TOP COMPANIES FOR WOMEN TECHNOLOGISTS

2023 KEY FINDINGS AND INSIGHTS

The way forward toward equity and inclusion
Our 2023 Top Companies for Women's Technologists report brings encouraging news that the representation of tech women is finally back to pre-pandemic levels. Like I said, this is encouraging, but we can't stop there. We must continue to move forward.

For the way forward, AnitaB.org is focusing efforts on representation of women in leadership, and this report's findings strongly support this focus. We know that companies with greater representation of tech women in their workforce are hiring more tech women. Companies with women in CTO roles have 1.6 times more total tech women in executive roles and 1.2 times more Black women in new hire tech roles. The numbers tell a clear story of what we need to be doing to see change.

Unique to our research is focus on both public and corporate policy and how each affects the other. This year, in response to the Supreme Court's Dobbs decision, we collected data on what types of support, if any, companies were providing for abortion assistance for employees who live in states with restricted access to abortion. I am proud to say that AnitaB.org enacted support as part of our own policy, as did 94.3% of participating companies.

As we see such positive responses to unfavorable policy, we're also seeing how good public policy can put pressure on companies to do better. Colorado's 2019 state policy requiring that companies include salary ranges in job descriptions is being adopted by many more states and has now created a ripple effect. In fact, amongst participating companies, we've seen a 110% increase over last year and a 364% increase since 2021. That's progress!

On behalf of AnitaB.org, I want to thank the companies that joined us in participating, for measuring what matters, and for sharing your data with us. We can see that things are moving in the right direction, while we also see what work still needs to be done. Let's continue to learn from these insights so the way forward is an inclusive one.

Brenda Darden Wilkerson
AnitaB.org
President and CEO

Photo By Mandisa Media Productions (Chicago)
Executive Summary
In 2023, Top Companies for Women Technologists collected and analyzed data on 198,049 U.S. technologists from 40 companies.

- **29.0%** Overall representation of tech women
- **32.9%** Percent of tech new hires who are women
- Women’s representation is finally back to pre-pandemic levels
- Women’s hiring rates continue to increase
- **16.7%** Advancement Increase in women’s promotion rate drives increased gender diversity at senior level

**Retention**
Women’s attrition rate returns to near parity with men

- Exited: 13.5%
- Promoted: 13.3%

**Balance and wellbeing**
- **94.3%** offer policies to support employee reproductive health and freedom
- **88.9%** collect feedback on employee burnout
- **88.9%** provide flexible work opportunities

**Pay equity**
- **80.6%** offer a formal pay equity policy
- **68.6%** include a salary range on job descriptions
- **67.6%** perform a pay equity audit intersectionally by gender and race

**Non-binary technologists**
- 0.1% of total tech workforce
- 0.1% of tech new hires
- 12.7% exited
- 29.9% promoted

**Representation of tech women by race/ethnicity**
- White: 14.2%
- Asian: 8.8%
- Black: 2.2%
- Latinx: 2.1%
- Multiracial: 0.7%
- Native American: 0.05%
- Pacific Islander: 0.05%

**Representation of tech women by career level**
- **37.6%** Intern
- **35.5%** Entry
- **29.6%** Mid
- **25.5%** Senior
- **27.4%** Exec

Significant growth at senior and executive levels.

**Inclusion**
- **97.2%** Offer employee resource groups
- **91.6%** Provide a formal DEI training to their employees
- **44.1%** Measure changes in an outcome related to a DEI training

**Non-binary technologists**
- **0.1%** of total tech workforce
- **0.1%** of tech new hires
- **12.7%** exited
- **29.9%** promoted
In 2023, Top Companies for Women Technologists measured the U.S. technical workforces of 40 companies

198,049
Total Technologists

60,046
Women & Non-binary Technologists

31,565
Women & Non-binary Technologists of Color

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
7 companies

Medium Technical Workforce
1,000-10,000
27 companies

Large Technical Workforce
> 10,000
6 companies

About Top Companies
Top Companies for Women Technologists is a national program from AnitaB.org that engages companies to identify key trends in workforce equity impacting women and non-binary technologists. It is the only benchmarking program that looks specifically at the technical workforce and awards companies that are making the most progress toward equity.

Launched in 2011, Top Companies for Women Technologists provides participating companies with a detailed evaluation and benchmark of their intersectional gender equity in tech and a roadmap for concrete steps they can take to improve their equitable practices that attract, grow, and retain women and non-binary technologists. This report contains the findings for data collected from participating companies for the period of January 1, 2022, through December 31, 2022. 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 for Women Technologists helps point the way to a more diverse, equitable, and inclusive future.
2023 Top Companies for Women Technologists
Winners, Leaders & Participants

**SMALL TECHNICAL WORKFORCE < 1,000**

**WINNER**
Dev Technology Group

**LEADERS**
InterSystems
PointClickCare

**PARTICIPANTS**
The D.E. Shaw Group
Schellman
Schrodinger, Inc

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

**WINNER**
Kohl's, Inc.

**LEADERS**
Discover Financial Services
Eli Lilly and Company
Experian
Slalom Consulting
Target
Thomson Reuters
UKG

**PARTICIPANTS**
American Express
American Family Mutual Insurance Company, S.I
Argonne National Laboratory
Electronic Arts Inc.
Genentech
Goldman Sachs
HP Inc.
Insight
Maxar Technologies, Inc.
MIT Lincoln Laboratory
Morgan Stanley
New York Life
Prudential Financial, Inc.
SAP
T. Rowe Price
T-Mobile US, Inc.
Two Sigma
USAA
Verisk Analytics

**LARGE TECHNICAL WORKFORCE >10,000**

**WINNER**
ADP

**LEADERS**
Capital One
PwC

**PARTICIPANTS**
Citigroup, Inc.
Wells Fargo

Top Companies for Women Technologists Winners are the top scorers in their technical workforce size categories, and Leaders scored in the top 25th percentile. One company with a small technical workforce and one with a large technical workforce participated unofficially. Their data are included in all findings but the companies will not be listed publicly.
In 2023, progress toward gender equity feels like a struggle up a steep and treacherous slope: for every step toward equity, a backslide threatens to undermine or even overwhelm that progress. For example, this year’s Top Companies for Women Technologists report found that overall representation of technical women at the beginning of 2023 was finally back to pre-pandemic levels, but research since that time shows that the recent tech layoffs have disproportionately affected tech women, ultimately threatening the progress that has been made. This struggle is felt everywhere, from tech companies to school boards, from state governments to countries across the globe. Indeed, a recent UN report found that the goal of reaching gender equality by 2030 is impossible due to biases against women and backlash against women’s advancement.

