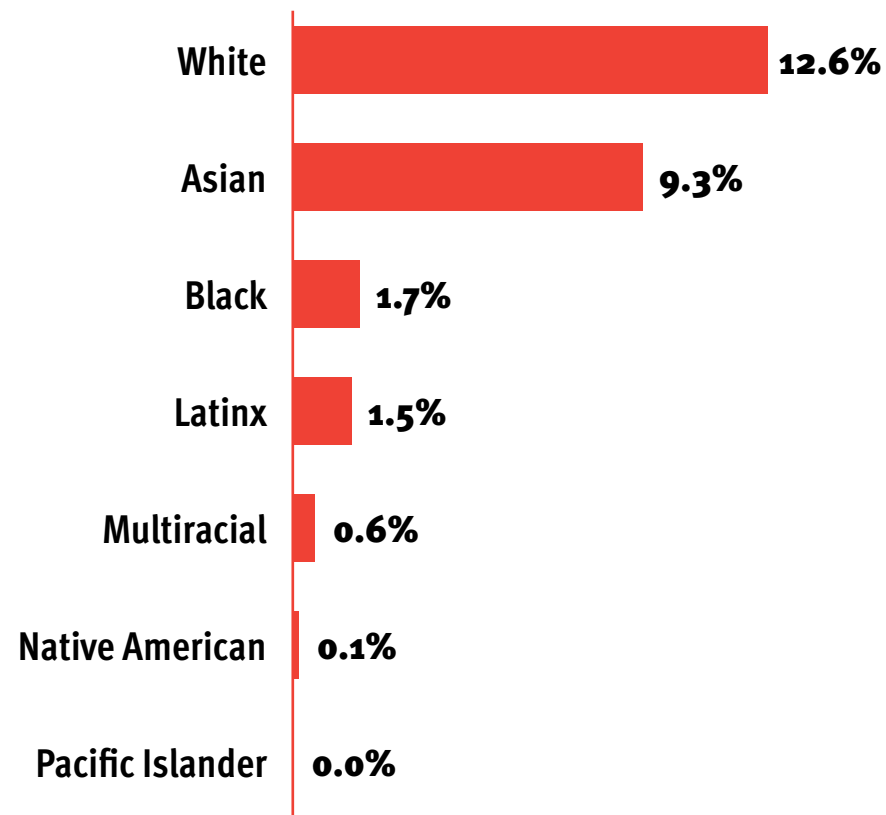
EXECUTIVE SUMMARY

In 2021, Top Companies collected and analyzed data on more than half a million U.S. technologists from 56 companies

Overall representation of women technologists

26.7%

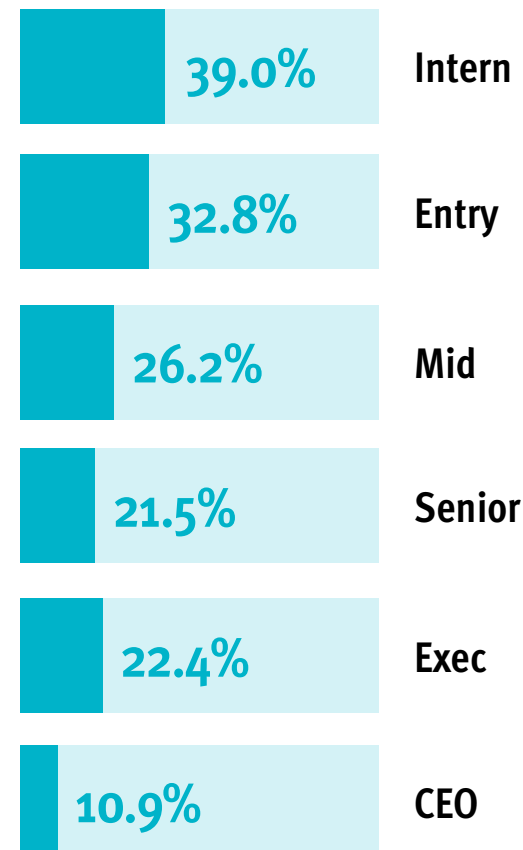
Representation of tech women by race/ethnicity



Parity is possible

6 companies achieved representation parity in at least one career level.

Representation of tech women by career level



HIRING

30.9% Women hired

68.8% Men hired



RETENTION

11.3% Women exited

12.2% Men exited

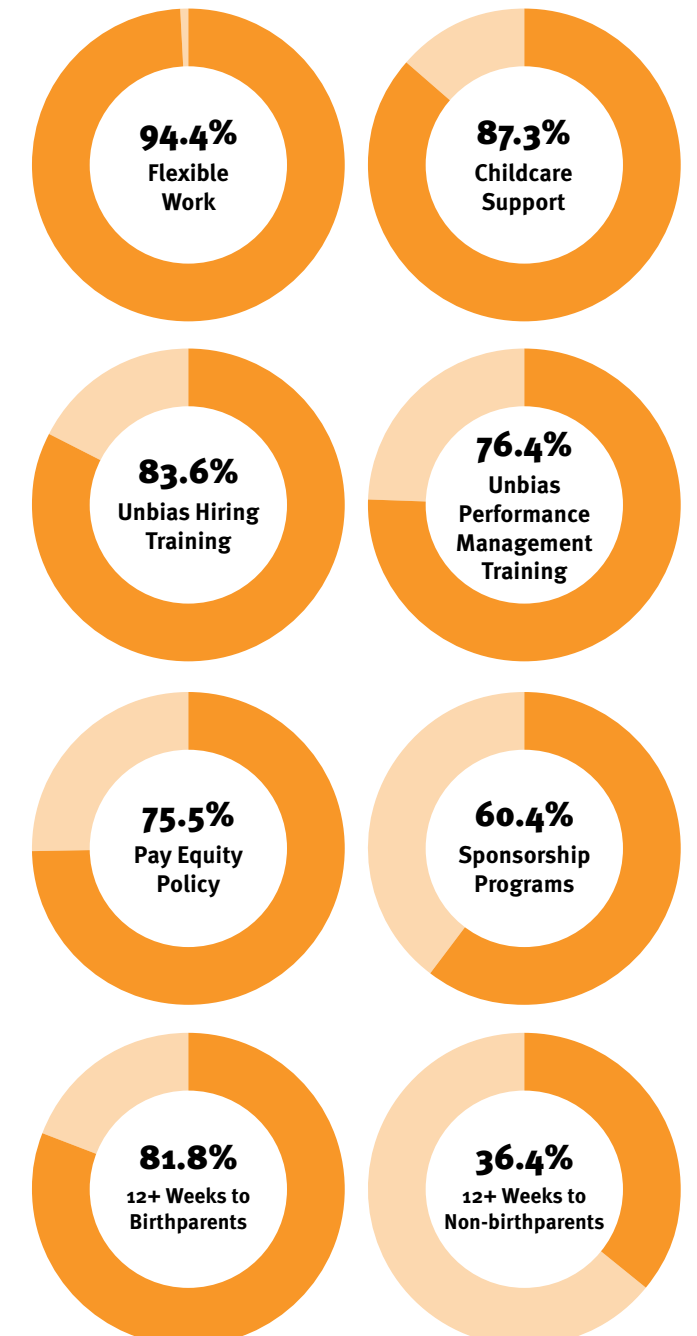


ADVANCEMENT

16.9% Women promoted

15.7% Men promoted

Percent of companies providing the following to technologists



About Top Companies

Top Companies for Women Technologists is the only benchmarking program that specifically evaluates the technical workforce and awards companies that are making the most progress toward intersectional gender equity.

Top Companies for Women Technologists is a national program from AnitaB.org that identifies key trends around the equity of women technologists in the workforce. Launched in 2011, the program helps organizations discover areas where they can improve and signals a commitment to diversity, equity, and inclusion that women look for in an employer. This report contains the findings for data collected from participating companies for the period of January 1, 2020, through December 31, 2020. At a time when women, particularly women of color, 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.

In 2021, Top Companies measured the U.S. technical workforces of **56 companies**

552,751

Technologists

141,038

**Women
Technologists**

79,163

**Women of Color
Technologists**

Segmentation by technical workforce size allows AnitaB.org to examine the role that tech workforce size plays in creating structural equity.



**Small
Technical Workforce**
< 1,000
13 companies



**Medium
Technical Workforce**
1,000-10,000
29 companies



**Large
Technical Workforce**
> 10,000
14 companies

[View Top Companies 2021: Dare to Explore](#) dashboard to see data broken down by tech workforce size.



2021 Top Companies Winners, Leaders & Participants

Top Companies Winners were the top scorers in their technical workforce size categories, and Leaders scored in the top 25th percentile. [Click here](#) for a detailed description of the scoring algorithm.

Companies are listed in alphabetical order.



Small Technical Workforce < 1,000

Winner
Dev Technology Group

Leaders
HP Inc.
Morningstar Inc.

Participants
Couchbase
iCIMS
Jamf
Neustar
Odessa
Quora
Schrödinger
Squarespace
The D. E. Shaw Group
Yelp



Medium Technical Workforce 1,000-10,000

Winner
The New York Times Company

Leaders
Airbnb
Experian
Lilly
New York Life
PwC
Target
UKG (Ultimate Kronos Group)

Participants
American Express Company
Argonne National Laboratory
Blackbaud, Inc.
Citrix
Electronic Arts
Goldman Sachs & Co. LLC
Kohl's
Morgan Stanley
Nationwide Mutual Insurance Company
Northwestern Mutual
Pacific Northwest National Laboratory
Pure Storage
Red Hat
ServiceNow
Slalom, LLC
Snap Inc.
USAA
Vanguard
Varian
Wayfair
Zillow

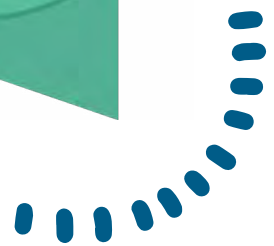


Large Technical Workforce > 10,000

Winner
ADP

Leaders
Accenture
Citigroup, Inc
Wells Fargo & Company

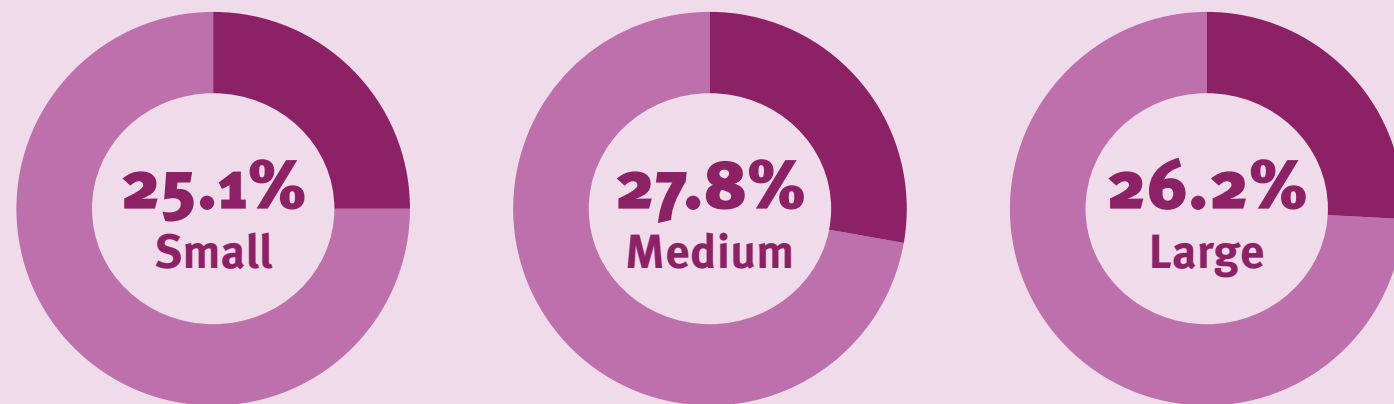
Participants
Amazon
Bank of America
Capital One
Cisco
Dell Technologies
IBM Corporation
Intel Corporation
Northrop Grumman
Qualcomm
Verizon



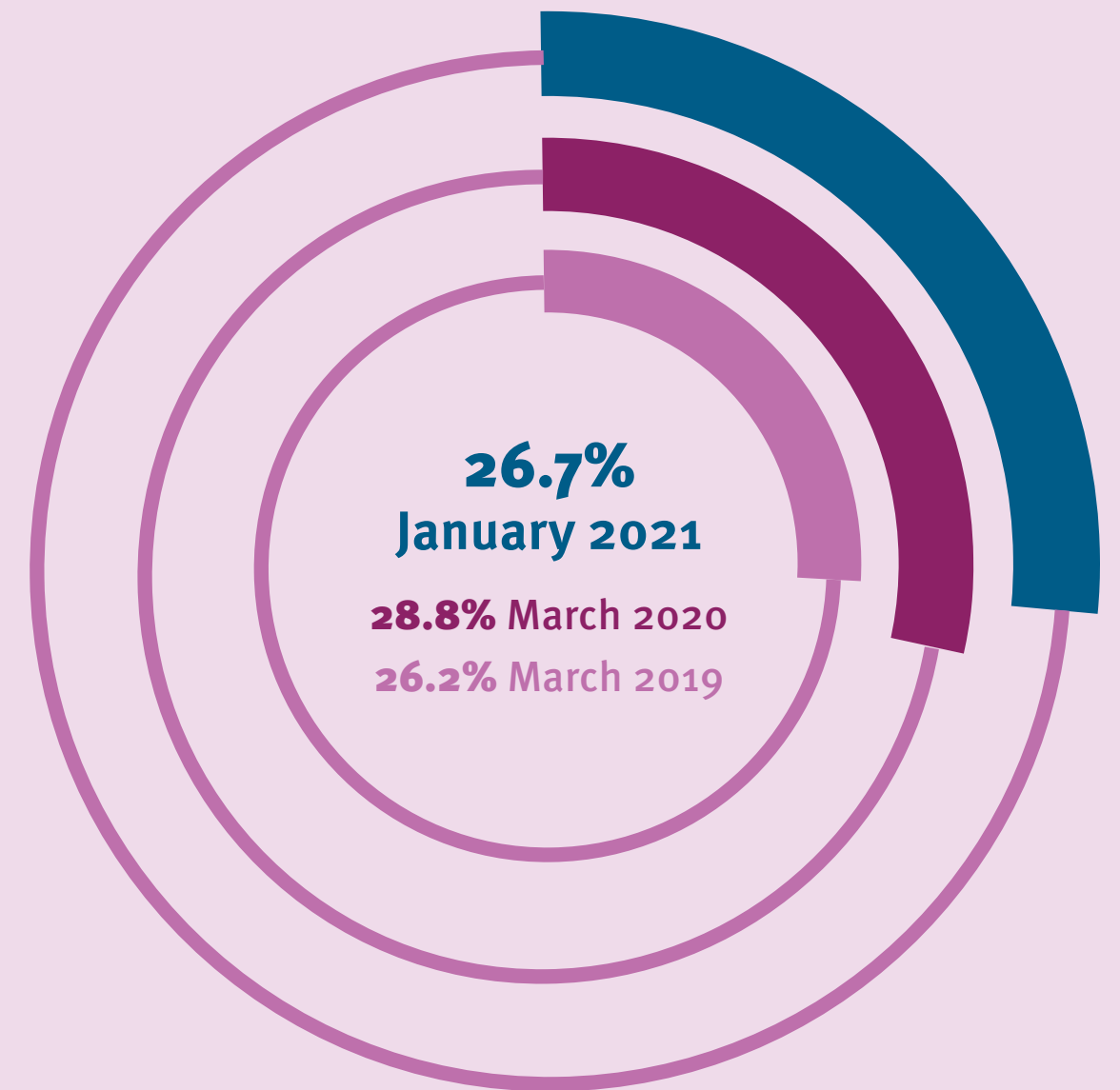
Decline in overall representation of women technologists

The total representation of technical women decreased by 2.1 percentage points from 2020 to 2021. Small workforces incurred the greatest losses, with a decrease of 5.1 percentage points. The overall decrease is explained mostly by chance, as the participating companies differ each year. Historically, Top Companies participants have had a higher representation of tech women than the overall industry. This year, the representation of tech women in participating companies was more consonant with the industry average of about 26%.

