



Top Companies For Women Technologists

2017 Key Findings And Insights

/ Measure What Matters



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

CONTRIBUTORS

Susan Davis-Ali, PhD

Michelle Leahy

Denise Reflexia, PhD

Jen Trummer

ABOUT TOP COMPANIES



Top Companies for Women Technologists is a national program that helps women find companies where they will be supported and valued along the technical career path. It helps organizations identify areas where they can improve, and signals a commitment to diversity and inclusion that women look for in an employer.

First launched in 2011, the program uses a rigorous methodology to measure the representation of women in technology. By contributing their data, participating companies help us develop a reliable benchmark and capture insights on which programs and policies form a more inclusive workplace culture.

At a time when women are significantly underrepresented in building technologies that shape every aspect of modern life, Top Companies is helping to change the direction of the technical workforce. By measuring and celebrating progress, we give women a trusted resources to help identify companies committed to increasing the participation of women in tech.

HOW COMPANIES ARE SCORED

Organizations that participate in Top Companies are scored based on seven metrics. These are:

THE REPRESENTATION OF WOMEN IN TECHNICAL ROLES AT

- ① *entry*
- ② *mid*
- ③ *senior*
- ④ *executive levels*

RATES OF

- ⑤ *recruitment*
- ⑥ *retention*
- ⑦ *promotion*

Every company is scored on the same seven metrics. No subjective or black box data. Just the numbers.

The statistical methodology

Data submitted by participating companies is normalized for comparability using a Z-score method. Z-scores are calculated based on deviation from the mean divided by the standard deviation. For each metric, a company receives a Z-score, which measures how that organization compares to the overall participant pool. There is no weighting; all scores are based on how each organization statistically compares to other participants.

Top Companies results are based on the sum of all seven Z-scores.



Policies and programs data

Top Companies gathers additional data on policies and programs to find insights on the effectiveness of diversity efforts. This data does not affect an organization's score or impact program results.

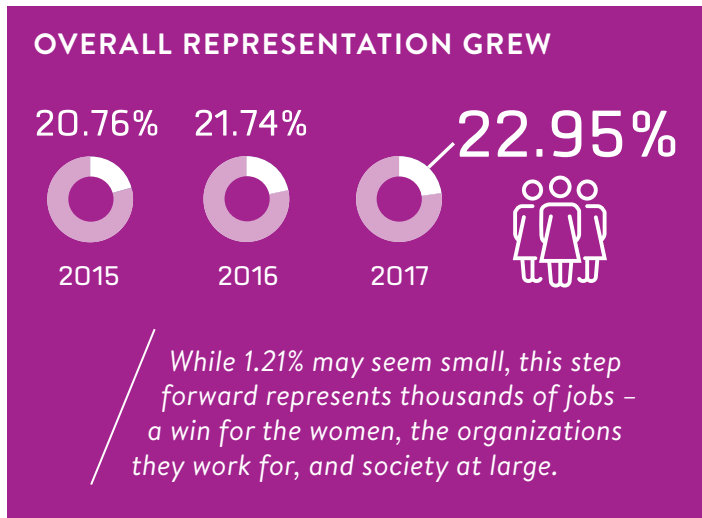
Top Companies also offers a Workplace Experience Survey distributed to randomly selected male and female technical employees. The survey was piloted in 2016, and will be expanded in 2018.

2017 PROGRAM SCOPE & FINDINGS

63 participating companies
574,000+ technologists
 131,000+ women technologists

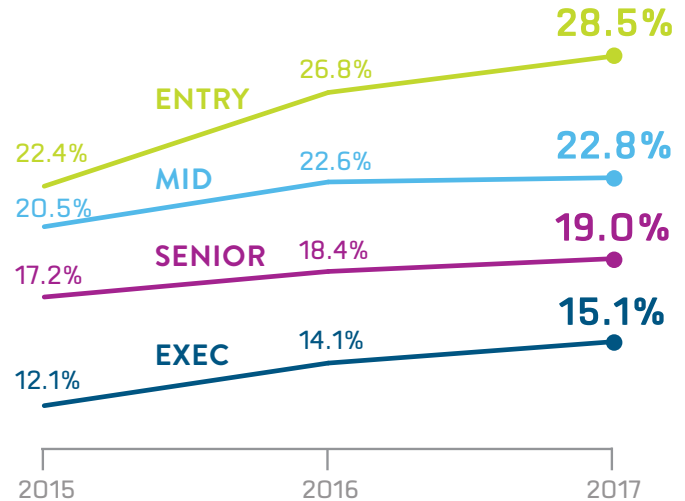
Participants came from industries including hardware and software, business services, consulting, financial services, insurance, media, research, and retail.

See significance of technical workforce on next page.