On the other hand, after the Dobbs vs. Jackson Women’s Health Organization ruling in 2022, people no longer have a federal constitutional right to abortion care. In response to this ruling, some states have radically curtailed access to reproductive care, while other states have expanded access. People who need access to reproductive care thus have wildly different experiences depending on where they live. Companies are helping their tech employees navigate this dangerous landscape, as almost 95% of companies offer some kind of support for reproductive care and freedom.

But where will we go from here? Some lawmakers now seek to monitor and restrict interstate travel for reproductive care, further threatening women’s safety and freedom. To prevent further regression, women leaders are needed in every sector, at every level. This year’s Top Companies report indicates that women’s representation has increased at executive levels and on boards. Companies with a woman CTO have greater women’s representation at the executive level, and overall, companies that have more women also hire more women. Companies must thus continue to hire and promote women leaders who will keep pushing for progress, knowing that there will be resistance at every step. Leaders must continue to implement new policies, respond to resistance, and keep pushing up that steep slope toward equity.
Top Companies gives us another lens through which to view our ID&E efforts, validate what is working, and find new areas of focus. The data, and particularly our ability to review the data with an AnitaB.org partner, helps us put our work into perspective within the industry in a way we simply couldn’t do on our own.

-Slalom Consulting
Representation of tech women returns to pre-pandemic levels—with one exception

Representation of technical women experienced a gradual but consistent growth in the five years leading up to the COVID-19 pandemic, only to see a 7.3% decrease by the end of 2020. Despite this pandemic-era downturn, data indicate representation of tech women has returned to pre-pandemic levels, with one exception. Companies with small technical workforces (<1,000) have experienced a consistent decline when it comes to post-pandemic representation of tech women, dropping more than 21% since March 2020.
Tech women's representation increases in small companies with a dedicated DEI executive

Representation of tech women in companies with small technical workforces could be, according to data, dependent on whether or not the company has a C-suite or executive level DEI employee. While representation of tech women in small companies has declined since 2020, it has actually increased by 4.4% for small companies with DEI executive leadership. Unfortunately, fewer than a third of small companies have DEI executive leadership, and these companies experienced a 9.7% decrease in tech women's representation over the last two years.

Representation of technical women by technical workforce size

Companies with small tech workforces are significantly less likely than companies with larger tech workforces to engage in the following DEI best practices:

- DEI employee at exec or C-suite level
- Recruit from HBCUs or HSIs
- Release any workforce diversity data publicly
- Formalize policy to hold senior leaders accountable to DEI goals
- Collect employee feedback on belonging/inclusion or burnout
- Provide two or more childcare supports
- Perform pay equity audit at least annually
Representation of technical women by career level

With the exception of interns, the representation of tech women improved across all professional levels in 2023, with the greatest gains at the executive and senior levels. This 18.6% growth at the executive level and 10.9% growth at the senior level have a positive impact across the company, as representation of tech women in leadership is a significant positive predictor of tech women at the entry level of an organization. Data indicate that companies with above average tech women in the top three levels of their organization also have 1.6 times more entry-level Black tech women and 1.3 times more entry-level tech women overall.
Asian women in the tech industry continue to experience a decline in representation in 2023. While Asian technologists still account for the second highest racial representation in the tech workforce, Asian women and men are also the only groups to have experienced a decline in representation since Top Companies began collecting racial and ethnic data in 2020. Data show that Asian women and men have experienced an 8.3% and 8.2% decline, respectively, in representation over the past three years.

### Representation of technical workforce by race/ethnicity and gender

- **White: 53.1%**
  - Women: 14.2%, +1.1 percentage point (pp) since 2022
  - Men: 38.9%

- **Asian: 28.0%**
  - Women: 8.8%, -0.3 pp since 2022
  - Men: 19.2%

- **Black: 6.1%**
  - Women: 2.2%, no change since 2022
  - Men: 3.9%

- **Latinx: 6.6%**
  - Women: 2.1%, +0.2 pp since 2022
  - Men: 4.5%

- **Multiracial: 2.4%**
  - Women: 0.7%, +0.1 pp since 2022
  - Men: 1.7%

- **0.24% Native American: 0.05% women, -0.02 pp since 2022**
- **0.16% Pacific Islander: 0.05% women, +0.01 pp since 2022**

Throughout this report, Black includes African American; Latinx includes people of Hispanic and Latin origins; Native American includes Alaskan Native, First Nations, and Inuit; Pacific Islander includes Native Hawaiian. References to BLNP includes Black, Latinx, Native American, and Pacific Islander.
A lack of diverse representation for women in tech is commonly attributed to a “pipeline problem” between schools and the workplace. However, intersectional gender and racial data by career level identify advancement up the corporate level as the real “pipeline problem.” Even as many groups experienced small gains in representation within each career level in 2023, representation among Black, Latinx, Native American, and Pacific Islander (BLNP) and Asian women decreased between entry level and executive level by 81.3% and 53.2% respectively. Those figures are particularly stark when compared to White men, who saw a 55.6% increase in representation up the career ladder.