Tech women's representation by technical workforce size



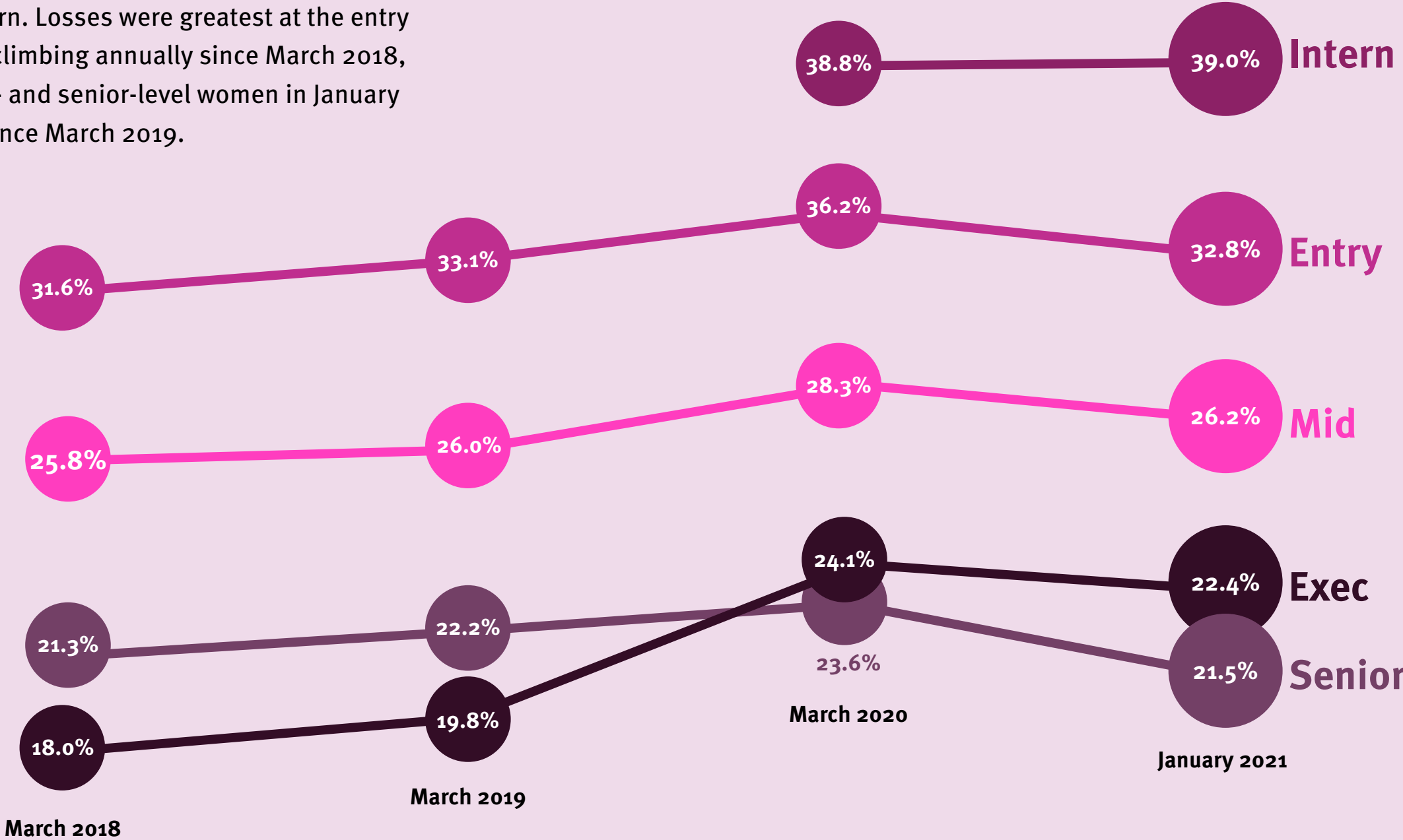
Technical women's representation



Data collection period: Previous Top Companies submissions collected data from March 1st of the previous year to March 31st of the current year. This year Top Companies shifted the collection period to the calendar year. Throughout the report, data labeled 2021 is as of January 1, 2021.

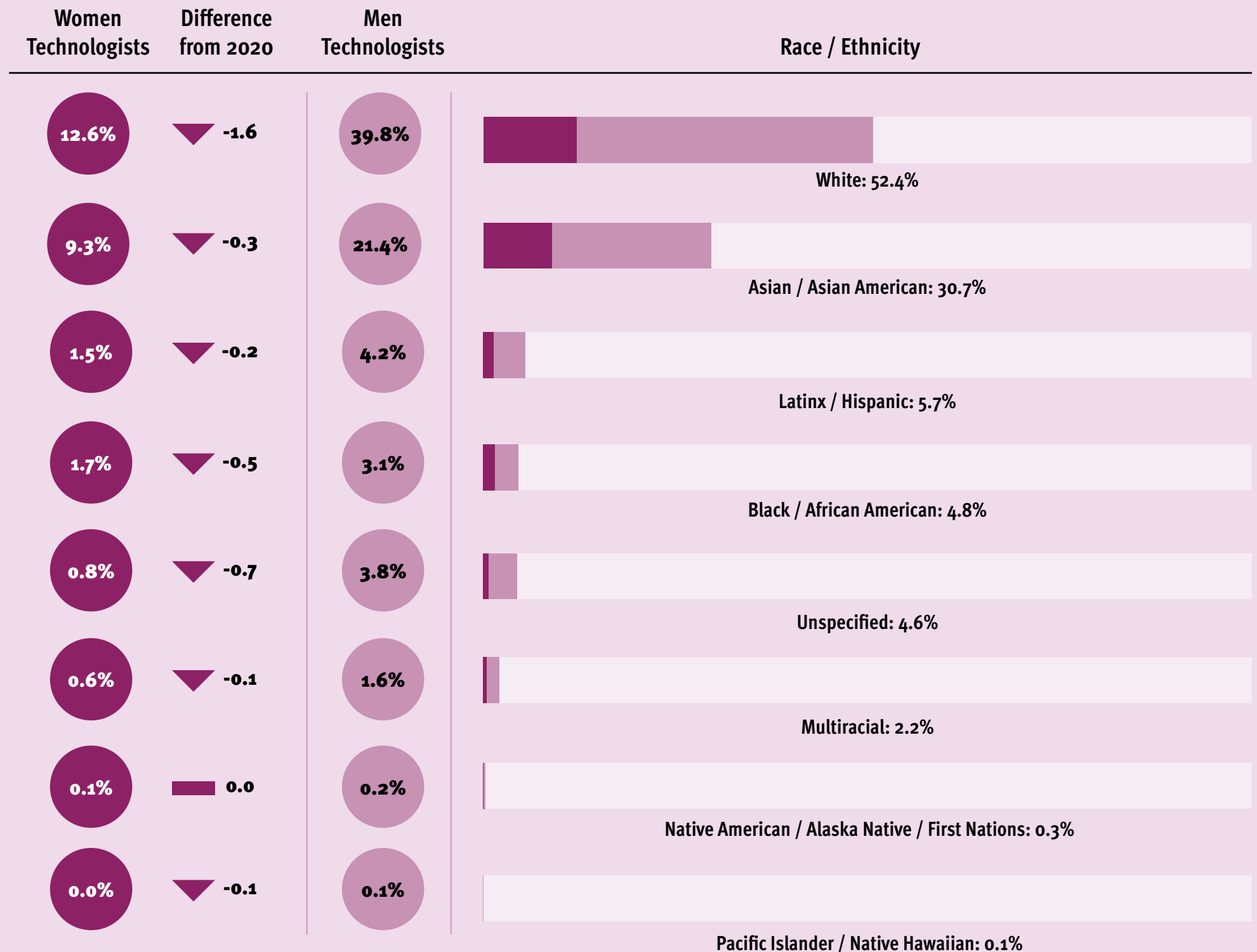
Decreased representation of technical women at most career levels

The representation of technical women decreased at all career levels except intern. Losses were greatest at the entry and senior levels; after climbing annually since March 2018, representation for entry- and senior-level women in January 2021 was at its lowest since March 2019.



Decreased representation of tech women in all racial/ethnic categories

Top Companies collected representation data for race and ethnicity from 54 companies. Racial diversity was examined across a group of 533,132 technologists. The representation of technical women decreased in all racial/ethnic groups except Native American. When considering all genders, White technologists' representation increased 2.2 points from 2020, while Black technologists' representation decreased by 0.7 points. Latinx and Asian representation saw slight increases, at 0.1 and 0.3 points respectively.



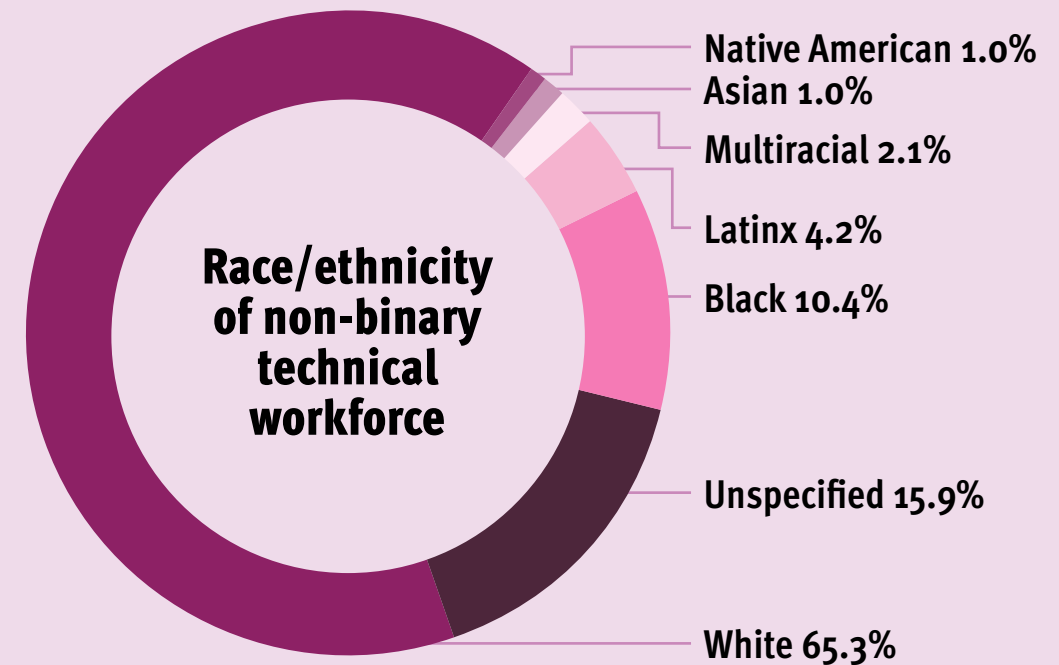
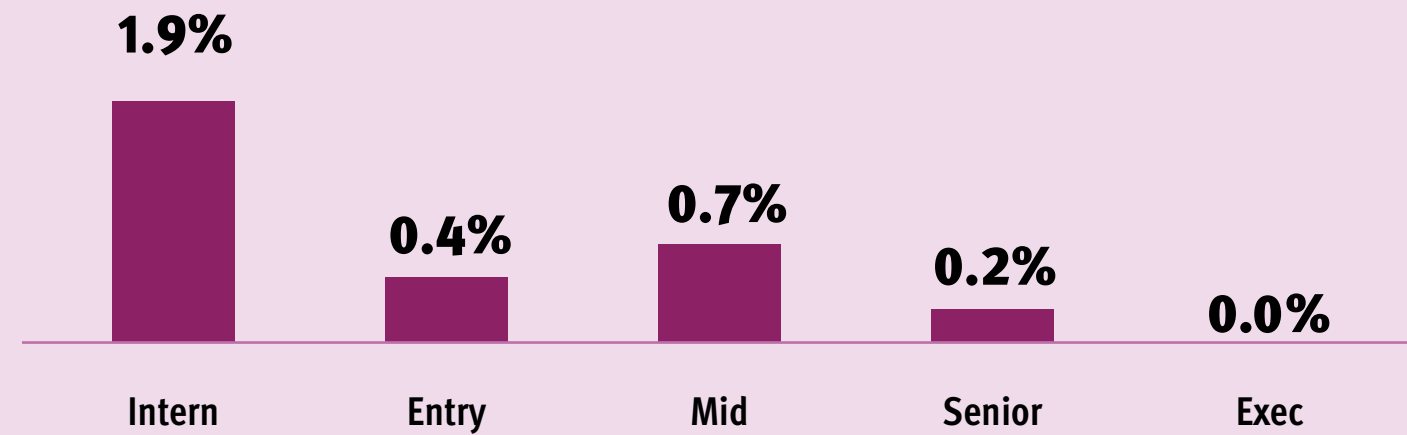
Note: Throughout this report, Black includes African American; Latinx includes people of Hispanic and Latin origins; Native American includes Alaskan Native and First Nations; Pacific Islander includes Native Hawaiian.

Fewer than 8% of companies report non-binary data for technical employees

This year only 4 companies provided data on non-binary employees. It is unclear whether other companies have no non-binary employees or are not collecting non-binary gender information. This lack of data is troubling because a recent study found that 1.2 million lesbian, gay, bisexual, transgender, queer, and questioning (LGBTQ) people in the United States identify as non-binary, amounting to about 11% of all LGBTQ adults.¹

CALL TO ACTION:
More companies must begin to provide non-binary gender options to employees.

Percent of tech career level that is non-binary



1. Wilson, B.D.M., & Meyer, I.H. (2021). Nonbinary LGBTQ Adults in the United States. Williams Institute. <https://williamsinstitute.law.ucla.edu/publications/nonbinary-lgbtq-adults-us/>

Dev Technology Group
Small Technical Workforce Winner

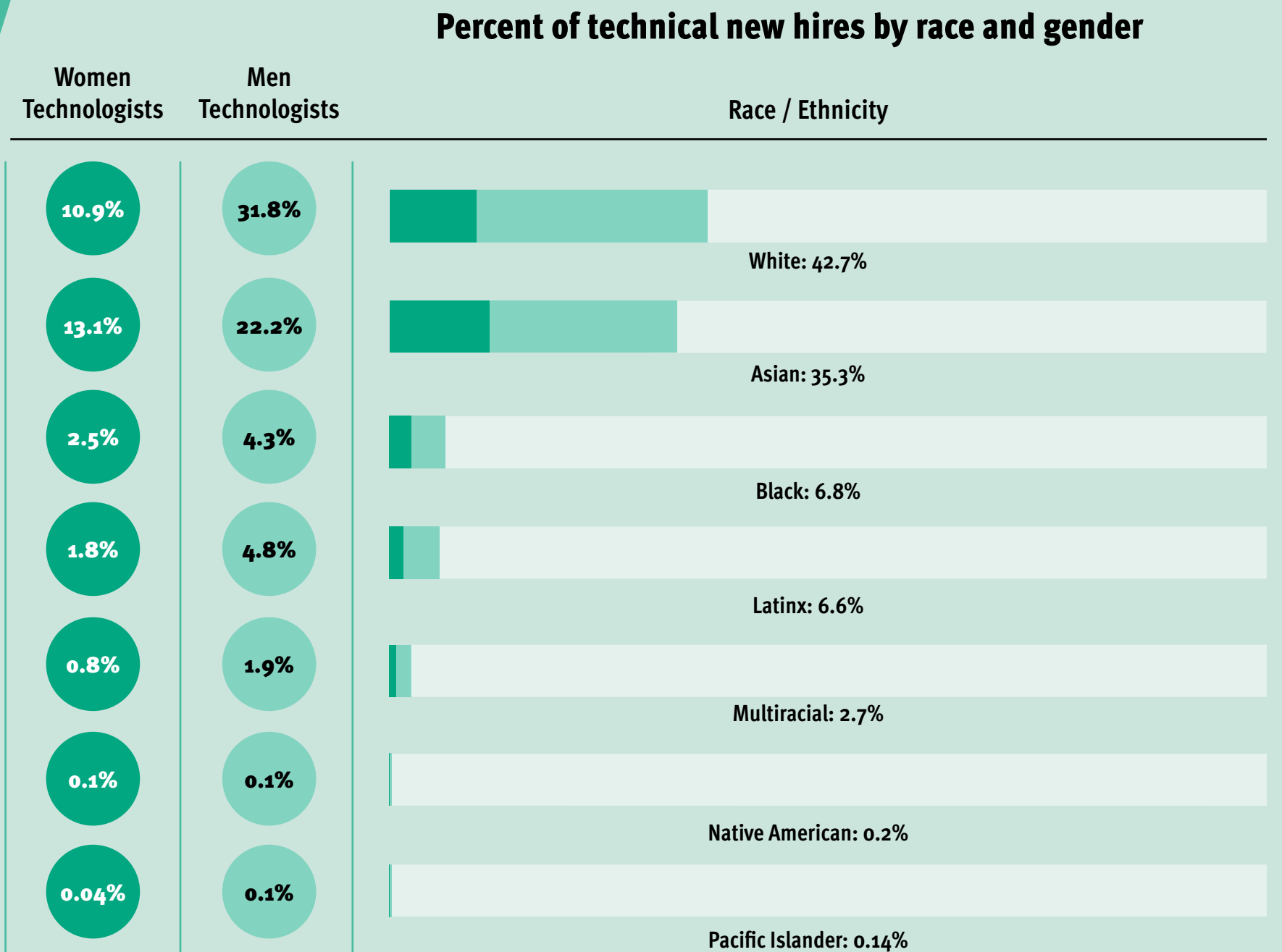
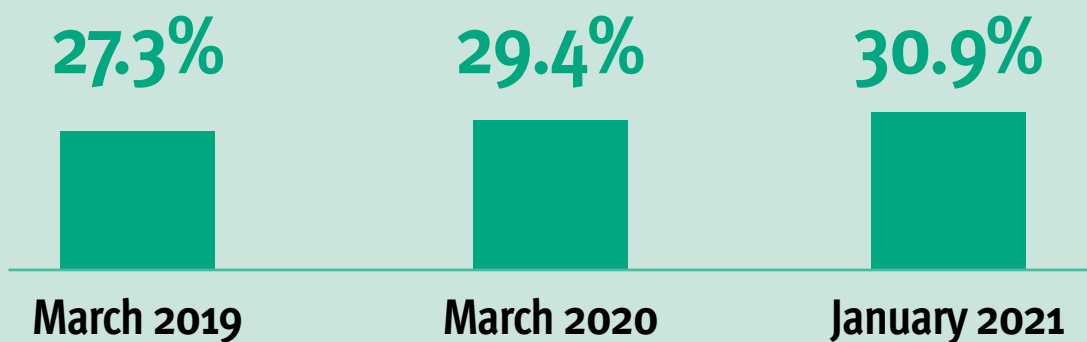
Dev Technology Group created and enhanced activities to support organizational community and allyship, as well as spearheaded conversations about anti-racism and inclusion in partnership with the A Long Talk Program to discuss relevant issues around systemic racism.

Greater percentage of new hires are women, but overall hiring decreases

Women’s representation in new hires increased this year, continuing a favorable trend of the last five years. However, many companies instituted hiring freezes for portions of 2020, causing an overall decrease in tech new hires. Because hiring is the primary driver of increasing diversity, decreased overall hiring resulted in 18.2% fewer tech women brought into organizations this year.

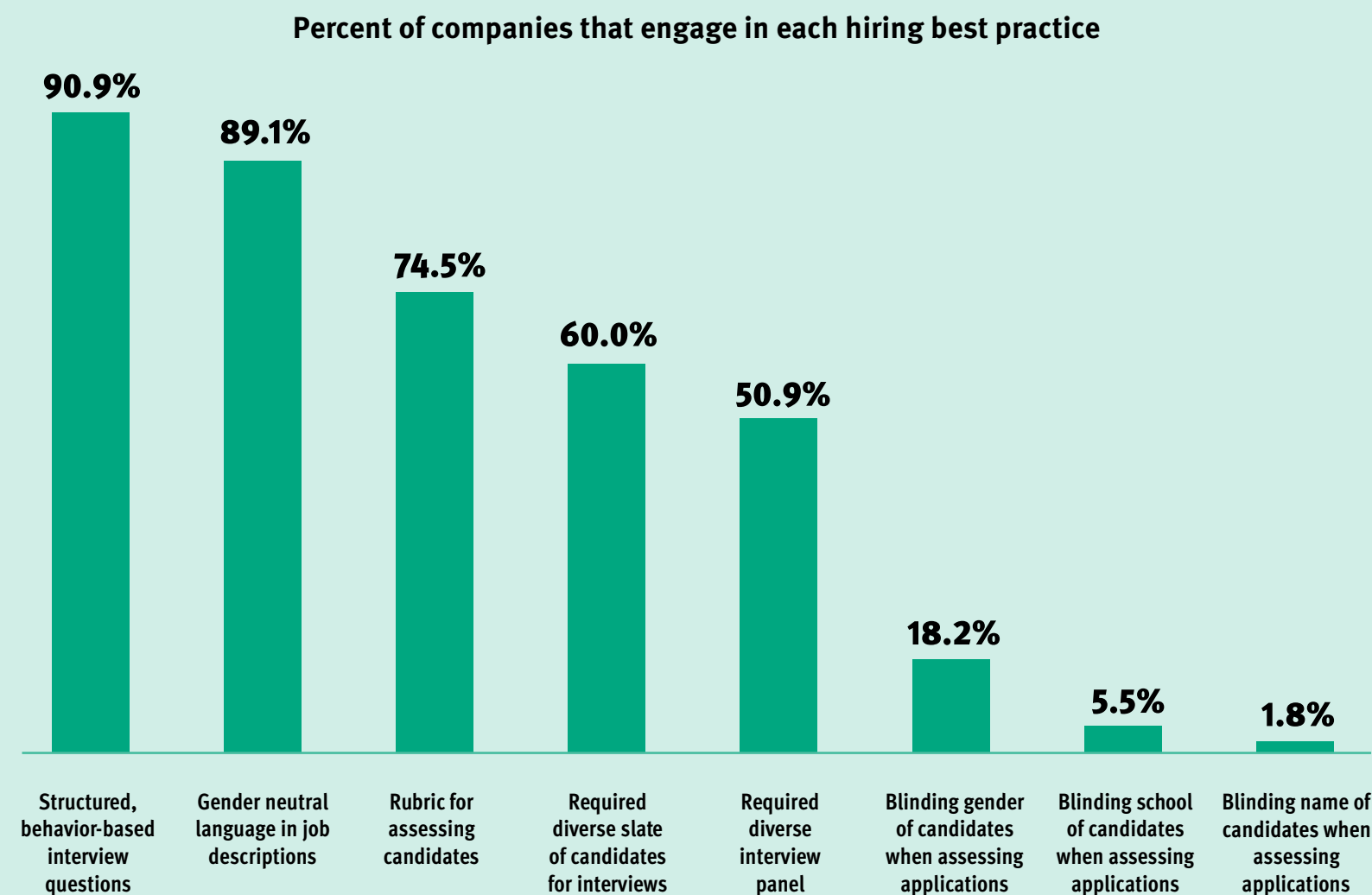
Prior to COVID-19, 20% of the technical workforce were new hires. By January 2021, overall technical hiring dropped to 14%.

Percent of tech new hires that are women



Companies that implement hiring best practices have significantly higher representation of Black and Latinx women

92.7% of companies have a formal policy that aims to eliminate gender bias in hiring. However, an abundance of research demonstrates that, unless companies take steps to assess candidates based on decomposed, structured judgments rather than heuristic judgments, new hires will inevitably replicate the status quo of a company.² This year Top Companies introduced new questions to understand what steps companies are taking to unbias their hiring processes.

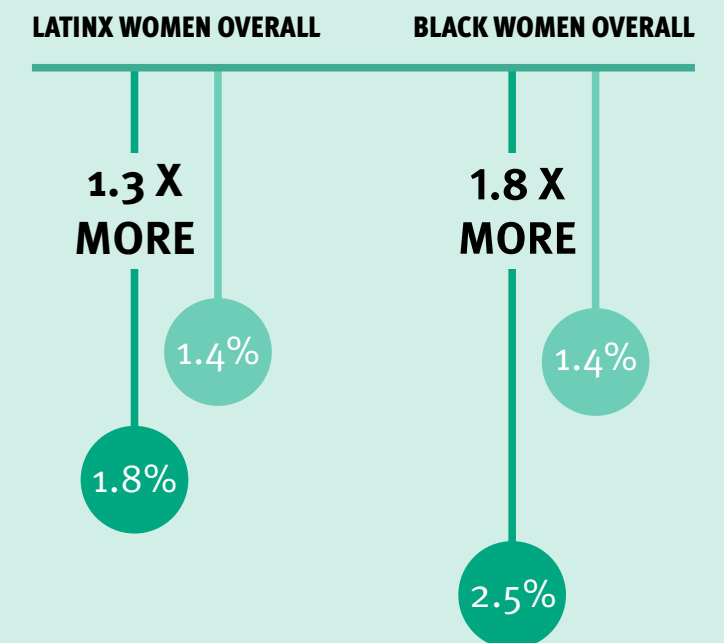


Only 32.7% of companies implement all 4 of the following best practices:

- Structured, behavior-based interview questions
- Rubric for assessing candidates
- Required diverse slate of candidates for interviews
- Required diverse interview panel

Significant differences in representation of tech women

■ Implement all 4 best practices
■ Do not implement all 4 best practices



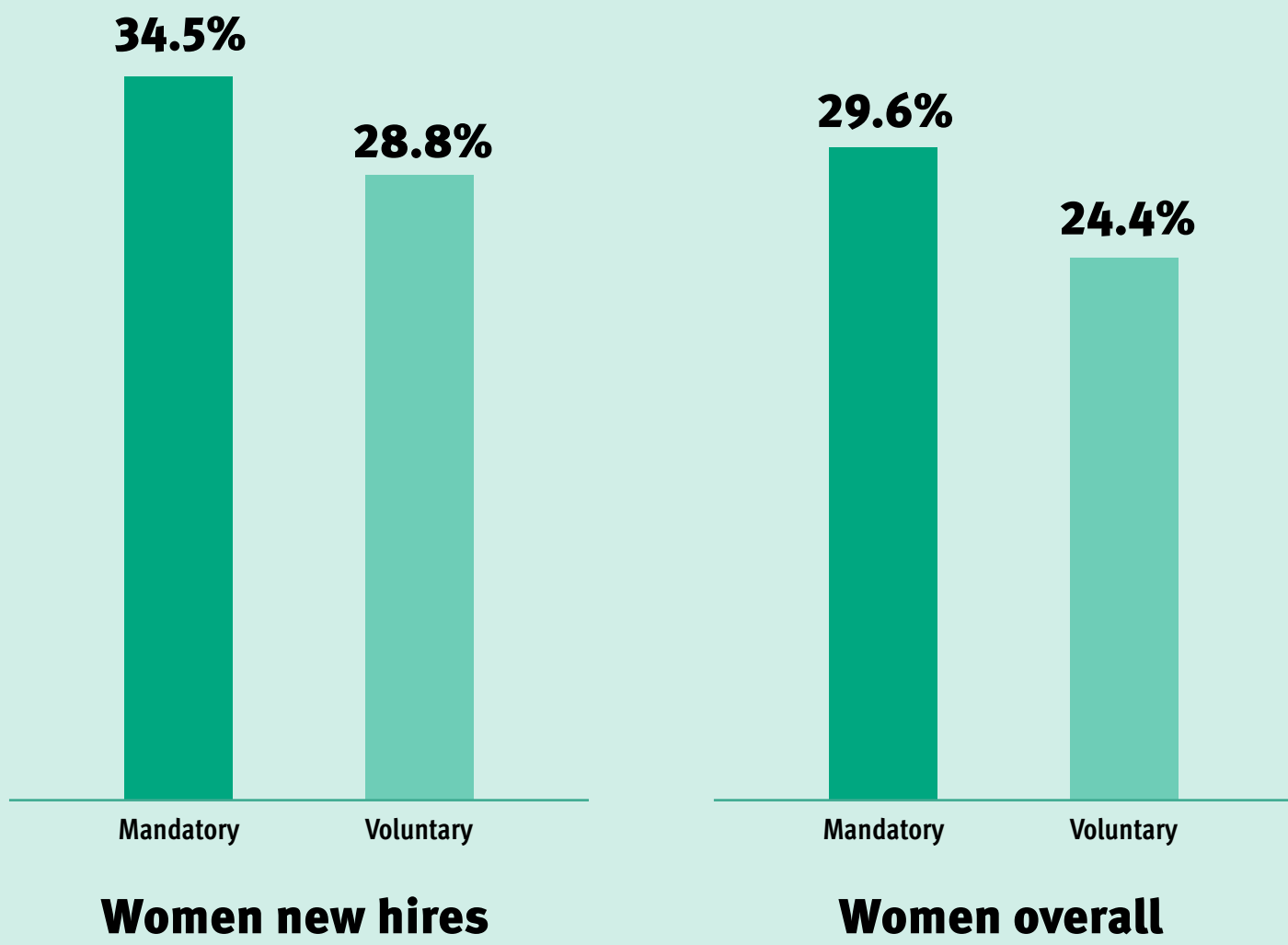
2. Kahneman, D. (2011). *Thinking, fast and slow*. London: Allen Lane.

Mandatory training on unbiasing the hiring process is linked with increased hiring of women technologists

Of the 80% of companies that offered formal unbiasing training to hiring managers, only 43.2% made this training mandatory. Mandatory training on unbiasing the hiring process positively predicts percentage of Black women new hires, and it is linked with significantly higher representation of tech women new hires and tech women overall.

Companies with mandatory trainings on unbiasing the hiring process have 1.2x more tech women new hires and tech women overall.

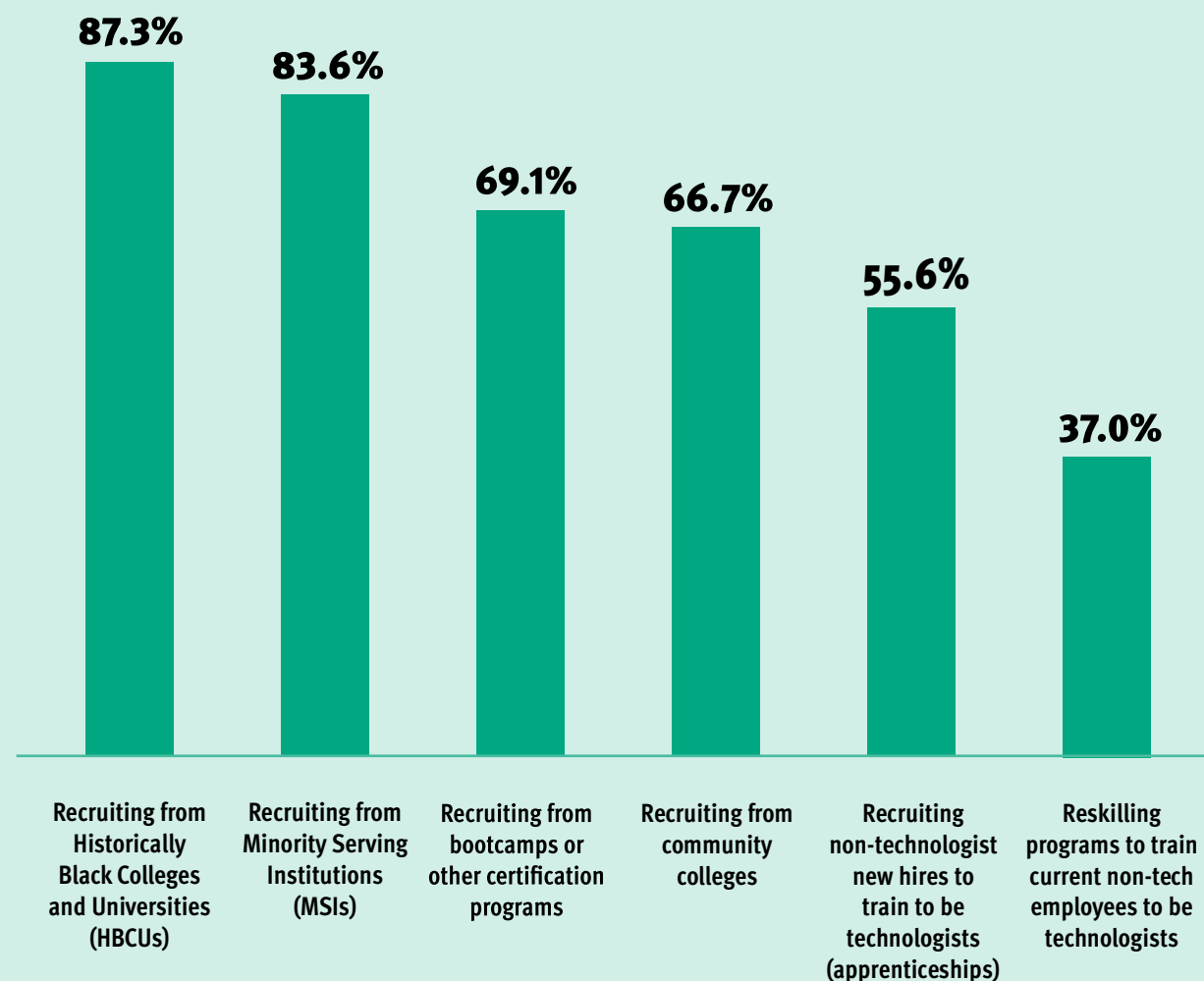
Significant differences in representation of tech women



Companies are taking multiple steps to increase the technical talent pool

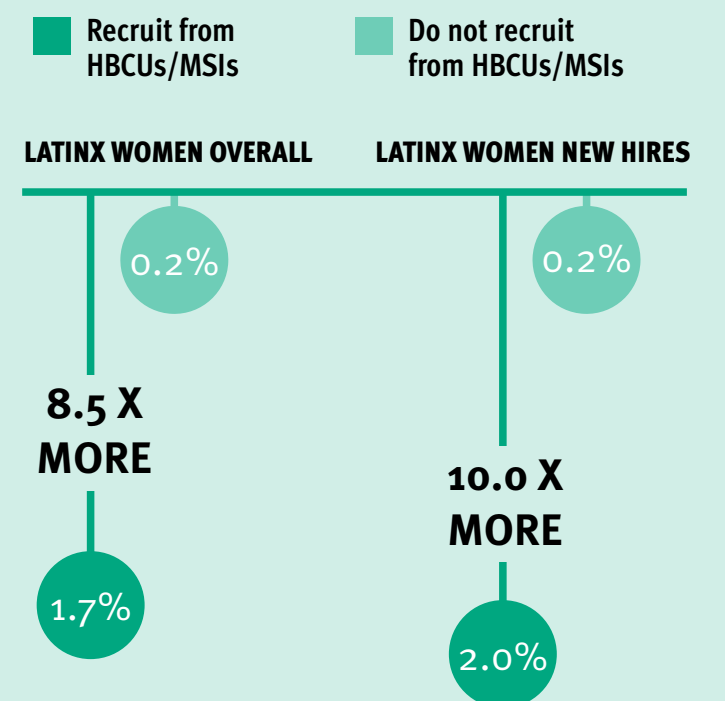
In order to increase the diversity of new hires, companies must also take steps to increase the diversity of the applicant pool. To do this, more companies have broadened their recruitment scope to include colleges that were previously excluded from targeted hiring, as well as pathways outside traditional 4-year schools.

Percent of companies that engage in each best practice to increase the tech talent pool



89.1% of companies recruit from HBCUs and/or MSIs.