When looking at executive level changes for women in tech, only Black tech women saw a decrease in representation. That 0.2 percentage point (pp) loss since prior year is notable, since representation among Black women at the executive leadership level is a positive predictor for Black women new hires.
Gender representation by career level for each of the following races/ethnicities

**White technologists**
- Women: 32.4% (Entry), 38.0% (Mid), 43.6% (Senior), 50.4% (Exec)
- Men: 16.3% (Entry), 14.3% (Mid), 15.1% (Senior), 20.0% (Exec)

**Asian technologists**
- Women: 13.5% (Entry), 19.9% (Mid), 19.5% (Senior), 14.0% (Exec)
- Men: 9.4% (Entry), 9.7% (Mid), 6.1% (Senior), 4.4% (Exec)

**Black technologists**
- Women: 6.3% (Entry), 4.6% (Mid), 3.8% (Senior), 2.0% (Exec)
- Men: 1.9% (Entry), 2.2% (Mid), 2.0% (Senior), 0.7% (Exec)

**Latinx technologists**
- Women: 3.2% (Entry), 4.3% (Mid), 3.3% (Senior), 2.9% (Exec)
- Men: 0.7% (Entry), 1.2% (Mid), 1.4% (Senior), 0.8% (Exec)

Note: The values indicate percentage representation at each career level, with percentage changes indicated in parentheses.
Nearly 20% more companies provide a non-binary option for employees

The latest data indicate that non-binary people make up 0.1% of the technical workforce, but measuring for accuracy is difficult as collecting non-binary gender data is not a standard practice across all companies. That’s why it is particularly encouraging to see that in 2023, 69.4% of participating companies provide a non-binary or third gender option for employees, a 19.7% increase over last year.

Measuring groups with limited representation is vital because continued exclusion from measurements leads to continued marginalization and erasure of communities. Identifying and measuring groups that are small in number is necessary to understand the group’s specific needs and experiences.

Percentage of non-binary technologists by career level

<table>
<thead>
<tr>
<th>Career Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intern</td>
<td>0.9%</td>
</tr>
<tr>
<td>Entry</td>
<td>0.1%</td>
</tr>
<tr>
<td>Mid</td>
<td>0.1%</td>
</tr>
<tr>
<td>Senior</td>
<td>0.0%</td>
</tr>
<tr>
<td>Exec</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Workforce change for non-binary technologists

- **0.1%** of tech new hires were non-binary
- **12.7%** of non-binary technologists exited
- **29.1%** of non-binary technologists promoted
Number of BLNP tech women increases 12.7% due to hiring outpacing attrition

Hiring rates and attrition rates impact representation growth. Last year’s report found that 2.4 out of 10 Black, Latinx, Native American, and Pacific Islander (BLNP) tech women in companies were new hires, but 2.2 out of 10 BLNP tech women exited their companies during that same time frame. This year saw an increase in BLNP tech women hired while only 1.6 out of 10 left their companies, resulting in a 12.7% increase in the number of BLNP tech women compared with last year’s marginal 1.4% increase.

Number out of ten technical employees in each group

<table>
<thead>
<tr>
<th>Women</th>
<th>9.6% increase in number of women technologists since 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3 new hires</td>
<td>1.4 exited</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BLNP women</th>
<th>12.7% increase in number of BLNP women technologists since 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.8 new hires</td>
<td>1.6 exited</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-binary people</th>
<th>20.0% increase in number of non-binary technologists since 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 new hires</td>
<td>1.3 exited</td>
</tr>
</tbody>
</table>
Companies with greater representation of tech women hire more tech women

Women’s representation in technical new hires increased this year, continuing a favorable trend over the last seven years. Perhaps unsurprisingly, tech women's new hire representation is strongly positively correlated with women's representation in a company's tech workforce. This year, companies that have above average representation of women in their tech workforce also have 6.9 percentage points (pp) more tech women new hires than companies with below average representation. If companies with more tech women hire more tech women, companies must double down on their hiring strategies, as the results seem to have exponential impacts on the future diversity of their tech talent.

Companies with above-average representation of technical women have 1.2X more tech women new hires.

Percent of tech new hires who are women

32.9% 2023
31.6% 2022
30.9% 2021

Percent of women tech new hires in companies with:

29.4%
36.3%

Below average representation of total tech women
Above average representation of total tech women
To increase tech workforce diversity, companies must prioritize more diversity in tech new hires compared to their current tech workforce. This year, nearly three-quarters of companies achieved this outcome with tech women. However, when considering gender and race together, hiring rates differ. Black and Asian tech women as new hires outnumber the current workforce by 1.5 and 1.3 times, respectively, but Latinx tech women are hired at similar rates, and 1.7 times fewer Native American tech women are being brought in as new hires.

**A representative future workforce requires greater diversity among new hires**

**Representation of tech new hires by race/ethnicity and gender**

- **White:** 42.3%
  - 12.5% women
  - +0.9 percentage point (pp) since 2022

- **Asian:** 31.0%
  - 11.1% women
  - -0.9 pp since 2022

- **Latinx:** 7.4%
  - 2.2% women
  - +0.1 pp since 2022

- **Black:** 8.5%
  - 3.4% women
  - +0.5 pp since 2022

- **Multiracial:** 3.1%
  - 0.9% women
  - -0.1 pp since 2022

- **Native American:** 0.18%
  - 0.03% women
  - -0.03 pp since 2022

- **Pacific Islander:** 0.11%
  - 0.07% women
  - No change since 2022

0.18% Native American: 0.03% women, -0.03 pp since 2022

0.11% Pacific Islander: 0.07% women, no change since 2022
Companies that track hiring outcomes to check for bias hire more tech women

To get the greatest impact from tracking hiring outcomes, companies must go beyond simply tracking demographic representation of new hires; outcomes must be measured at each stage in the hiring process.

For example, companies must track tech women’s representation at each of the following steps: applicant pool initial screening, first interview, second interview, offers made, and offer acceptances. Without this level of tracking, it will be impossible to identify what point in the hiring process is losing diversity. For instance, addressing a lack of diversity in the applicant pool requires a different intervention than tackling the issue of women not advancing past the first interview. Change requires tailored interventions for specific problems.