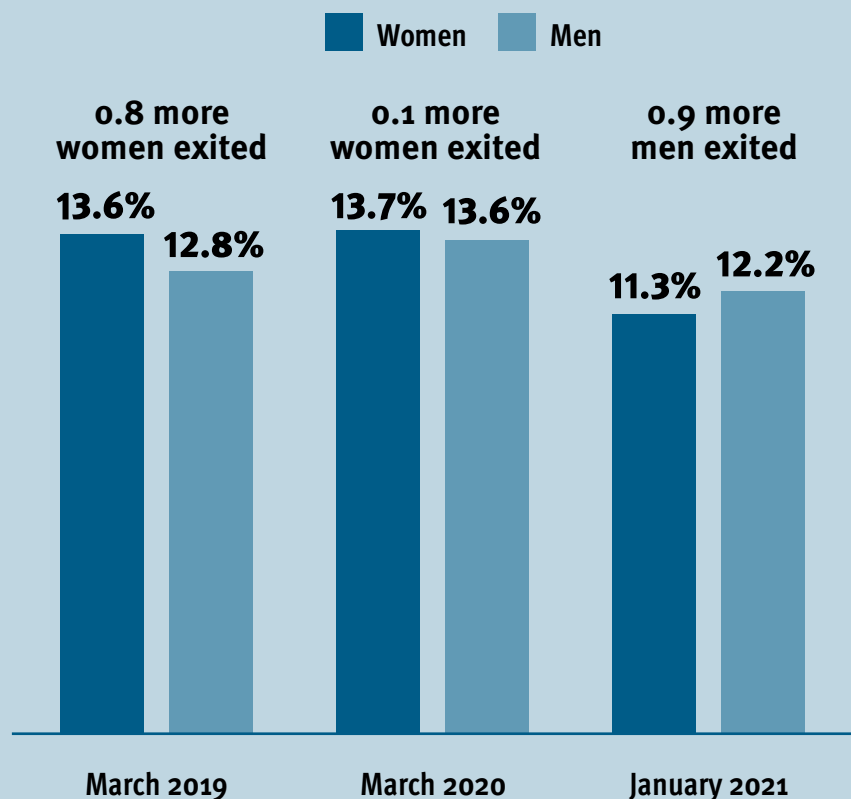
Significant differences in representation of tech women



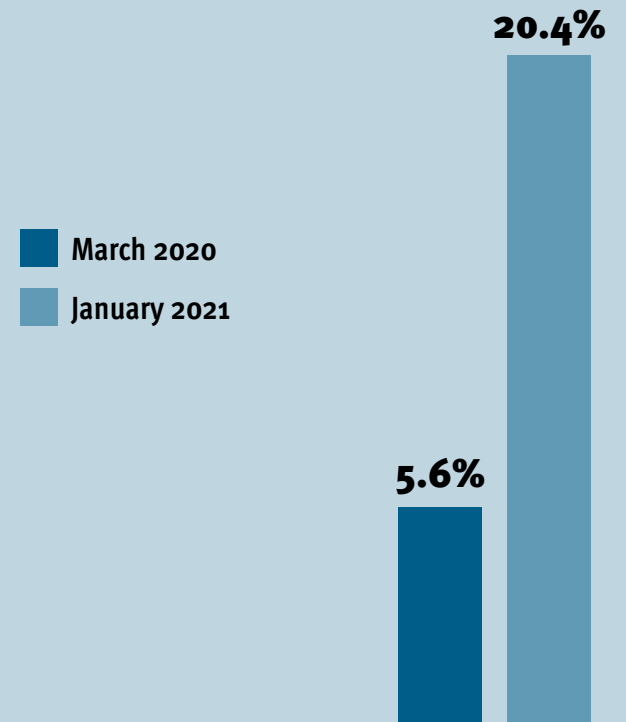
Women technologists stayed put in 2020

Overall retention of the tech force increased by 8.4% from March 2020 to January 2021, with this increase being far greater for women. Although voluntary and involuntary attrition were not measured separately this year, many companies anecdotally reported that their voluntary attrition greatly decreased in response to COVID-19. With a sinking economy and growing uncertainty about the future of major industries, as well as increased emotional, psychological, and domestic demands from living during a pandemic, it is unsurprising that many employees chose to remain at their current jobs. Prior to the outbreak of COVID-19, only 5.6% of companies reported a very low attrition rate of below 5% for technologists. By 2021, that number had grown to 20.4% of companies reporting this low total attrition rate. In contrast, a few companies experienced layoffs and reported attrition rates of greater than 20%, with men accounting for a large percentage of this attrition. The decreased overall attrition rate, plus disproportionate attrition rates of men at companies that experienced layoffs, resulted in the largest retention difference ever measured by Top Companies in favor of retaining women.

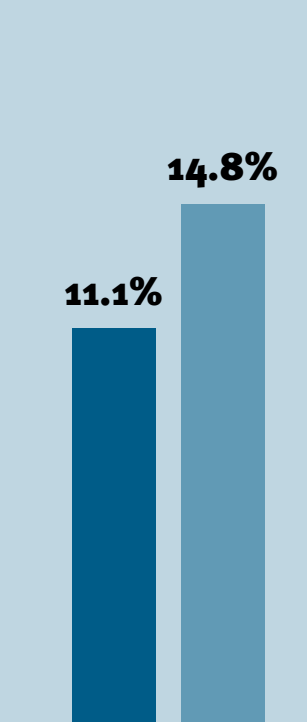
Percent of technologists who exited their companies



Percent of companies where fewer than 5% of tech employees exited



Percent of companies where more than 20% of tech employees exited



Men of color are leaving at higher rates than other groups

12.2% of technical men left their companies between March 2020 and January 2021. The highest attrition rates were from Black, Latinx, and Asian men. Women of all races/ethnicities had lower attrition rates than their male counterparts in that racial group, and only Black women had an attrition rate higher than the average men's attrition rate.

Policies and programs that positively predict retention for men of color

BLACK MEN RETENTION

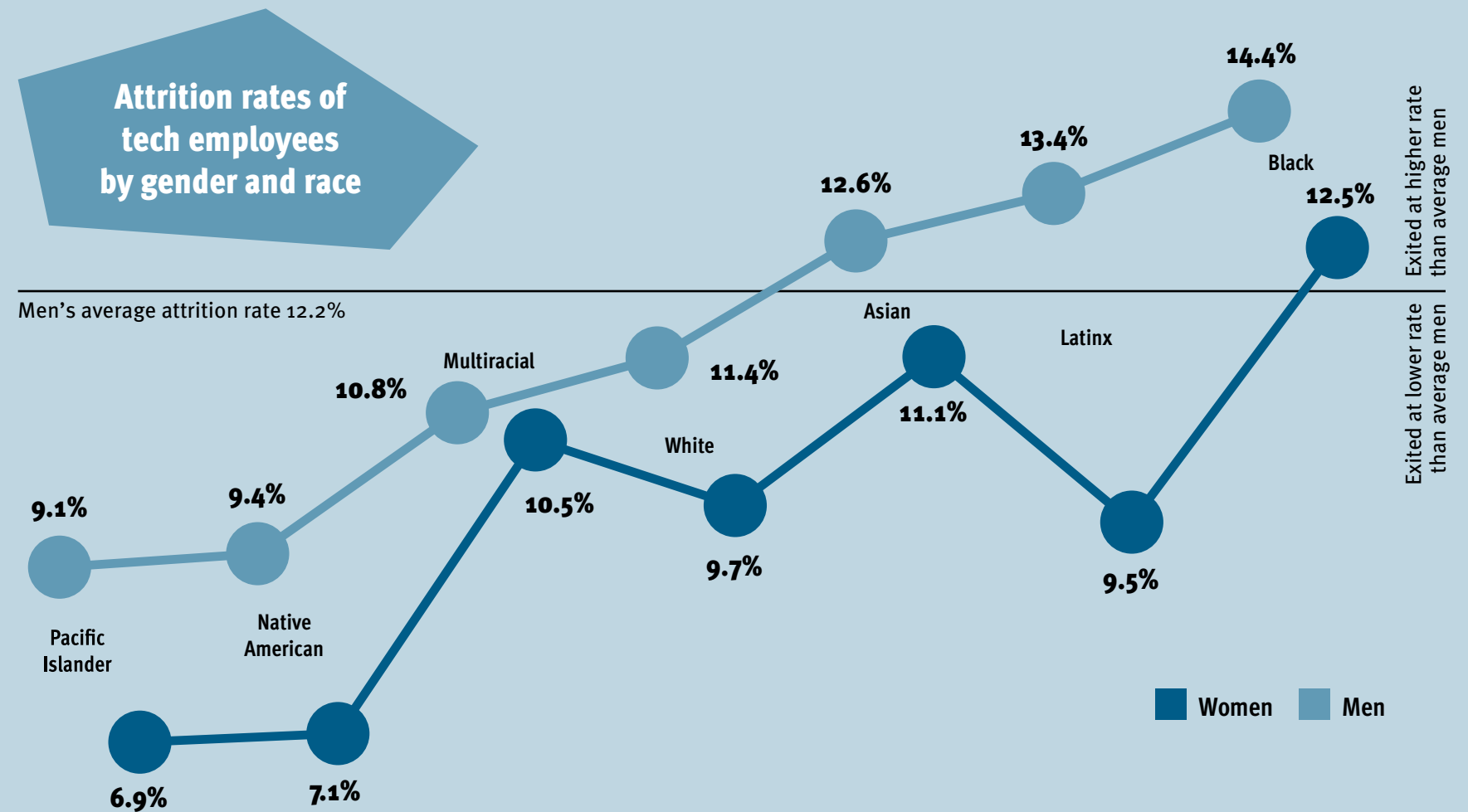
- Hiring managers formally trained on unbiasing hiring process
- Promote flex work in job descriptions
- Offer training on antiracism
- Formal career sponsorship program

LATINX MEN RETENTION

- Weeks of non-birth parent leave
- Offer training on creating psychologically safe teams
- Have an executive or C-suite level DEI employee

ASIAN MEN RETENTION

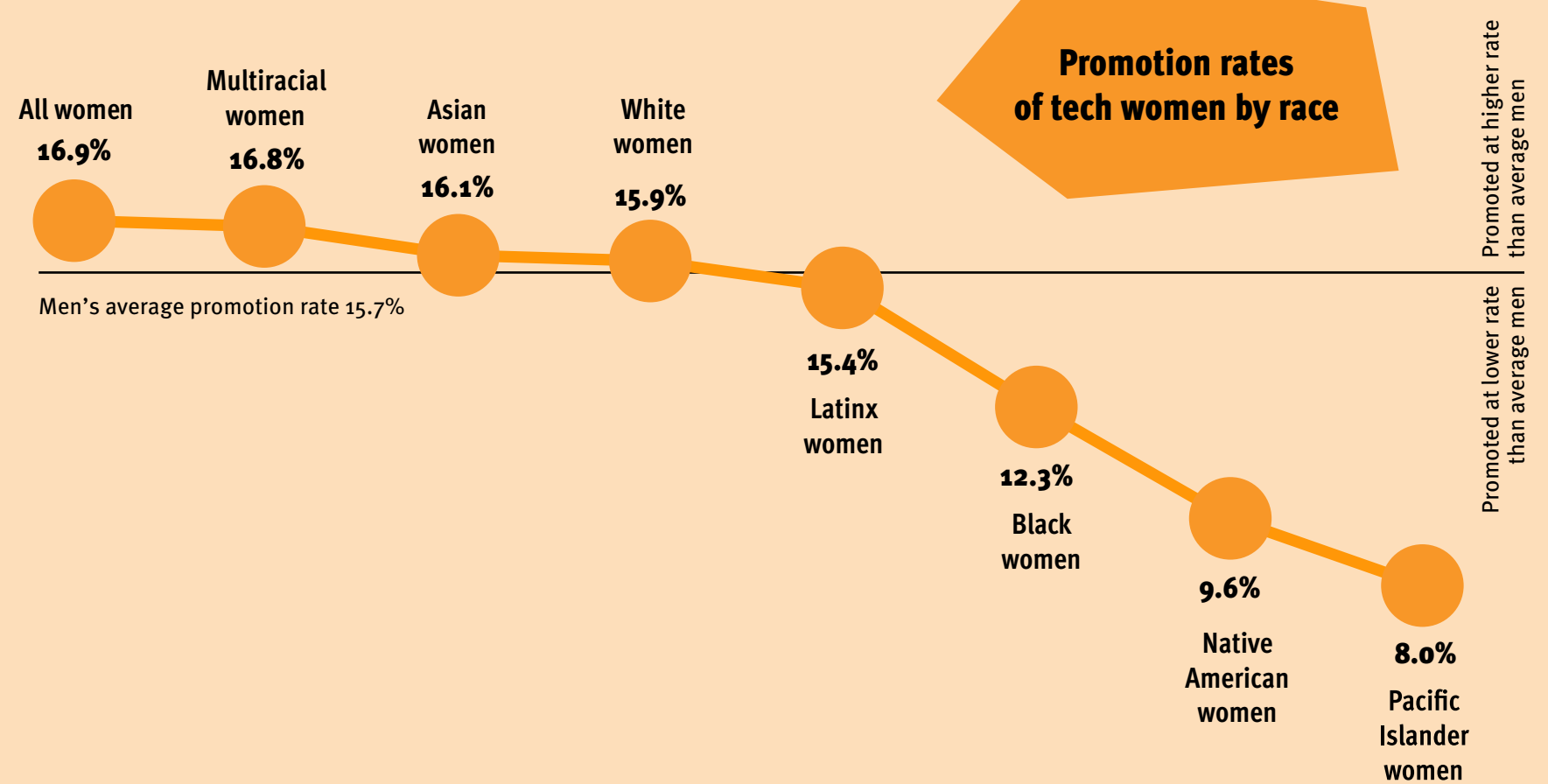
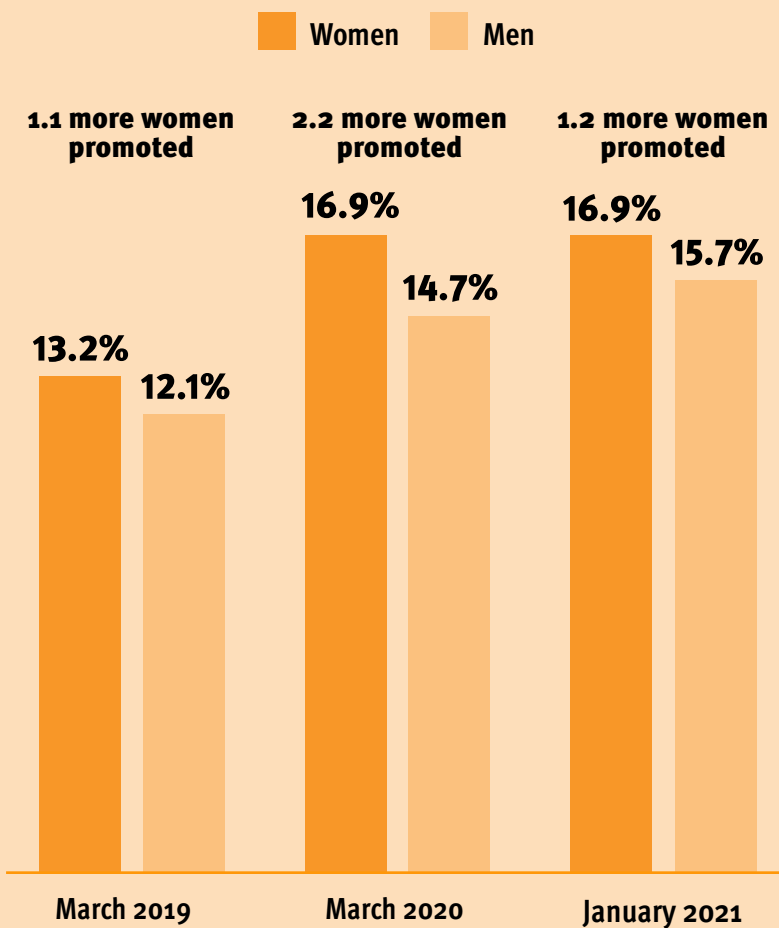
- Offer training on examining Whiteness
- Allow ERGs to have input on policies & programs



Women’s advancement stagnates, especially for women of color

For the last several years, tech women have been promoted at higher rates than men. While this positive trend remained true this year, the difference in promotion rates narrowed—men’s promotion rates increased relative to women’s. Companies must promote women, especially women of color, at higher rates than men to achieve representation parity in management and leadership positions.

Percent of technologists who were promoted

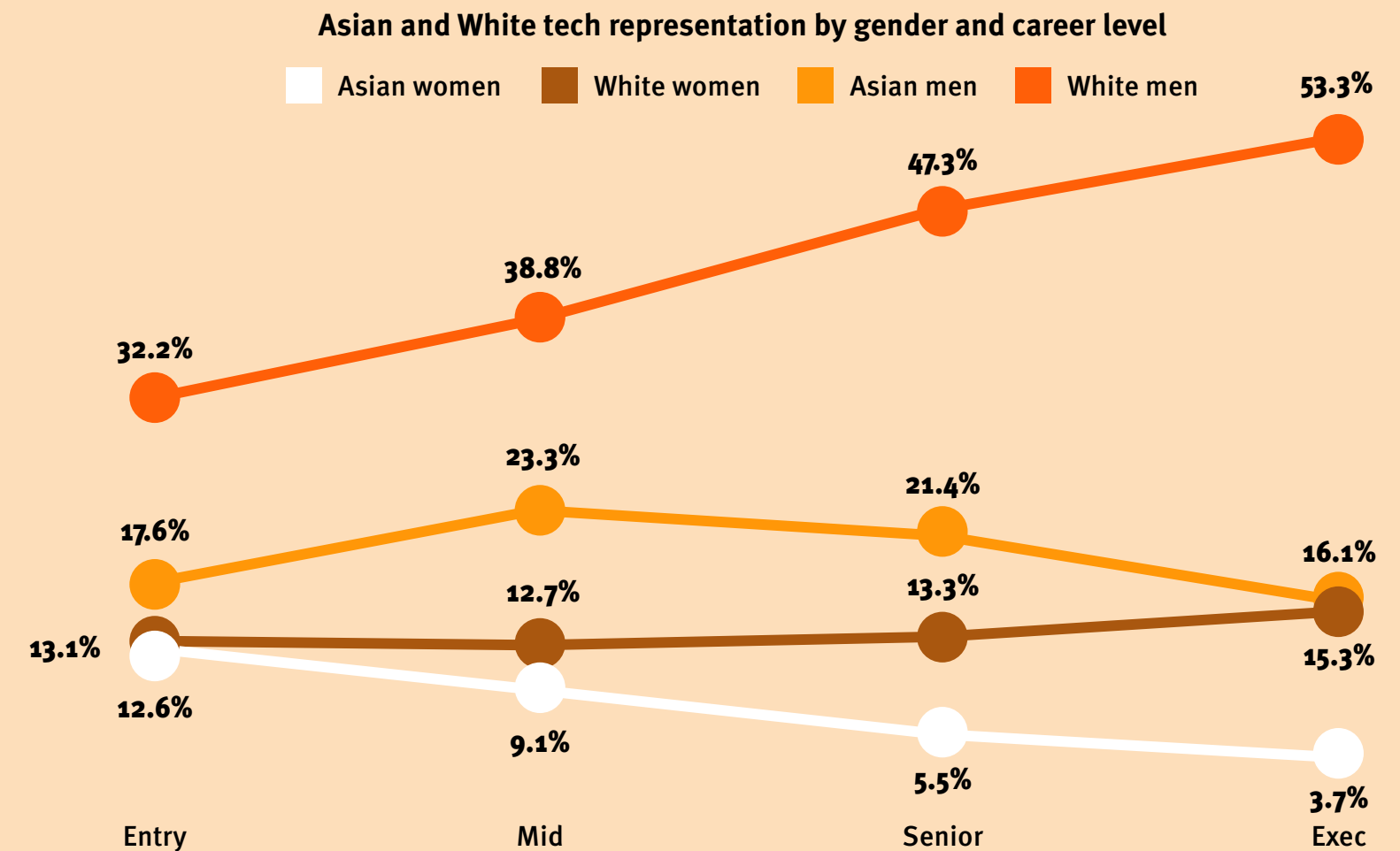


Asian tech women's representation decreases by 71% from entry to exec level

While Asian women and White women are similarly represented in technical entry level positions, Asian women's representation declines at all other levels. Asian men's representation peaks at mid-level and then declines sharply. Of all racial/ethnic groups, only White men and women have greater representation at executive level than at entry level. These findings accord with broader research that Asian employees are excluded from leadership.³ The often-cited pipeline problem is not the sole explanation for lack of diversity in leadership; systemic factors favoring White employees are strongly at play.

Representation declines after entry level for historically excluded technologists of color.

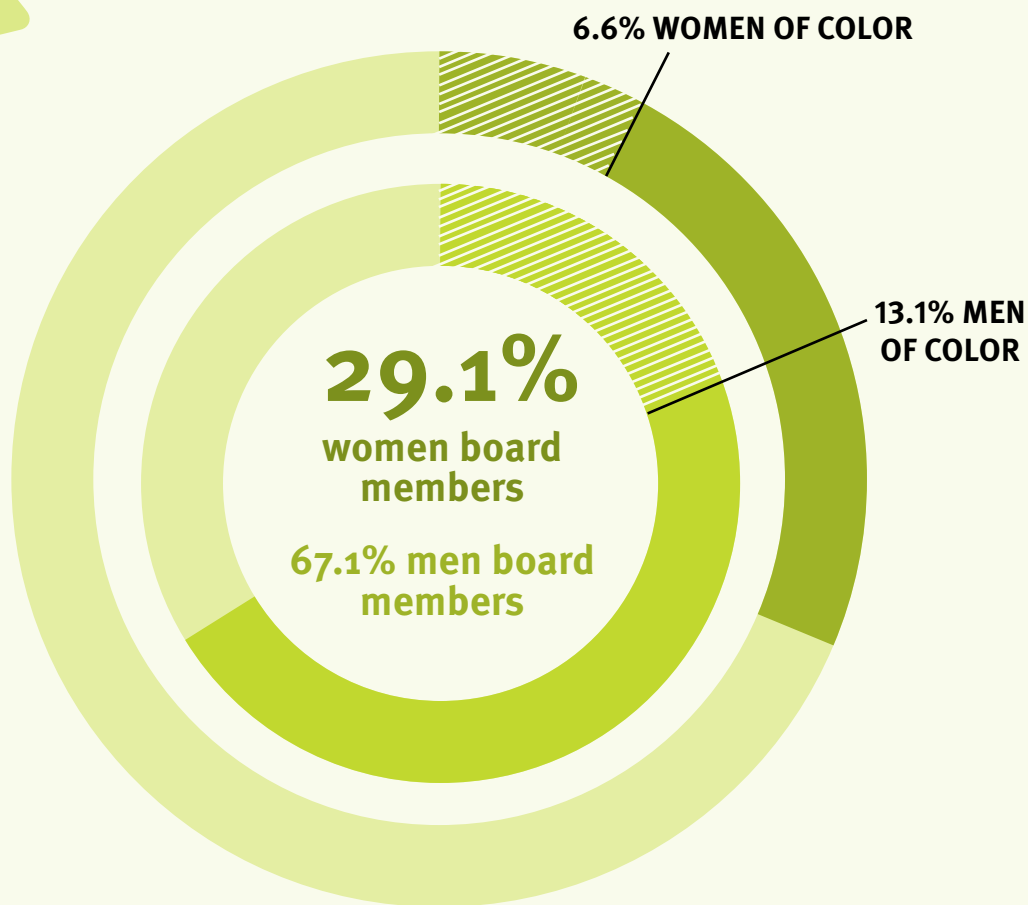
Representation of tech men				Representation of tech women				
Entry	Mid	Senior	Exec		Entry	Mid	Senior	Exec
4.7%	2.8%	1.8%	1.3%	Black	2.8%	1.6%	0.8%	1.4%
7.7%	3.9%	3.2%	2.1%	Latinx	2.3%	1.4%	1.0%	0.8%
0.2%	0.2%	0.2%	0.1%	Native American	0.1%	0.1%	0.1%	0.1%
0.1%	0.1%	0.1%	0.03%	Pacific Islander	0.04%	0.04%	0.02%	0.01%



3. Gee, B., & Peck, D. (2018, May 31). Asian Americans are the least likely group in the U.S. to be promoted to management. *Harvard Business Review*. <https://hbr.org/2018/05/asian-americans-are-the-least-likely-group-in-the-u-s-to-be-promoted-to-management>

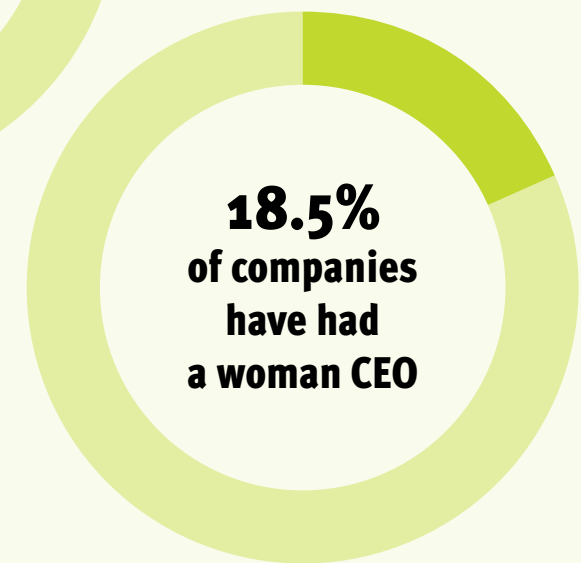
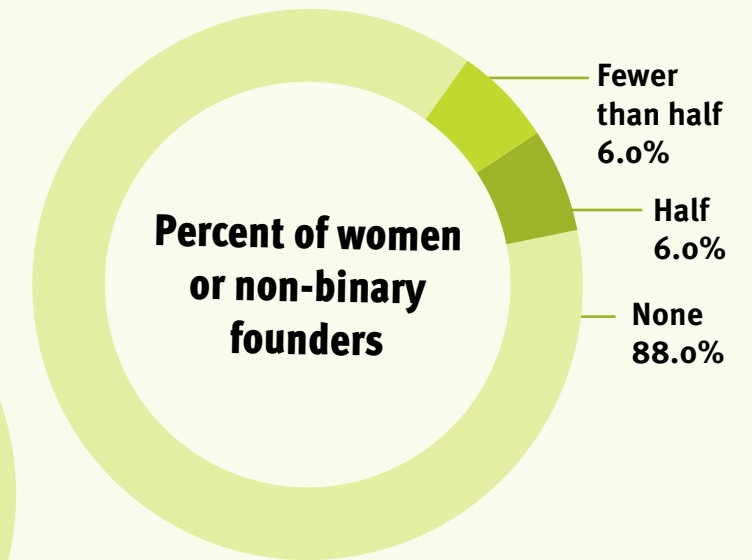
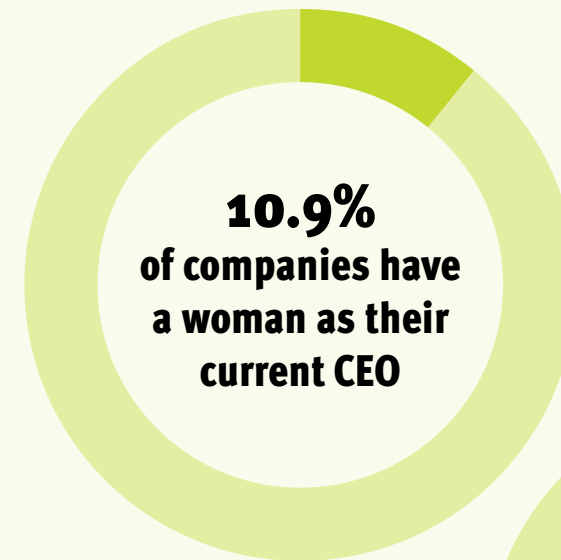
Less gender diversity but more racial diversity on boards of directors

Women’s representation on boards decreased 1.5 points between March 2020 and January 2021, while women of color and men of color each saw 0.8 point increases in representation. This increase in racial diversity is largely driven by a 0.7 point increase in Black representation.



WHITE	67.3%
BLACK	8.6%
ASIAN	5.8%
LATINX	4.2%
MULTIRACIAL	1.0%
PACIFIC ISLANDER	0.2%

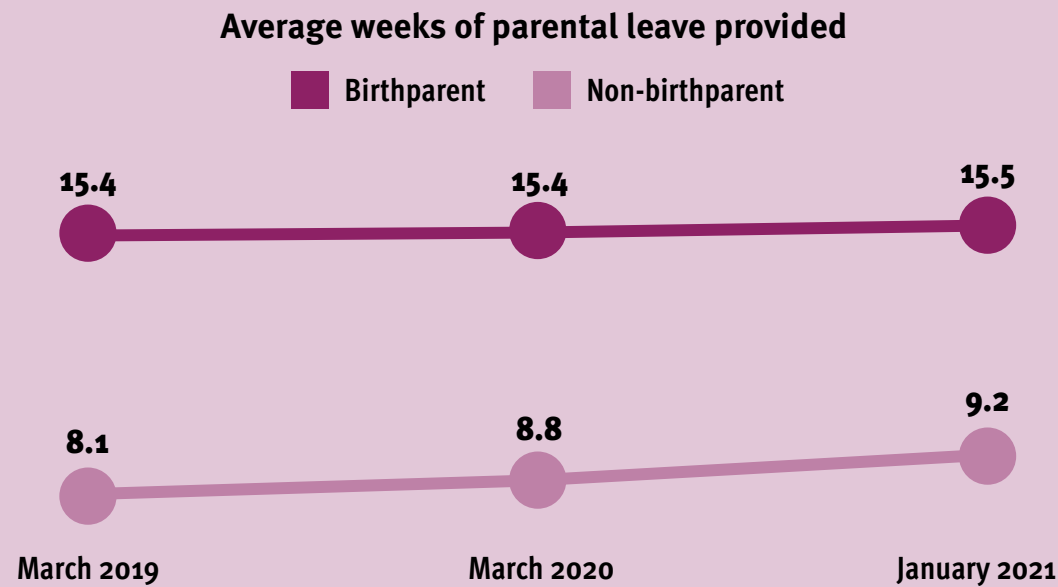
No board of directors included Native American or non-binary individuals. 12.9% were unspecified race and 3.8% were unspecified gender.



Only 23.6% percent of companies are encouraging shared domestic labor

Research has demonstrated that women who work outside the home also shoulder more of the domestic and childcare labor in the home, creating a “second shift” for women.⁴ Although it has been long established that companies attract and retain more women when they provide an environment mindful of this dual burden, the COVID-19 pandemic has made it impossible for organizations to ignore the competing domestic and work priorities affecting employees of all genders. While companies have no control over the division of labor in people’s private lives, they can promote the equitable sharing of domestic work by providing equal paid caregiving leave to all genders, a benefit that only 23.6% of companies currently provide.

Women receive almost twice as many weeks for parental leave as men.



81.8% of companies provide at least 12 weeks of full paid parental leave to birthparents.

Significant differences in representation of tech women



4. Bianchi, S. M., Sayer, L. C., Milkie, M. A., & Robinson, J. P. (2012). Housework: Who did, does or will do it, and how much does it matter? *Social forces*, 91(1), 55–63.

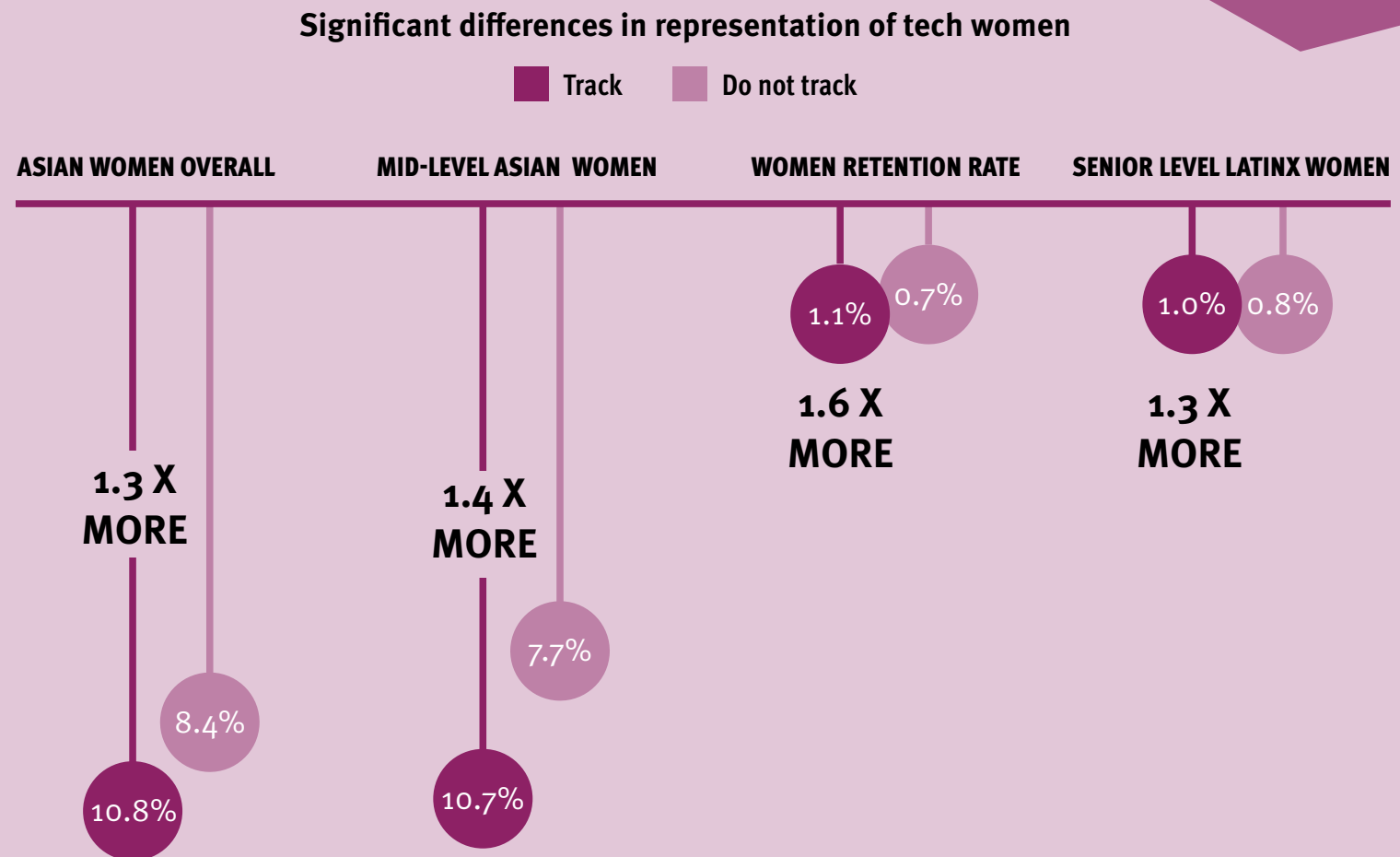
Caregiver leave is increasing, but only half of companies measure support for caregiving

It is not enough to provide adequate paid caregiver leave if employees feel there will be penalties for taking it. Companies can better understand if there is a culture of support for caregiving by measuring usage of parental leave by gender and collecting anonymous feedback from employees on their feelings of organizational support in using paid caregiver leave.