Number of companies that track hiring outcomes has decreased by 5.6% since last year. Companies that track hiring outcomes have significantly more of the following:

- **1.2X MORE** Total tech women new hires
- **1.2X MORE** Total women technologists

### Percent of companies that engage in each best practice to reduce bias in hiring

- Structured behavior-based interview questions: 97.2%
- Explicit hiring criteria for assessing candidates: 88.9%
- Tracking hiring outcomes to check for bias: 80.6%
- Hiring targets for tech women: 75.8%
- System for checking for gendered language in JDs: 72.2%
- Hiring targets for tech women of color: 69.7%
- Required diverse slate of candidates: 69.4%
- Required diverse interview panel: 63.9%
- Anonymizing gender of candidates: 36.1%
- Prohibiting whiteboard interviews: 25.7%
- Anonymizing school of candidates: 11.1%
Non-traditional talent pool expansion linked with greater diversity of tech new hires

Companies must diversify their applicant pool if they hope to increase the diversity of new hires, and they cannot expand the applicant pool by fishing in the same pond. For years the most common practices to expand the diversity of the talent pool has been to recruit computer science grads from diversity conferences or from historically Black colleges and universities (HBCUs) and Hispanic-serving institutions (HSIs). While these are valuable practices to maintain, the companies that are expanding their search to less traditional paths are attracting more women and women of color technical new hires. These non-traditional pathways include apprenticeships, technical bootcamps, reskilling current employees to be technologists, and returnship programs.

Companies that recruit from technical bootcamps have:
- **2.4X MORE** Black tech women new hires
- **2.0X MORE** Latinx tech women new hires
- **1.3X MORE** Tech women new hires
- **1.3X MORE** Asian tech women new hires

Companies that reskill current non-tech workers to be technologists have:
- **2.0X MORE** Black tech women new hires
- **1.3X MORE** Asian tech women new hires
- **1.2X MORE** Tech women new hires

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

<table>
<thead>
<tr>
<th>Practice</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit from diversity in tech conferences</td>
<td>97.2%</td>
</tr>
<tr>
<td>Recruit from HBCUs</td>
<td>88.9%</td>
</tr>
<tr>
<td>Recruit from HSIs</td>
<td>80.6%</td>
</tr>
<tr>
<td>Recruit from technical bootcamps</td>
<td>69.4%</td>
</tr>
<tr>
<td>Recruit to technical apprenticeships</td>
<td>66.7%</td>
</tr>
<tr>
<td>Reskill current non-tech employees to tech</td>
<td>63.9%</td>
</tr>
<tr>
<td>Recruit from community colleges</td>
<td>63.9%</td>
</tr>
<tr>
<td>Recruit from other MSIs</td>
<td>58.3%</td>
</tr>
<tr>
<td>Returnship programs</td>
<td>44.4%</td>
</tr>
</tbody>
</table>
After experiencing an uncharacteristic spike last year, the attrition rate for women in tech has returned to a state of near parity with that of tech men in 2023. While rates change from year to year, men’s and women’s attrition rates have historically been very similar. While last year’s high attrition for women was related to the “Great Resignation” experienced across industries, AnitaB.org’s most recent Technical Equity Experience Survey (TechEES) found that the number one reason tech women left their jobs was because they received a better job offer. Since the cost of replacing an employee can be three to four times the position’s salary, it is in the best interest of the company and the employee for organizations to ensure current tech employees are paid fair market value.

**TechEES ’22: Top five reasons tech women leave their current workplaces:**

1. A better job offer
2. Bad management
3. Bad organizational culture
4. Lack of advancement opportunities
5. Lack of appropriate compensation
Companies must address consistently higher attrition rates for Black women

Tech women in all racial and ethnic groups saw a decrease in their attrition rates since the previous year. However, Black tech women continue to have the highest attrition rates of all groups. AnitaB.org’s Technical Equity Experience Survey (TechEES) has also consistently found that Black women are the least likely to see themselves working for their current organization in a year due to a lack of belonging, psychological safety, and fair pay in the workplace. Companies cannot hope to achieve a properly representative tech workforce if Black tech women continue to be hired into inhospitable workplaces.

Attrition rates of tech workforce by gender and race/ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Women Technologists</th>
<th>Men Technologists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>18.9%</td>
<td>16.5%</td>
</tr>
<tr>
<td>Native American</td>
<td>18.5%</td>
<td>15.6%</td>
</tr>
<tr>
<td>Multiracial</td>
<td>17.9%</td>
<td>15.2%</td>
</tr>
<tr>
<td>Asian</td>
<td>13.6%</td>
<td>13.4%</td>
</tr>
<tr>
<td>White</td>
<td>13.3%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Latinx</td>
<td>13.7%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>14.0%</td>
<td>7.1%</td>
</tr>
</tbody>
</table>

TechEES ’22: Top five reasons tech women stay at their current workplaces:

1. Advancement opportunities
2. Coworkers
3. Enjoyment of current work responsibilities
4. Compensation
5. Mission alignment with individual values
ADVANCEMENT

Increase in tech women’s promotion rates drives increase in leadership representation

Although women account for 35.1% of tech promotions in 2023, tech women continue to be promoted at a higher rate than tech men by over 3 percentage points (pp). However, this difference was less pronounced in companies with small technical workforces.

For years we have seen women promoted at higher rates than men, which could account for the notable increase in tech women representation at the senior and executive levels in 2023. In fact, women’s promotion rate was a significant positive predictor of representation at the senior level for tech women this year.

Promotion rates of tech workforce by gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Women (%)</th>
<th>Men (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>15.7%</td>
<td>16.9%</td>
</tr>
<tr>
<td>2022</td>
<td>13.6%</td>
<td>15.9%</td>
</tr>
<tr>
<td>2023</td>
<td>13.4%</td>
<td>16.7%</td>
</tr>
</tbody>
</table>

- **2021**: 1.2 pp more women promoted
- **2022**: 2.3 pp more women promoted
- **2023**: 3.3 pp more women promoted

Slalom breaks barriers to advancement

For the second year in a row, and in partnership with Microsoft, Slalom completed its global offering of Breaking Barriers, a technical upskilling and diversity program. For six months, 323 Slalomers from 42 markets engaged in new technical skills, professional development, and community outreach. The 2022 cohort earned a combined 147 Microsoft certifications and joined a group of 175 other Slalom and Microsoft volunteers to provide mentoring and coaching through their community partners at Generation USA and Hiring Our Heroes.