Measuring usage of parental leave by gender

When policies are utilized by women and not men, those policies will inevitably become stigmatized. Companies must routinely examine what groups are taking leave and for how long in order to identify potential differences in usage patterns.

51.9% of companies track the usage of paid parental leave by gender.



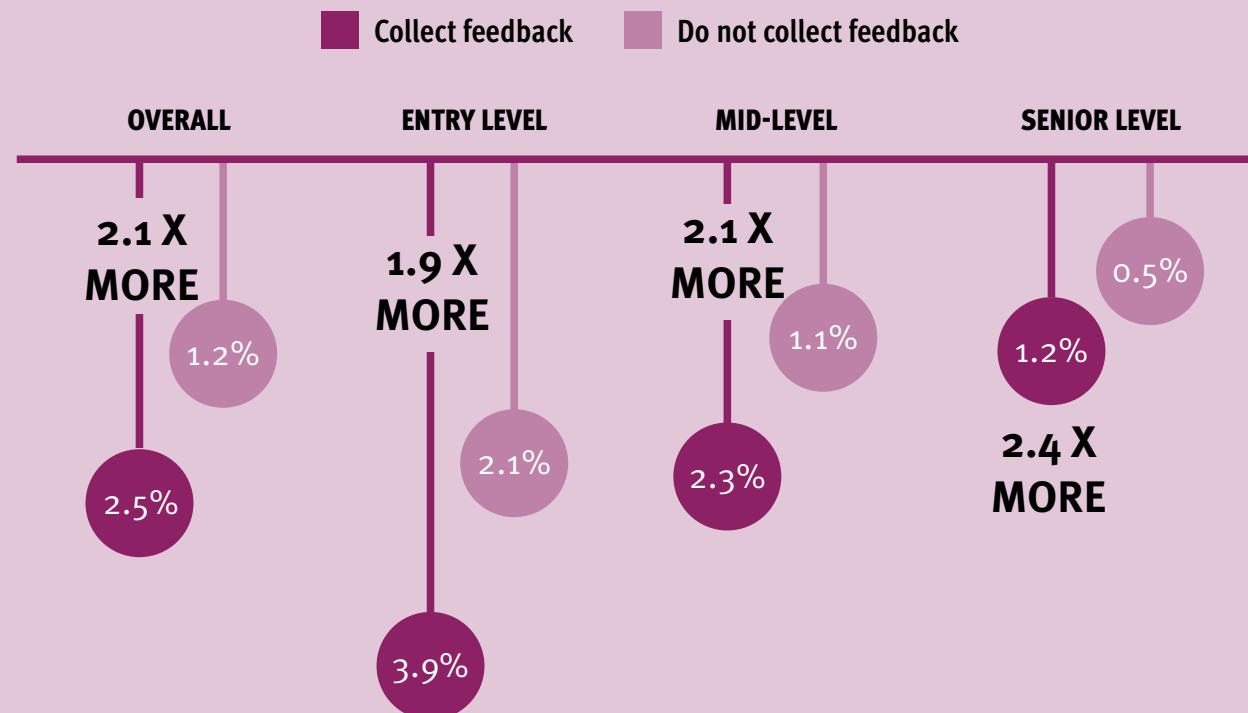
Caregiver leave is increasing, but only half of companies measure support for caregiving (cont.)

Collecting feelings of organizational support in using paid caregiver leave

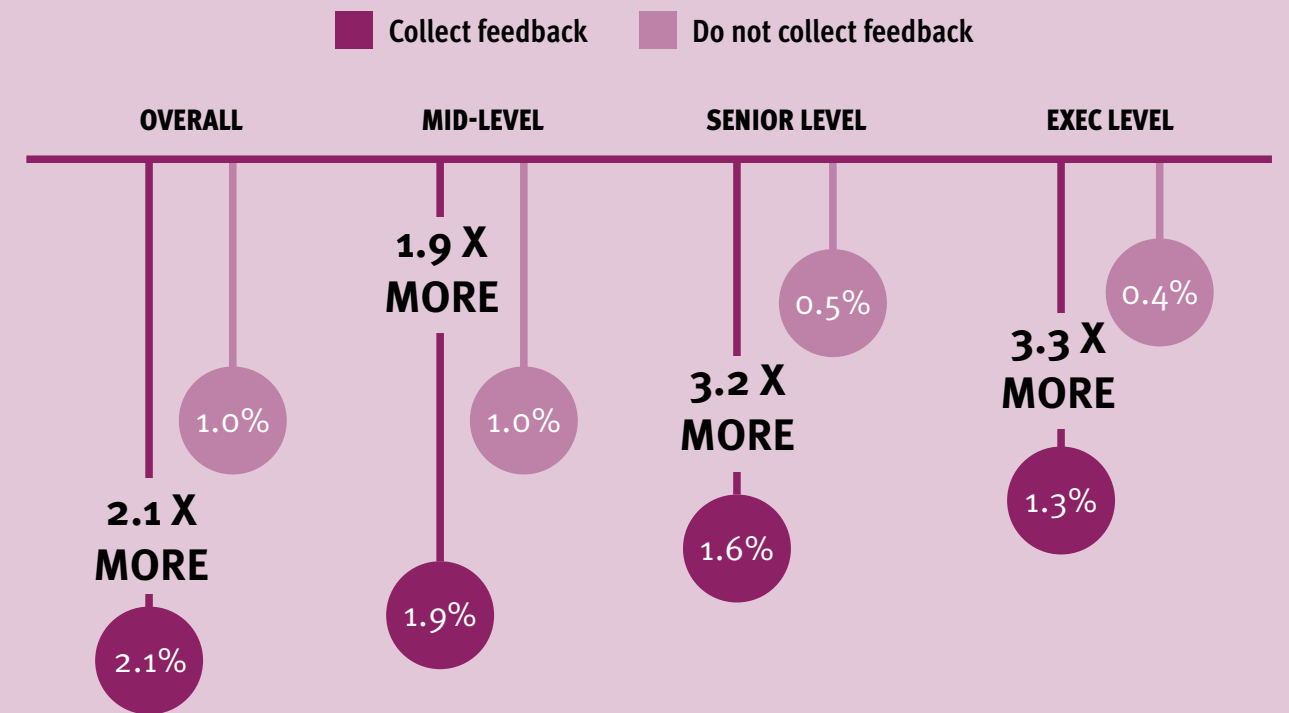
The best way to understand how employees feel about support for caregiving is to routinely ask them. Feedback should be anonymous but tied to key demographics to understand if there are differences in sentiment between groups.

42.0% of companies collect feedback from employees on their feelings of support for using caregiver leave.

Significant differences in representation of Black tech women



Significant differences in representation of Latinx tech women



Representation of Black and Latinx women in leadership is greater for companies that provide childcare support

87.3% of companies provide caregiving support as a benefit to their technical employees, with backup childcare being the most frequently provided benefit. 69.6% of companies provide two or more supports, and those that do have significantly higher representation of Asian, Black, and Latinx technical women.

Companies providing specific childcare supports have significantly higher representation of Black and Latinx tech women across the following levels:

	Percent of companies providing each type of childcare support				
	 69.1% Backup childcare	 61.1% Dependent care assistance programs	 58.2% Childcare center discount	 31.5% Childcare subsidy	 20.0% On-site childcare center
Black women overall	1.7x more	-	-	-	-
Senior level Black women	2.8x more	-	-	-	2.1x more
Exec level Black women	1.3x more	-	-	-	4.5x more
Latinx women overall	2.4x more	-	1.7x more	1.7x more	-
Senior level Latinx women	3.5x more	3.6x more	-	-	-
Exec level Latinx women	2.2x more	2.2x more	-	-	-

The New York Times Company
Medium Technical Workforce Winner

The New York Times Company implemented the following inclusive recruitment practices: a recruitment tool to help teams write more inclusive job descriptions; a requirement for diverse slates of competitive candidates during the interview process; and interviews with a panel of employees from diverse backgrounds. Hiring managers and interview panels underwent mandatory formal interview skills and unconscious bias and inclusive teams training.

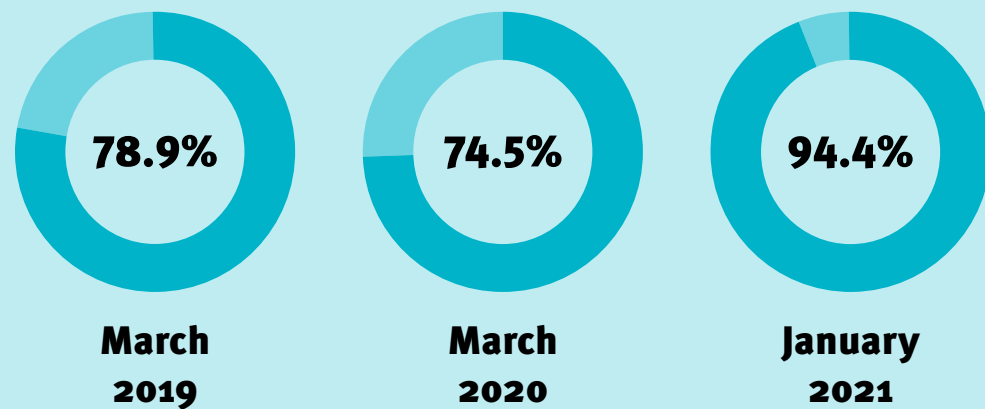


Flexible work is attractive to women technologists, but future impacts remain uncertain

Prior to the COVID-19 pandemic, flexible work was cited as an important factor to creating workplaces that better supported women’s priorities.⁵ Last year’s Top Companies report found that companies with an official flex time policy had higher representation of women technologists. While many companies already had flexible work policies (sometimes including remote work policies) prior to the pandemic, the outbreak of COVID-19 rapidly increased the percentage of companies offering these options. While remote and flexible work options are ostensibly good for women, they have potential long-term ramifications that must be considered. Companies must track the usage of flex work by gender; if it is found that women take greater advantage of flex work options, companies must examine how this difference impacts women’s promotion rates, compensation, and other areas of work.

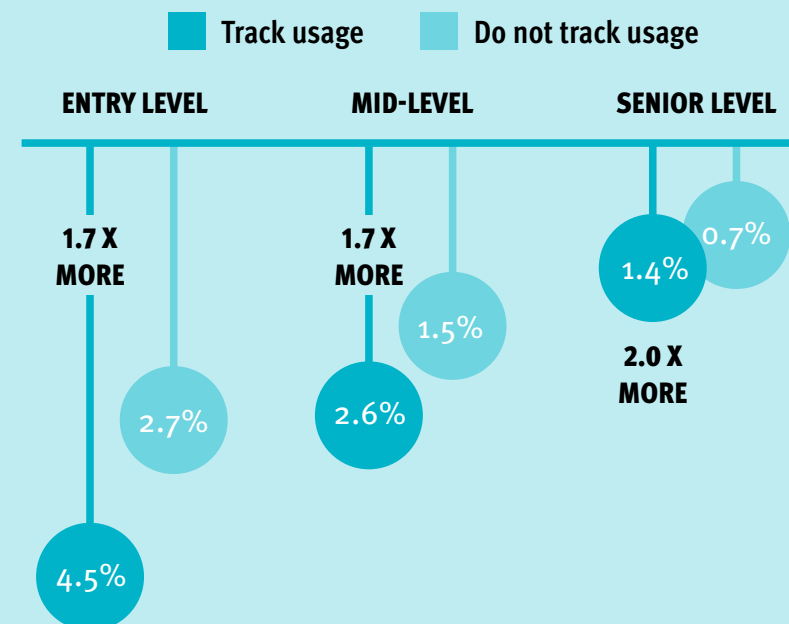
Only 9.8% of companies track usage of flex work by gender.

Percent of companies that have an official flextime policy

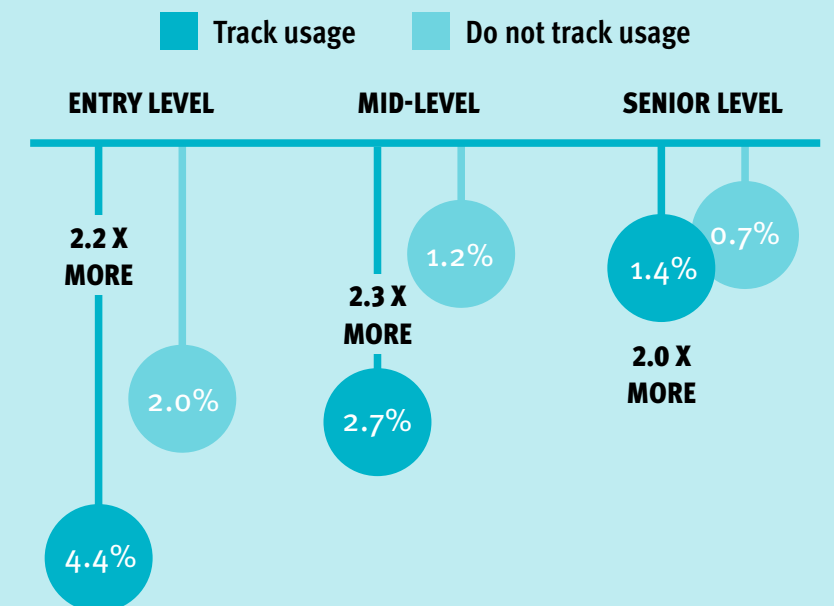


5. Scandura, T. A., & Lankau, M. J. (1997). Relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 18(4), 377–391.

Significant differences in representation of Black tech women

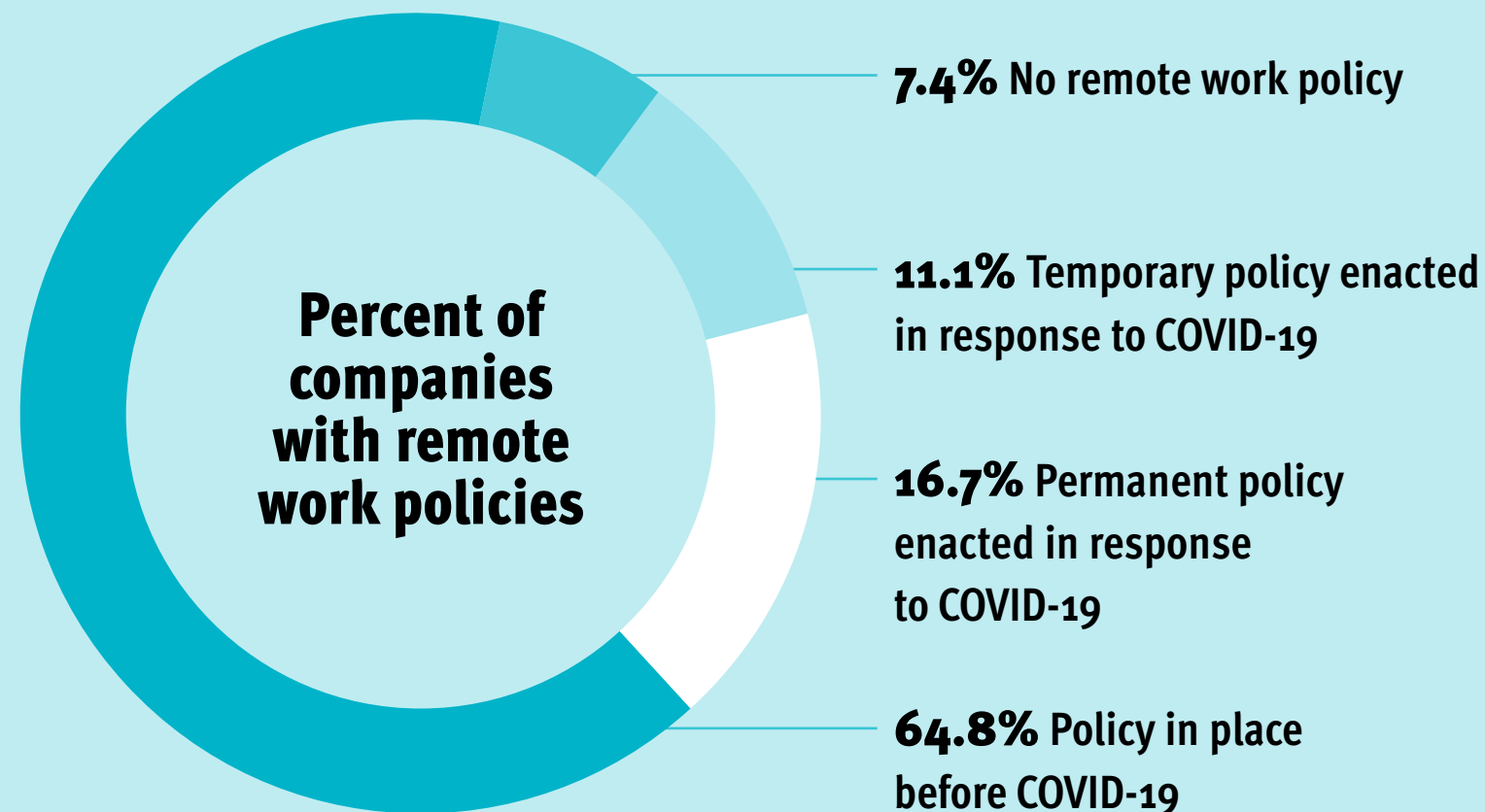


Significant differences in representation of Latinx tech women



Remote work dramatically increased in response to COVID-19

Prior to the outbreak of COVID-19, 64.8% of companies provided a remote work option in their flex work policy, and an additional 27.8% of companies enacted remote work options in response to the pandemic. Although many of these new remote options were initially meant to be temporary, employees have grown accustomed to remote work and many are unwilling to return to an office full time. An April 2021 survey found that more than half of men and women would look for a new job if asked to return to the office, and 80% of women report that remote work is one of the most important factors when considering a new job.⁶



81.5% of companies offer permanent remote work options.