Slalom was named a Top Companies for Women Technologists Leader in 2023.
When looking at promotion rates by gender and race, we see that tech women are promoted at higher rates than tech men in their same racial or ethnic group, with Latinx tech women showing the highest promotion rates of all groups this year. When looking at the impact of demographics of leadership on women's promotion rates, Black tech women's representation at mid-level was the single largest positive predictor of Latinx tech women's promotion rate.

Companies with above average representation of tech women in leadership roles are significantly more likely to engage in the following DEI best practices:

- Formal process to hold senior leaders accountable to DEI goals
- Execs review employee diversity data at least quarterly
- Formal career sponsorship programs
- Salary range on job descriptions
Remote work has grown in popularity in recent years, and it is often more attractive to women who, on average, shoulder a greater percentage of the responsibilities related to childcare and domestic work.\(^1\) However, data indicate that fewer than half of companies track how remote work policies impact promotion outcomes, leaving the door open for unintended negative consequences for remote employees. Since women, people of color, and people with disabilities are more likely to opt for remote work, these unintended negative consequences would disproportionately impact groups that already face significant barriers to advancement in the workplace.

Percent of companies that engage in each advancement best practice

<table>
<thead>
<tr>
<th>Best Practice</th>
<th>Percent of Companies</th>
</tr>
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<tbody>
<tr>
<td>Tracking promotion outcomes by gender</td>
<td>97.2%</td>
</tr>
<tr>
<td>Explicit performance management criteria for assessing employees</td>
<td>97.1%</td>
</tr>
<tr>
<td>Formal mentorship program</td>
<td>86.1%</td>
</tr>
<tr>
<td>Tracking promotion outcomes for women of color</td>
<td>83.3%</td>
</tr>
<tr>
<td>Formal education on unbiasing performance management</td>
<td>77.1%</td>
</tr>
<tr>
<td>Formal career sponsorship program</td>
<td>58.3%</td>
</tr>
<tr>
<td>Targets for tech women at senior-level manager</td>
<td>57.1%</td>
</tr>
<tr>
<td>Targets for tech women at first-level manager</td>
<td>51.4%</td>
</tr>
<tr>
<td>Tracking promotion outcomes for remote, hybrid, and on-site employees</td>
<td>48.6%</td>
</tr>
</tbody>
</table>

Percent of companies providing each type of education on unbiasing performance management

- Optional formal training 47.2%
- Mandatory formal training 27.8%
- Educational materials 22.2%
- No education 2.8%

Formal mentorship programs are growing and are inclusive of remote employees

Networks are linked with greater career success, but multiple structural inequities prevent women from having the same informal networks in organizations as men. To address this problem, more and more companies are instituting formal mentorship programs. However, as remote work flourishes, companies must ensure that all employees, regardless of whether they are remote or in-person, have access to mentorship. This year, companies with formal mentorship programs increased to 86.1%, with 83.3% of companies providing equal access to mentorship for remote and in-person employees.

Percent of companies by type of formal mentorship program offered:

- **72.2%** Virtual & on-site
- **11.1%** Virtual only
- **2.8%** On-site only
- **13.9%** No mentorship programs

Companies that offer a formal mentorship program have significantly more of the following technologists:

- **1.8X MORE** Black women new hires
- **1.9X MORE** Entry Black women
- **4.7X MORE** Senior Black women
- **7.8X MORE** Exec Black, Latinx, Native American, Pacific Islander (BLNP) women

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Gender diversity increases on boards but racial diversity decreases

The overall representation of women on boards of directors increased by 1.2 percentage points (pp) since last year. However, women of color and men of color experienced decreases of 1.6 pp and 1.1 pp, respectively, with the most significant declines seen among Black and Asian board members. Similar to last year, no participating companies had board members who were Native American, Pacific Islander, or non-binary.
Companies with a woman as CTO have significantly more executive level tech women

This year, 1 in 5 companies employ a woman as their Chief Technology Officer (CTO), more than double last year’s representation. Statistical trends analyzed over the past two years show the power of representation at the C-suite level, as those companies with a woman CTO have significantly more tech women at the executive level and more Black tech women new hires.

Percent of companies with:

14.3%
A woman as its current CEO

20.0%
A woman as its current CTO

5.9%
A woman of color as its current CEO

12.5%
A woman of color as its current CTO

No participating companies had a non-binary CEO or CTO.
Two-thirds of companies provide 12 or more weeks of paid caregiver leave to mothers

Disparity in caregiver leave for employees with new children persists, as only 12 states and the District of Columbia have enacted Paid Family Leave legislation, leaving many parents without access to paid caregiver leave. Furthermore, while more than two-thirds of companies provide 12 or more weeks of paid caregiver leave to mothers and other birthparents for an average of 12.9 weeks, fewer than one-third of companies offer fathers and other non-birthparents a comparable window of time. On average, fathers and other non-birthparents are given 8.1 weeks of paid leave. Companies that offer equitable leave policies for all genders have the potential to create a positive ripple effect. These policies encourage shared parenting responsibilities, dismantle traditional stereotypes, and give all parents an equal opportunity to be engaged in caregiving which, in turn, could foster a more inclusive, productive, and diverse workforce.

Public Policy Corner: In the United States, paid parental leave is not a universal experience. Parental leave depends largely on the state a person lives in and/or the job they hold. As of August 2023, only 12 states and the District of Columbia have enacted Paid Family Leave programs. These Paid Family Leave programs have an average of 14 weeks (about 3 months) of total paid leave available in one year.
Recent data indicate the average monthly childcare cost in the U.S. for one child exceeds $1,100 per month, accounting for more than a quarter of a household’s income. This increasing cost has been shown to sideline women from the workforce. Companies can intervene by providing childcare assistance to employees. While 97.2% of companies offer some type of childcare support in 2023, only 66.7% of companies provide some of the larger financial supports such as a childcare center discount, childcare center subsidy, or on-site childcare facility.

Across the last two years of participation, companies that provide a childcare center, a center discount, or a center subsidy have significantly more of the following technologists:

- 9.1X MORE Exec Black women
- 2.2X MORE Entry Latinx women
- 2.2X MORE Total Pacific Islander women

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Fully remote work decreases while most other flexible work options increase

For the first time since the COVID-19 pandemic, when remote work became a necessity instead of a privilege, opportunities to work fully remote are decreasing. However, hybrid work options are on the rise as employers look for ways to bring staffers back to the office while still providing some flexibility. Data analyzed over the past two years indicate that companies offering fully-remote work options have 1.4 times more tech women as interns — supporting a stronger pipeline of capable employees.
More companies must take steps to minimize employee burnout

In 2023, 88.9% of companies collect feedback on employee burnout, an increase of 19.5% over last year. While this is a positive step, it is important to find ways to prevent burnout in the first place as it can lead to reduced productivity, a decline in mental and emotional health, and turnover. AnitaB.org’s 2022 Technical Equity Experience Survey (TechEES) found that 81.3% of mid-level women technologists are experiencing burnout, yet only 61.1% of companies offer a formal training to managers to help minimize employee burnout.

AnitaB.org’s TechEES ‘22 report found that tech women experience the most burnout at mid-level, with tech women with disabilities at mid-level being the most impacted.

Percent of mid-level tech women experiencing burnout according to TechEES

- **94.6%** Women with disabilities
- **83.7%** LGBTQ+ women
- **83.1%** Black, Latinx, Native American, Pacific Islander (BLNP) women
- **81.3%** All mid-level women

Percent of companies providing the following supports for employee balance and wellbeing

- **94.4%** Mechanism to report harassment anonymously
- **88.9%** Collecting feedback on employee burnout
- **63.9%** Formal manager training on supporting remote employees
- **61.1%** Formal manager training on minimizing employee burnout
94.3% of companies provide policies to support employee reproductive health and freedom

In June 2022, the U.S. Supreme Court made a landmark decision that the U.S. Constitution does not confer a right to abortion. This decision overruled both Roe v. Wade (1973) and Planned Parenthood v. Casey (1992), returning the power to regulate abortion to the states. Following the decision, over 20 states have enacted new abortion restrictions or bans, while another 20 states have introduced additional protections for abortion rights. In response to this decision, a majority of companies have enacted policies to provide multiple types of supports to employees who need abortions but live in states with restricted access.

Public Policy Corner
As of August ’23, more than 20 states have banned abortions or imposed new restrictions since the Dobbs v. Jackson decision, while 20 states have added new protections for abortion.
As part of Dev Technology Group’s Diversity, Equity, Inclusion, and Accessibility efforts, they developed a robust 3-year DEIA strategy in partnership with their DEI Ambassadors and rolled out the strategy to the entire company. As part of this strategy, the Dev Technology team worked to establish a consortium of industry partners to support the development and recruitment of underserved communities, students, recent graduates, and early career talent to expand the population diversity of the industry’s reach.
Companies with formal gender pay equity policies have more women and women of color technologists at entry-level

Although 80.6% of companies have instituted a formal pay equity policy, there is still work to be done. The 2022 Technical Equity Experience Survey (TechEES) found that just 57.5% of tech women feel they are paid fairly. Since TechEES also found that fair pay is a predictor of retention, formal policies that foster equitable pay should be enacted to reduce attrition amongst tech women.

TechEES ’22: Percent of tech women who feel they are paid fairly

- 68.0% Latinx
- 67.0% White
- 47.2% Asian
- 41.5% Black

Percent of companies with a pay equity policy

- 80.6% 2023
- 76.6% 2022
- 75.5% 2021

Companies with a gender pay equity policy have significantly more of the following entry-level technologists

- 1.4X MORE Total women
- 2.1X MORE Black women
- 2.7X MORE Latinx women
- 5.5X MORE Native American women
Twice as many companies are including a salary range on job descriptions

Public policy is having a swift impact on workplace equity, as demonstrated by data related to salary transparency on job descriptions. In 2019, Colorado became the first U.S. state to require employers to provide a salary range on job descriptions. Since the law requires that companies must provide salary ranges if even one of their employees will perform work in Colorado, this law impacted many companies based in other states. As remote work flourished and more states enacted similar laws, more companies have been compelled to increase transparency around salaries for incoming employees. Related Top Companies data illustrate this single policy’s powerful ripple effect: 68.6% of participating companies now provide salary ranges on job descriptions, which is a 110% increase over last year and a 364% increase since 2021.
Intersectional pay equity audits linked with greater tech women representation

Auditing pay equity practices with an intersectional lens is linked with significantly more entry and senior level women technologists. While 97.1% of companies audit their pay equity practices for gender alone, just 67.6% audit them at the intersection of gender and race—a vital examination, as the 2022 Technical Equity Experience Survey found that Black women are paid the least in year-over-year comparisons. Pay gaps for women of color will persist if companies fail to invest in intersectional pay audits.

Companies that audit pay data intersectionally have significantly more of the following technologists:

- **1.3X MORE** Entry women
- **1.3X MORE** Senior women

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

- **97.1%** Between gender
- **88.6%** Between race/ethnicity
- **67.6%** Intersectional gender and race

**Percent of companies by pay equity audit frequency**

- Annually 61.1%
- Quarterly 2.8%
- Every 2 years 11.1%
- Twice a year 25.0%
Kohl's, Inc.
Medium Technical Workforce Winner

Kohl’s talent pipeline has allowed them to increase women’s representation in their director and above roles. As of 2022, women represented 63% of management, 44% of director and above roles, and 66% of C-suite roles.
Companies that hold leaders accountable to DEI goals have more tech women and women of color at most career levels

Meaningful change requires benchmarks and goals, and only companies that approach DEI initiatives with that mindset are demonstrating a serious commitment to diversifying their workforce in significant ways. In 2023, 83.3% of companies have implemented a formal process for holding senior leaders accountable to DEI goals, which is an increase of 6.2 percentage points over the previous year. Companies with a formal process have 1.3 times more tech women in their workforce overall, and significantly more Black, Latinx, Native American and Pacific Islander (BLNP) women across the career ladder.