Providing a permanent remote work option positively predicts technical women of color's representation across the following dimensions.

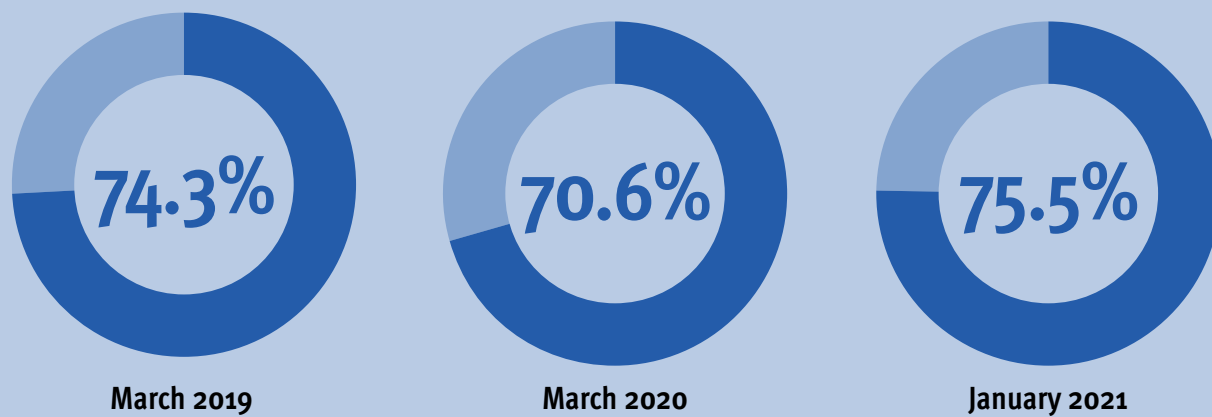
	Asian women	Black women	Latinx women	Pacific Islander women
Overall	✓	✓	✓	
Retention		✓	✓	
Entry			✓	✓
Exec	✓	✓	✓	

6. Pelta, R. (2021, May). Survey: Men & Women Experience Remote Work Differently. <https://www.flexjobs.com/blog/post/men-women-experience-remote-work-survey/>

Companies with a pay equity policy have greater representation of Native American and Pacific Islander women

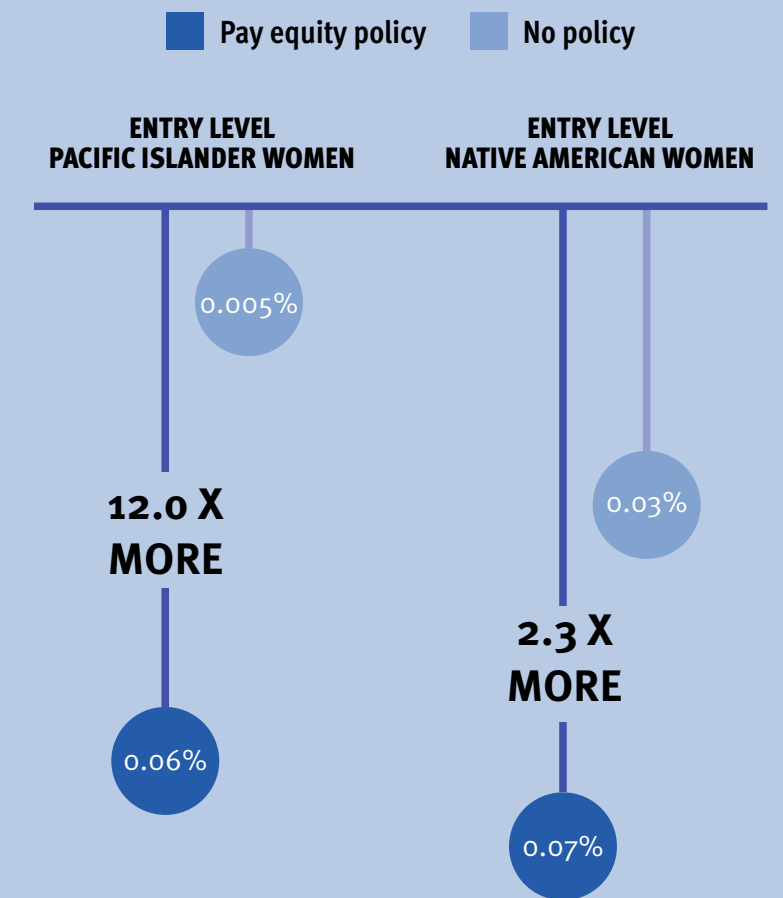
AnitaB.org's 2019 Technical Equity Experiences Survey revealed that technical men earned more than technical women at every career level except entry, and that Black and Latinx tech women earned the least of all groups. Although 75.5% of companies have pay equity policies, far fewer engage in pay transparency practices, which are linked with reducing the wage gap.⁷ Only 40.4% of companies provide compensation ranges for open positions internally, and even fewer, 14.8%, include a salary range on job descriptions.

Percent of companies with a pay equity policy



More than 3/4 of companies have a formal pay equity policy.

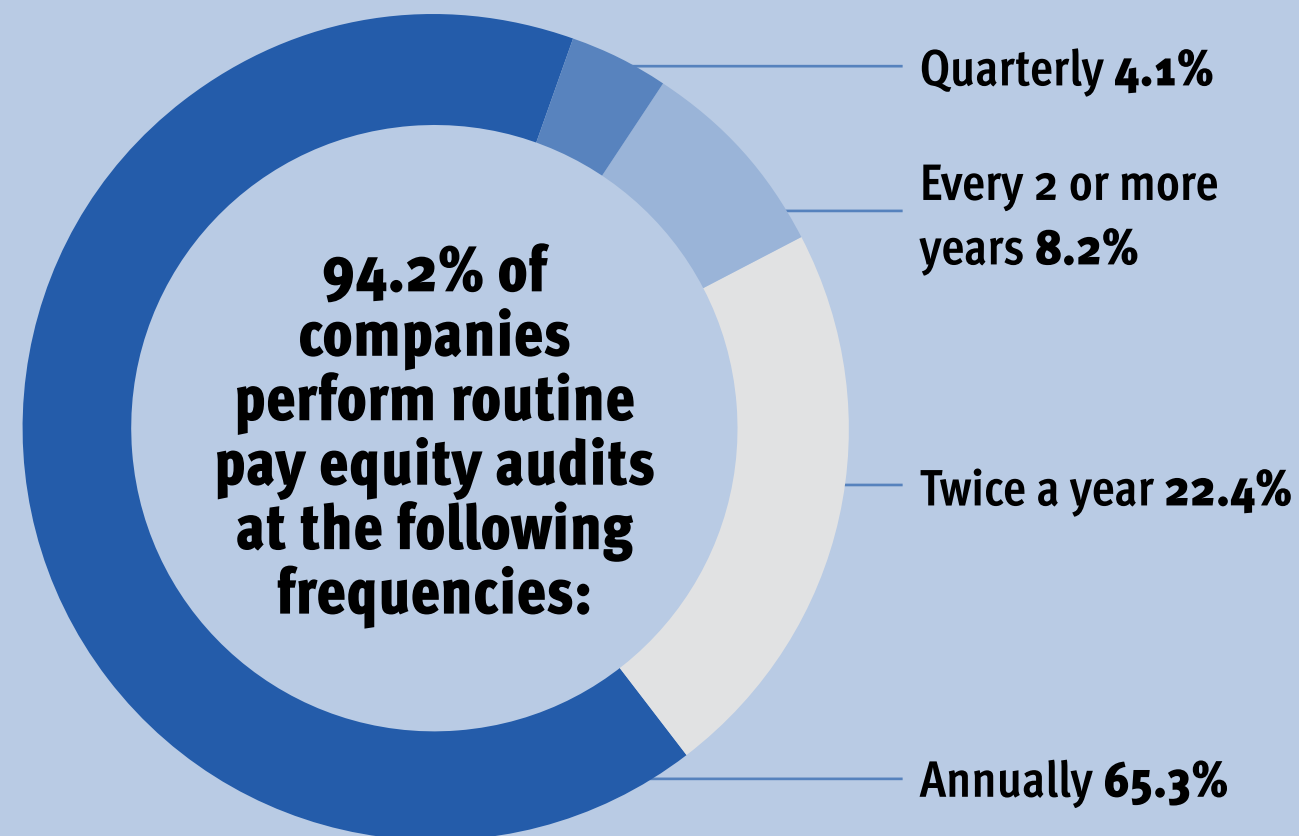
Significant differences in representation of tech women



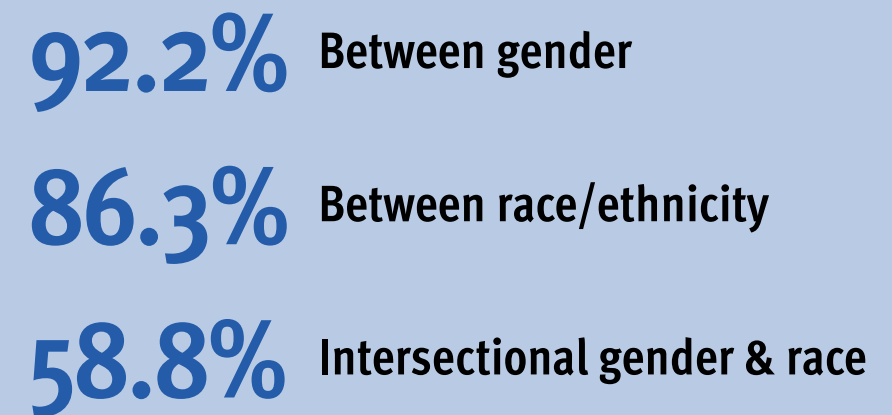
7. National Women's Law Center. (2020, January). Salary range transparency reduces the wage gap. <https://nwc.org/wp-content/uploads/2018/06/Salary-Range-and-Transparency-FS-2020-1.17.2020-v2.pdf>

Intersectional pay audits are linked with increased hiring rates for tech women

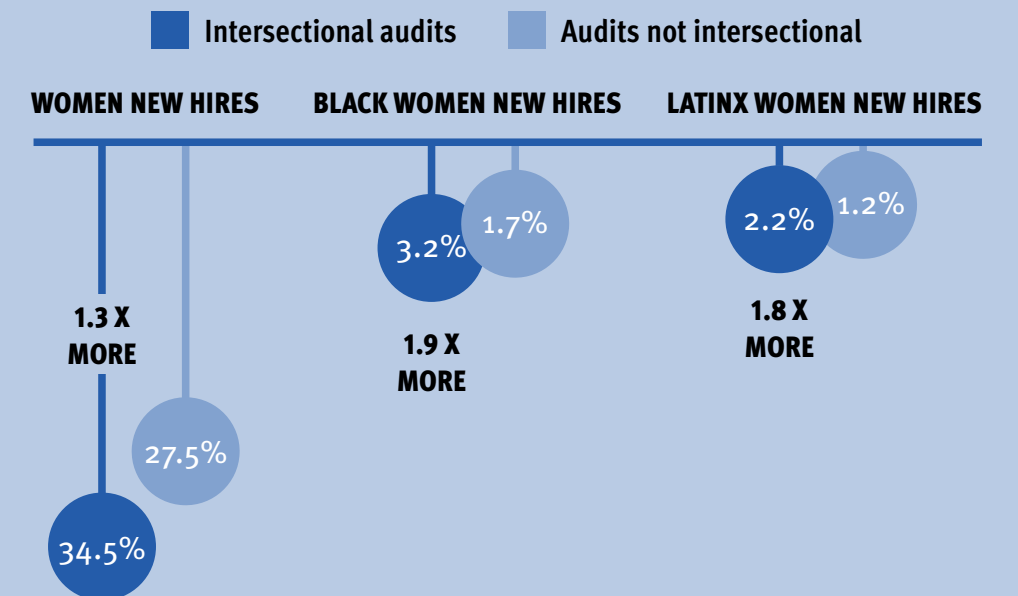
Although over 94% of companies conduct routine pay equity audits, only 58.8% analyze their pay data for pay inequities at the intersection of gender and race. Programs and metrics that focus on gender tend to benefit White women, while those that focus on race/ethnicity benefit men of color. Companies must approach pay equity with an intersectional lens to ensure that women of color are not being disadvantaged.



Percent of companies that audit their pay equity data for inequities across the following dimensions



Significant differences in representation of tech women



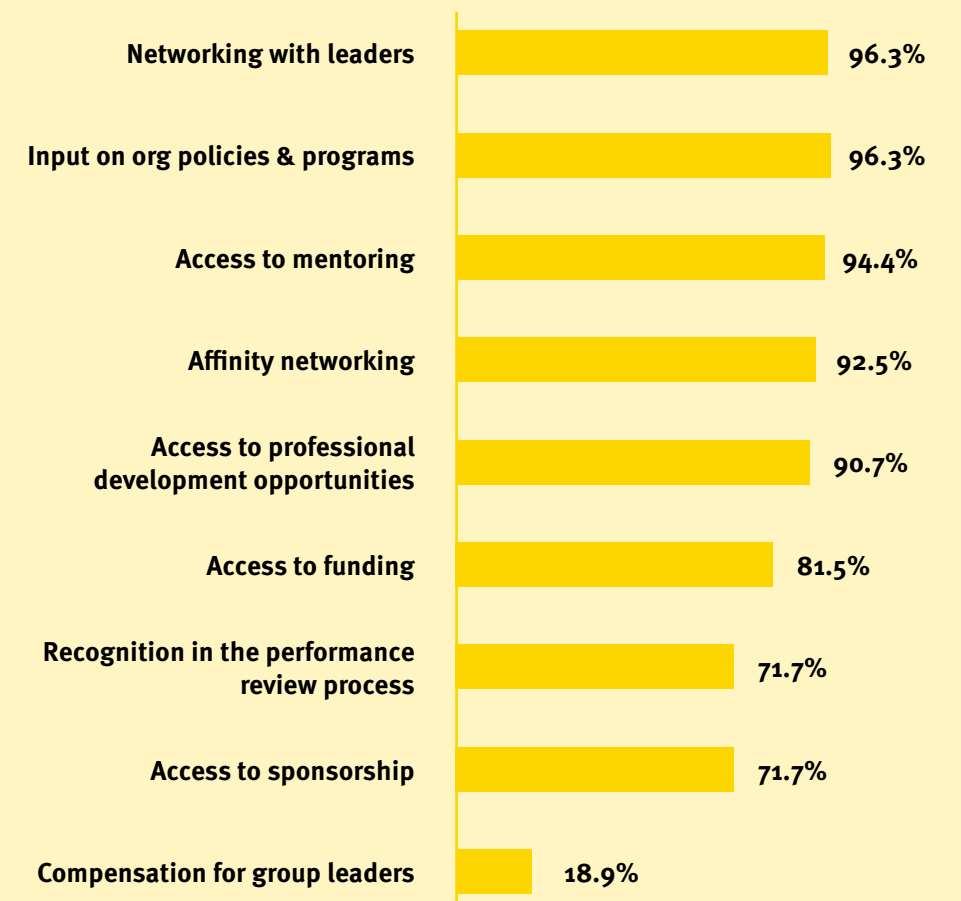
Companies are least likely to offer the ERG supports that require the most structural investment

Employee resource groups (ERGs) are one of the most common organizational practices companies use to promote inclusion. ERGs allow employees with minority group holder identities to share a space with other employees of that same identity, thereby increasing a sense of belonging. However, many companies leverage their ERGs as focus groups, in outreach efforts, or for other types of unpaid labor that take time and resources away from work tasks. Companies must invest in their ERGs to ensure that their members receive formal recognition and benefits for their valuable labor.

Companies that offer the following supports have significantly more tech women across multiple dimensions than those that do not.