Percent of companies that engage in each DEI accountability best practice

- Including DEI goals as a component of performance reviews: 62.9%
- Offering financial incentives for making progress on DEI goals: 45.5%
- Imposing financial penalties for falling short of DEI goals: 12.1%

Companies with a formal process to hold senior leaders accountable to DEI goals have significantly more of the following technologists:

- **1.3X MORE** Total entry women
- **1.4X MORE** Total mid women
- **1.8X MORE** Total exec women
- **2.0X MORE** Mid BLNP women
- **2.9X MORE** Entry BLNP women
- **3.4X MORE** Exec BLNP women
Releasing public diversity data linked with greater leadership representation for women of color

Sharing DEI data publicly is an important step in establishing credibility and accountability. This year, 83.3% of participating companies share diversity data of their overall workforce with the public. Companies that publicly share the diversity of their overall workforce have significantly greater senior and executive leadership representation among Black, Latinx, Native American and Pacific Islander (BLNP) tech women at the senior and executive levels. However, there is less transparency when it comes to diversity data for tech workforces specifically, as just 30.6% of companies share those numbers publicly. In order to generate needed progress against the larger gender and racial disparities facing the U.S. tech workforce, it is crucial for companies to improve transparency related to the demographics of this group.

Percent of companies that publish data of their tech workforce by the following dimensions

- **30.6%** Race/ethnicity
- **27.8%** Gender
- **13.9%** Intersectional gender and race

Significant differences in technical representation for companies that release diversity data publicly:

- **2.5x** MORE Senior BLNP women
- **3.2x** MORE Exec BLNP women

PwC embraces transparency to build trust and accountability

Transparency lies at the heart of trust, and PwC publishes an annual Purpose and Inclusion Report to provide just that -- a clear view of the work they are doing, how much they are achieving, and where they want to continue advancing progress. They aim for greater year-over-year transparency and to evolve their environmental, social, and governance (ESG) strategy and programs accordingly. PwC is in a constant state of evolution and strives for continuous progress and growth. As a community of solvers, they monitor, adjust and implement thoughtful solutions informed by insights from both inside and outside of the organization.

PwC was named a Top Companies for Women Technologists Leader in 2019, 2020, 2021 and 2023.
Fewer than half of companies measure longer-term impacts of DEI training

While 91.6% of companies provide formal diversity, equity, and inclusion (DEI) training to their employees, the effort falls short if long-term outcomes of training are not measured for efficacy and impact. Currently, fewer than half of companies are tracking that long-term impact. Most companies determine the success of DEI training by measuring attendance or satisfaction immediately after the training. Few companies assess whether concrete changes have taken place over time with metrics such as improved promotion rates for historically-excluded groups, or increased psychological safety and inclusion scores. Only investments in measurements related to long-term impacts can foster real progress.

Percent of companies that provide each type of DEI education to all employees

- At least one mandatory formal DEI training: 47.2%
- At least one optional formal DEI training: 44.4%
- DEI educational materials but no formal training: 5.6%
- No DEI education: 2.8%

Percent of companies that utilize the following metrics to understand DEI training outcomes

- Post-training measures of participation and/or satisfaction levels: 97.1%
- Post-training survey measuring perceptions of the outcomes of trainings: 88.2%
- Measuring changes in organizational outcomes related to the training: 44.1%
- Measuring how well participants perform relevant actions/skills based on learnings from training: 35.3%
Companies expand ERG benefits

Employee Resource Groups (ERGs) allow employees to connect with colleagues who have similar backgrounds and offer a safe space to discuss experiences that are unique to them. ERGs are one of the most common ways that companies demonstrate a willingness for and commitment to inclusion, and in 2023, 97.2% of participating companies offer them. This year saw an increase in percent of each ERG support offered to employees, but unfortunately, there are still too few companies providing compensation to ERG group leaders.

UKG expands ERG strategy as part of its DEIB Success Framework

Over the past two years, UKG has made Diversity, Equity, Inclusion, and Belonging (DEI&B) a global business priority by implementing a comprehensive Belonging, Equity and Impact strategy and success framework focused on creating opportunities for every person, enriching every workplace culture, uplifting every community and, succeeding and showcasing competitive advantage. Externally, UKG is incorporating DEI&B and social impact thought leadership into its products, including the UKG Great Place To Work Hub launched in 2023; expanding its Belonging, Equity, and Impact Sales Enablement Program; and making investments for the future of all people through global philanthropic initiatives and community volunteerism. Internally, UKG is integrating DEI&B and Social Impact strategies with HR operations, including throughout the employee life cycle journey; providing quarterly scorecards for leadership accountability; and accelerating its environmental, social, and corporate governance (ESG) initiative. Ongoing progress against 2026 DEI&B and Social Impact goals is assessed quarterly by the UKG Global Belonging, Equity, and Impact Council and monthly via Belonging, Equity, and Impact Governance Forum meetings. Further, UKG’s Unified Belonging, Equity, and Impact Foundational Learning Program, internal Belonging, Equity, and Impact Ambassador Program, and a robust employee resource group (ERG) strategy are empowering employees around the world to champion an inclusive culture while elevating opportunity for UKG and its people, its customers, and its communities.

UKG was named a Top Companies for Women Technologists Winner in 2019, 2021, and 2022.