	Recognition in the performance review process	Access to sponsorship	Compensation for group leaders
Total tech women	1.4x more overall 1.5x more mid 1.4x more senior		
Asian women	2.7x more exec		1.3x more mid
Black women	3.0x more overall 3.3x more mid 4.8x more senior	2.2x more new hires 2.2x more entry	1.5x more senior
Latinx women	2.2x more overall 2.4x more mid		
Native American women		3.0x more entry	
Pacific Islander women		2.5x more overall 6.5x more entry	

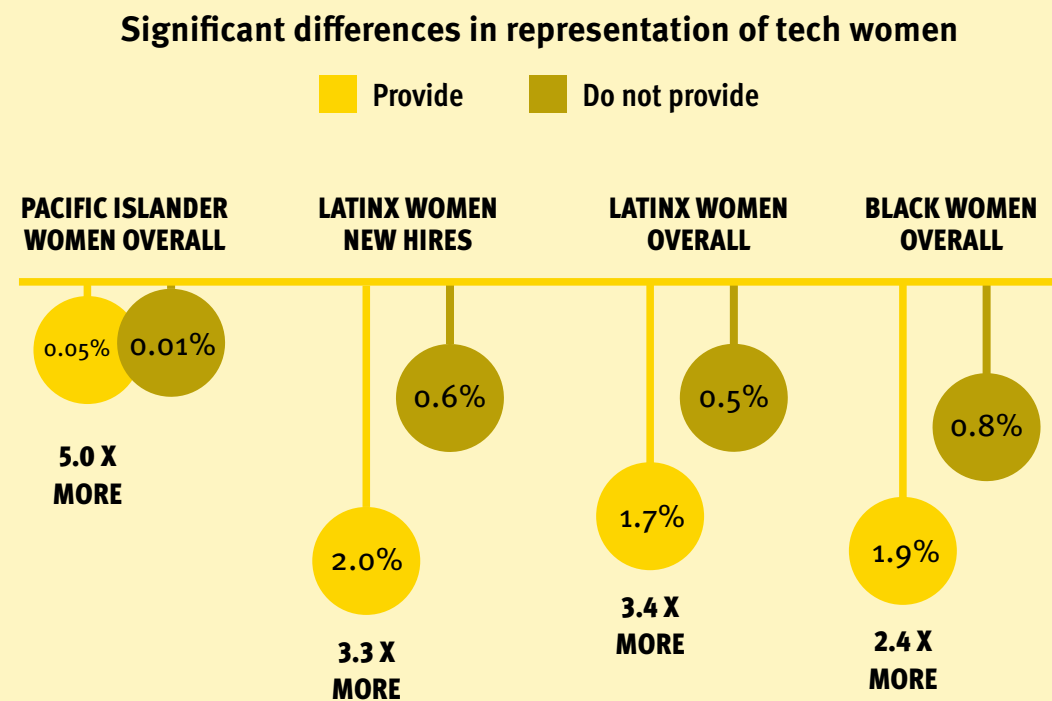
Percent of companies offering each ERG support



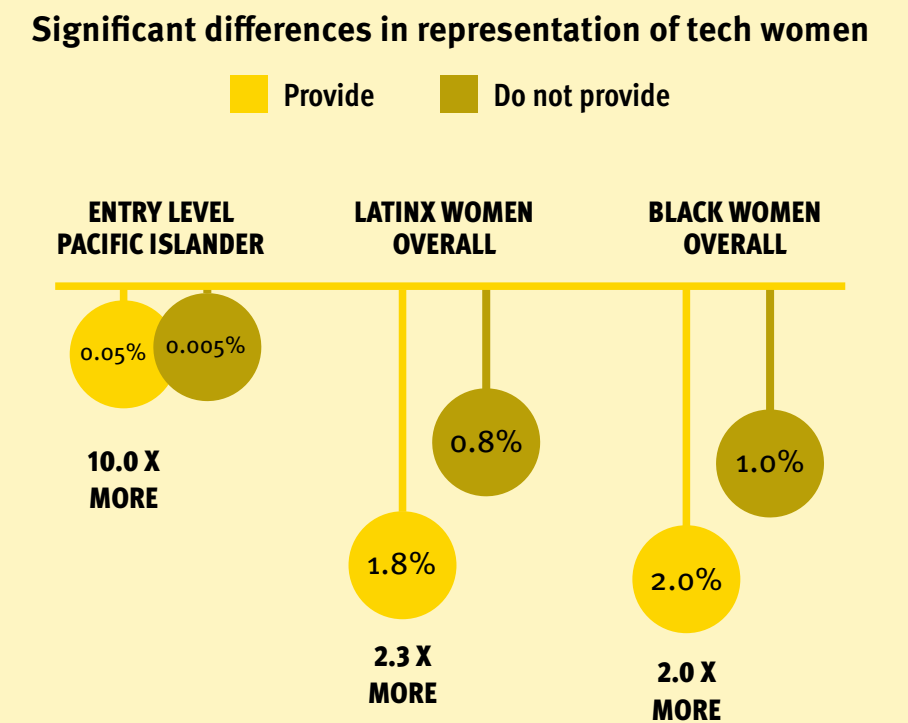
Significantly greater representation of women of color in companies that focus DEI training on unbiasing systems

Companies have greatly increased the availability of DEI training for their employees in recent years, from 79.5% in 2018 to 98.2% in 2021. Companies most commonly offer unconscious bias training, which raises awareness about the ways in which individuals contribute to inequities. However, awareness alone will not create behavior change; companies must also train employees to unbias specific systems. These trainings should be accompanied by formalized organizational policies, protocols, and tools that employees can apply to unbias systems.

83.6% of companies provide a training on unbiasing recruitment.



76.4% of companies provide a training on unbiasing performance management.



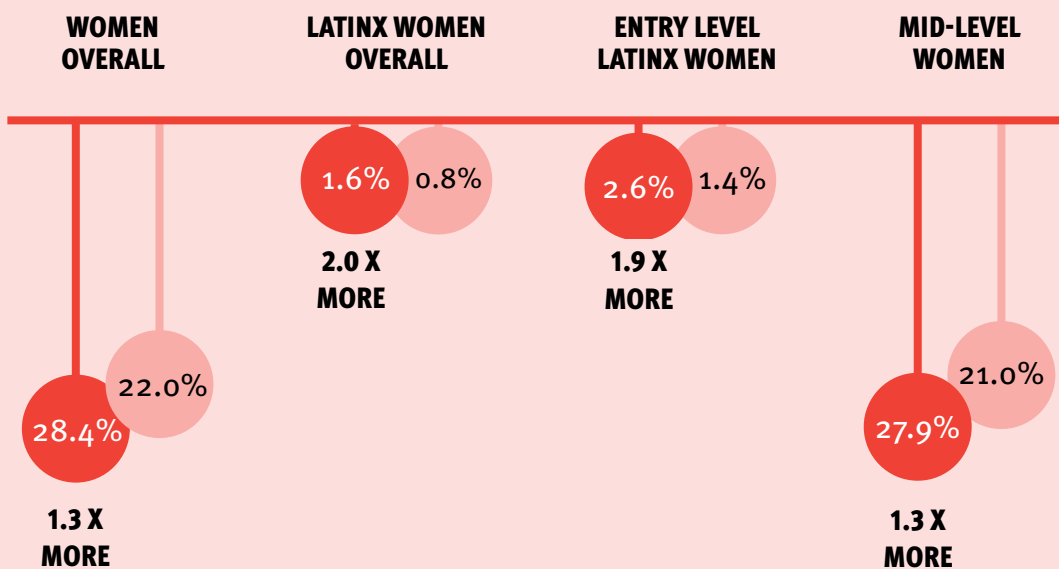
Transparency and accountability support Black and Latinx women technologists

Transparency and accountability mostly entail tracking and sharing data. As with pay equity audits, these data must be intersectional to capture the experiences of women of color. Companies with active transparency and accountability practices have a higher representation of Black and Latinx women technologists across multiple dimensions.

79.6% of companies have a formal policy that aims to eliminate gender and/or racial bias in performance reviews.

Significant differences in representation of tech women

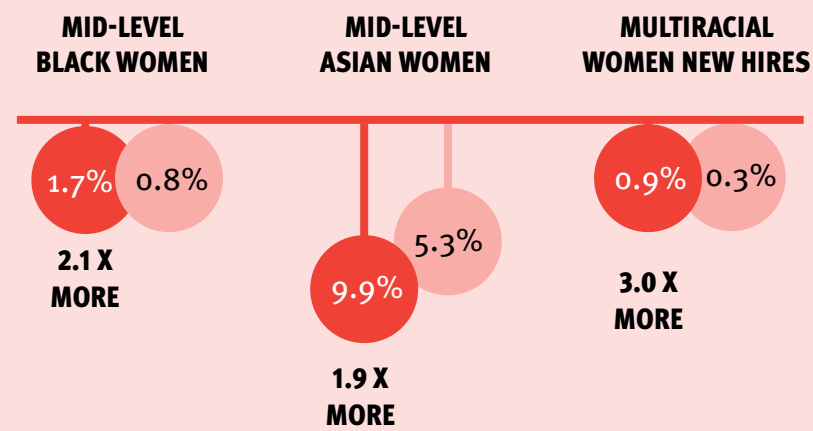
■ Have a policy ■ No policy



85.5% of companies have their executive team review workforce diversity data at least once per quarter.

Significant differences in representation of tech women

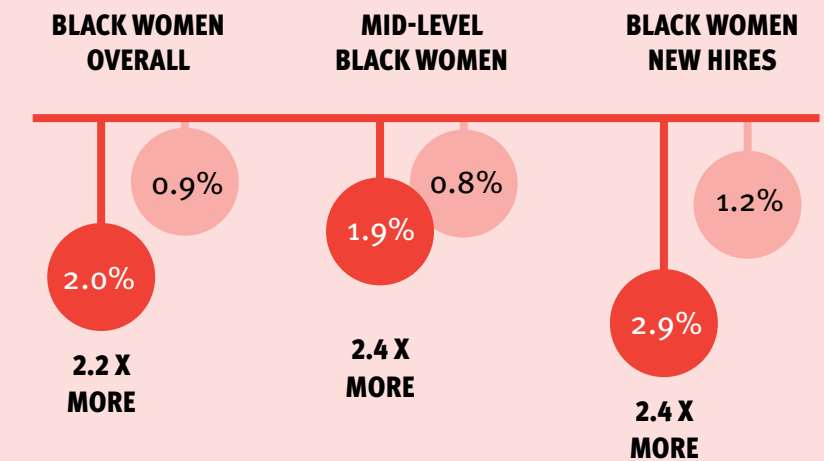
■ At least once per quarter ■ Less frequently than once per quarter



77.8% of companies regularly review diversity data that includes intersectional gender and race data as a standard metric.

Significant differences in representation of tech women

■ Intersectional audits ■ Audits not intersectional

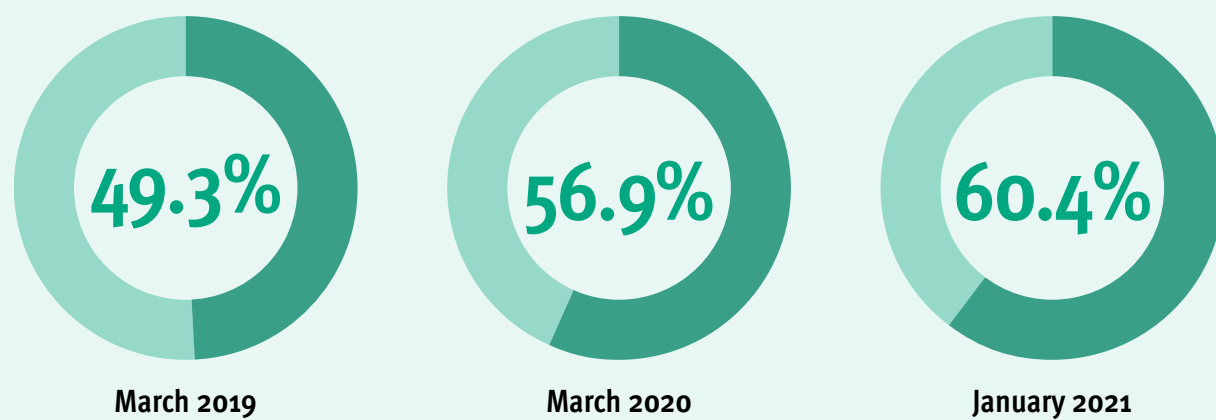


More companies are offering formal career sponsorship programs for women

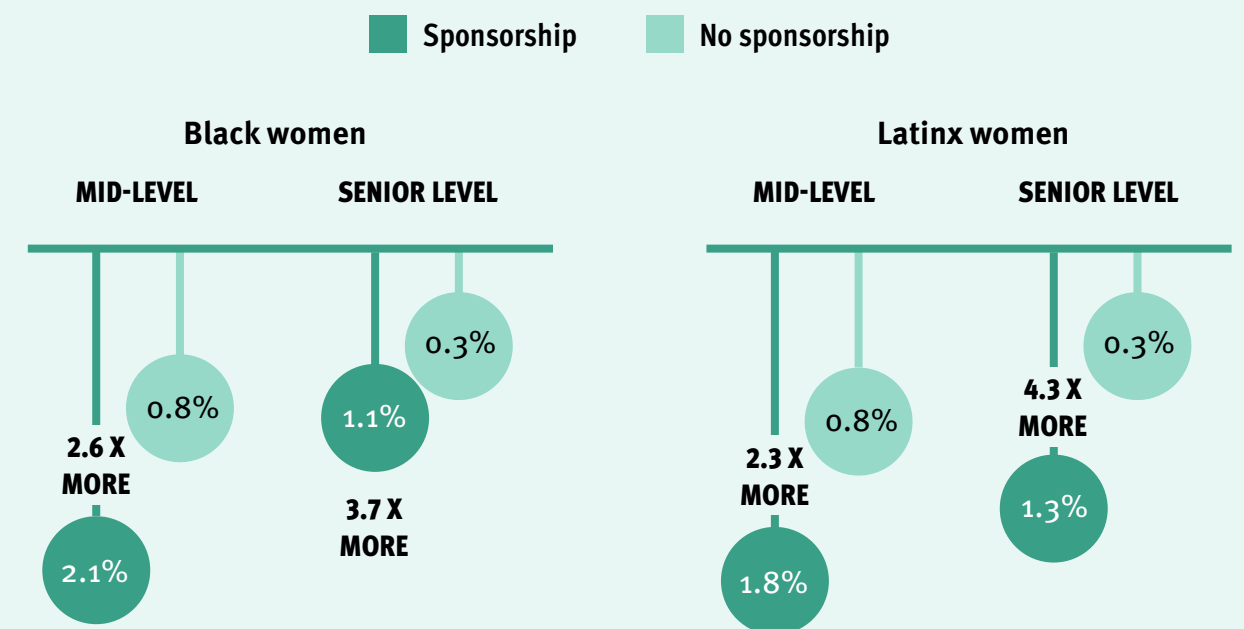
Networking often leads to advancement within an organization, but multiple structural inequities prevent women from gaining equal access to formal and informal networks.⁸ Companies must institute career sponsorship programs to increase women’s formal networking opportunities. This year, 60.4% of companies have a formal career sponsorship program for technical employees, and these companies have significantly higher representation of Black and Latinx tech women overall and at multiple career levels.

22.5% more companies offer formal career sponsorship programs in 2021 than 2019.

Percent of companies with a formal sponsorship program



Significant differences in representation of tech women



8. Ng, T. W., Eby, L. T., Sorensen, K. L., & Feldman, D. C. (2005). Predictors of objective and subjective career success: A meta-analysis. *Personnel psychology*, 58(2), 367–408.

ADP built leadership capabilities to recognize and mitigate unconscious bias in over 2,000 leaders globally through training.

ADP
Large Technical Workforce Winner



CALL TO ACTION:

Dare to put the change where it belongs

Structural inequities call for structural changes. However, many companies have tended to focus their DEI efforts at the individual level—using strategies such as ERGs, trainings, and conferences—because these are relatively cheap, quick to implement, and highly visible. Such surface-level efforts merely shift the burden of change away from organizations and onto individuals, including individuals from historically marginalized groups. To create true transformational change, companies should focus instead on unbiasing organizational policies, practices, systems, processes, and rewards. Companies should also target individual-level training at leaders and management, to ensure that structural changes are successfully implemented. Companies that do the hard work of building equity into their structures will be able to more effectively train individual employees how to access, utilize and maintain that equity.

ORGANIZATIONAL

EQUITABLE ACCESS

- Create rubrics, tools and explicit criteria to reduce bias in hiring and performance management
- Provide caregiving benefits equally available to all genders
- Expand pathways to technology through bootcamps, apprenticeships, and reskilling programs
- Formalize mentorship and sponsorship programs

ACCOUNTABILITY

- Create formal roles tasked with driving equitable change and monitoring progress; ensure that these roles are well-resourced
- Create safe processes for reporting harassment and abuse
- Compensate and reward participation in ERGs

METRICS

- Provide pay transparency and conduct regular pay audits
- Measure usage of leave and flex policies, as well as employee feelings of support for usage
- Ensure all DEI metrics are intersectional and regularly reviewed by leadership
- Track demographics at each stage of the recruitment process

MANAGEMENT

MODELING VALUES

- C-Suite and senior leaders must amplify need for and value of DEI

EDUCATION

- Train managers on how to implement equity on a daily basis:
 - › How to use the rubrics, tools, and explicit criteria for unbiasing hiring and performance management
 - › How to mentor and sponsor with an equity lens
 - › How to reduce bias (such as tone policing) and create equity (such as respecting domestic responsibilities)

METRICS

- Track employee feedback and DEI metrics at the departmental and manager levels to isolate where equity issues may need to be addressed

INDIVIDUAL

EDUCATION

- Train employees on how to report harassment and workplace abuse
- Ensure that employees know all equity policies and practices and how they can access corresponding benefits and opportunities
- Train majority group holders on how they can act as accomplices to historically excluded groups

Structural change must start with organizational change.



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

CONTRIBUTERS IN ALPHABETICAL ORDER

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

AnitaB.org is a nonprofit social enterprise committed to achieving equity across the global workforce. 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



Learn how to participate in Top Companies 2022

[Top Companies 2022](#)

View the data broken down by tech workforce size

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Contact AnitaB.org's Evidence & Influence team with any questions about the report

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