Percent of companies with ERGs that offer each support

<table>
<thead>
<tr>
<th>Support</th>
<th>Percent of Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation for group leaders</td>
<td>20.0%</td>
</tr>
<tr>
<td>Networking with leaders in the company</td>
<td>97.1%</td>
</tr>
<tr>
<td>Access to professional development opportunities</td>
<td>97.1%</td>
</tr>
<tr>
<td>Input on organizational policies and programs</td>
<td>88.6%</td>
</tr>
<tr>
<td>Recognition of participation in performance review process</td>
<td>74.3%</td>
</tr>
</tbody>
</table>
Companies with a DEI executive leader are engaging in more DEI best practices

The number of companies that have a DEI employee at the executive or C-suite level increased by 5.1 percentage points to 80.6% in 2023. DEI leaders positioned highly in the organization are better able to advocate for best practices to be applied across the organization. Top Companies data from the last two years demonstrate that companies with an exec or C-suite DEI employee have 1.9 times more Black, Latinx, Native American, and Pacific Islander (BLNP) entry-level tech women, 2.0 times more BLPN senior-level tech women, and are also significantly more likely to engage in multiple DEI best practices.

Companies that have an executive-level or C-suite DEI employee are significantly more likely to engage in the following programs/policies:

- Two or more childcare supports
- Formal process to hold senior leaders accountable to DEI goals
- Pay equity policy for gender and race/ethnicity
- Releasing diversity data publicly
- Tracking promotion outcomes for tech women and women of color
- Abortion assistance to employees
ADP
Large Technical Workforce Winner

ADP’s business resource groups (BRGs) are voluntary, associate-led groups that drive diversity, culture, and inclusion at ADP. This ecosystem of inclusivity elevates business outcomes, identifying opportunities to increase diversity of sales leads, supplier referrals, and job candidates.
Conclusion

Top Companies for Women Technologists points the way forward toward equity and inclusion.

Companies that have regularly participated in Top Companies have greater structural equity.

Average structural equity points* awarded based on number of times company has participated in Top Companies

70.5%  
Participated three or more times

49.0%  
Participated two times or fewer

*Companies receive up to 100 possible structural equity points based on their participation in specific equitable practices.

161 companies have participated in Top Companies since 2011

Companies that have participated in Top Companies 3+ times in the last five years have more tech women of color

- 1.6X MORE Mid BLNP tech women
- 1.9X MORE Latinx tech women new hires
- 2.0X MORE Senior BLNP tech women
- 4.1X MORE Exec BLNP tech women

60% of companies report enacting structural change due to participating in Top Companies including:

- Publicly sharing tech diversity data
- Providing compensation to ERG leaders
- Including salary range & flexible work options in job descriptions
- Tracking demographics of patents
Companies submitted two types of data: workforce diversity data and policies and programs data. Workforce diversity data included employee headcounts at specific times and time ranges. Policies and programs data included a list of questions regarding structural equity practices in the company, to which companies could select a single response from a list of response items. For both types of data, companies had the option to select “Unknown” or “Decline to Respond.” These responses were excluded from analyses.

**Terminology**
- Women of color: Includes women of all racial/ethnic groups except White & unspecified
- BLNP: Includes employees who are Black, Latinx, Native American, or Pacific Islander
- Technologist: AnitaB.org has a standardized definition of technologist that participating companies align to in the submission process. [bit.ly/techdefinition](http://bit.ly/techdefinition)

**Data Collection Period**
The year data labels correspond to the following data collection periods:
- 2023: January 1, 2022 – December 31, 2022
- 2022: January 1, 2021 - December 31, 2021
- 2021: January 1, 2020 - December 31, 2020
- 2020: March 1, 2019 – March 31, 2020
- 2019: March 1, 2018 – March 31, 2019

**Metrics**

**Gender and race/ethnicity**
Companies provided intersectional gender and race data for all workforce diversity metrics. Gender categories included: women, men, non-binary, and unspecified. Racial/ethnic categories included: multiracial, Black, Asian, Latinx, Native American, Pacific Islander, White, and unspecified. Employees could only be counted once in any given gender and race matrix.

**Averages for gender and race/ethnicity**
Companies provided the average number of tech women and tech men across the 12-month period. Average rates for race and intersectional race/gender were calculated by averaging the number of employees in that race and/or gender at the start of 2022 and the number of employees in that same race and/or gender at the end of 2022.

**Representation**
Companies provided technical workforce data as of December 31, 2022. Tech workforce data were segmented into the following career levels: intern, entry, mid, senior, and exec. Total technical workforce was calculated by summing the headcounts for entry, mid, senior, and exec. Representation percentages were calculated by dividing the total number of employees of a specific gender and/or race within a specific career level by the total number of employees in that same career level.

**Hiring**
Companies provided the total number of employees hired between January 1, 2022, and December 31, 2022. New hire percentages were calculated by dividing the total number of new hires of a specific gender and/or race by total new hires.

**Retention**
Companies provided the total number of employees who exited their company, either voluntarily or involuntarily, between January 1, 2022, and December 31, 2022. Attrition rates by gender were calculated by dividing total attrition of one gender by the average employees of that same gender. Attrition rates for racial groups and intersectional gender/race attrition rates were calculated as total attrition of a specific race divided by the average employees for that same race.

**Advancement**
Companies provided the total number of employees who were promoted at their company between January 1, 2022, and December 31, 2022. Promotion rates by gender were calculated by dividing the total promotions of one gender by the average employees of that same gender. Promotion rates for racial groups and intersectional gender/race promotion rates were calculated as total promotion of a specific race divided by the total employees for that same race.
Top Companies for Women Technologists is the industry benchmark of trends in representation and equity for women and non-binary technologists.

CONTRIBUTERS IN ALPHABETICAL ORDER

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

At AnitaB.org, we envision a future where the people who imagine and build technology mirror the people and societies for whom they build it. For more than 30 years, this community has grown and changed to become the leading organization for marginalized genders in technology. Today, AnitaB.org works with women and non-binary technologists in more than 50 countries, and partners with leading academic institutions and Fortune 500 companies.

www.AnitaB.org

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