Representation by career level

3 YEAR TREND



Representation grew at all levels, but was most marked at the entry level, which reflects an emphasis on the early pipeline. This indicates that the glass ceiling may actually be lower, and appear sooner, for many women who feel blocked from moving beyond mid-level roles. Building healthy company cultures is critical to sustaining this increase as women advance along the career path.

2017 PROGRAM SCOPE & FINDINGS

Retention Rates

VOLUNTARY DEPARTURES
IN PREVIOUS YEAR*:

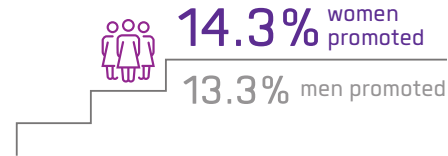


For the second year in a row, our data shows that women technologists are leaving their organizations at a higher rate than their male colleagues.

* ($p < .0.5$ significance)

Advancement Rates

PROMOTIONS IN
PREVIOUS YEAR*:



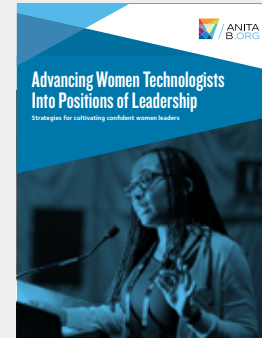
Organizations that participate in Top Companies are promoting women technologists at a higher rate than their male colleagues. This is a promising development, but these promotions are often between entry and mid-levels, not advancement to positions of leadership and influence.

SIGNIFICANCE OF TECHNICAL WORKFORCE

On average, 51.9% of employees at participating companies are in a technical role.

In half of participating companies, technical roles make up over 50% of the workforce.

In individual companies, the percentage of technical roles ranges from single digits to the nineties.



Learn more about the importance of advancement in building a more equitable technical workforce

 **DOWNLOAD OUR 2017 WHITE PAPER**

Advancing Women Technologists Into Positions of Leadership

AnitaB.org/Resources/

CHANGE ALLIANCE AND LEADERSHIP INDEX

Every organization that participates in Top Companies is helping to drive change by making a commitment to measure their data on the representation of women in technical roles.

To help understand what factors may influence representation rates, we divide participating companies into two categories: Change Alliance and Leadership Index.

Companies that score below the mean are listed on the Change Alliance. Companies that score at or above the mean are listed on the Leadership Index. By making this distinction, we can look at what Leadership Index companies are doing to attract and retain more women technologists at every level.

Nearly two thirds of organizations on the 2017 Leadership Index are non-technology companies. Truly, every modern company is a technology company – yet another reason why equitable representation is so important.

Companies are listed in alphabetical order; list order does not imply rank.



LEADERSHIP INDEX

Accenture	Experian	Northwestern Mutual
ADP	GEICO	SAP
Allstate Insurance Company	Google	Target
American Express	HBO Inc.	The New York Times
athenahealth	IBM	Thomson Reuters
Avanade	iCIMS	ThoughtWorks
Bank of America	Intel Corporation	USAA
BNY Mellon	Intuit	Vanguard
Capital One	Macy's, Inc.	Visa Inc.
	Nationwide	



CHANGE ALLIANCE

Amazon.com, Inc.	Grubhub	Qualcomm Incorporated
Argonne National Laboratory	Guardian Life Insurance Company	Salesforce
CA Technologies	Harris Corporation	Synopsys, Inc.
Cadence Design Systems	Hewlett-Packard Enterprise	Trend Micro Inc
Cisco Systems	HP Inc.	Twilio
Dell Inc.	Juniper Networks	Two Sigma Investments
Dropbox	LinkedIn	Uber Technologies, Inc.
eBay	Microsoft Corporation	Veritas Technologies LLC
Electronic Arts	Morningstar	XO Group
Ericsson	NetApp	Yelp
FactSet Research Systems	Oracle	Yext
GoDaddy	Pacific Northwest National Laboratory	

TECHNICAL WORKFORCE SEGMENTATION

Companies of different sizes face different types of challenges in growing the representation of women in technical roles. In 2017, we segmented the data by the size of the technical workforce in order to start looking at how workforces of varying sizes are able to drive change.

We did not segment the Leadership Index companies by workforce size; however, with the 2017 data set, the same companies would have been recognized even if we had created three separate Leadership Indices.

Technical workforce of <1,000

15 companies

Technical workforce of 1,000-10,000

33 companies

Technical workforce of >10,000

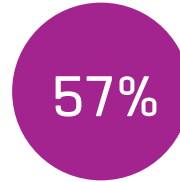
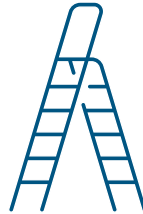
15 companies



2017 POLICIES & PROGRAMS DATA

Leadership Development

Does your company have formal leadership development programs specifically for women technologists? These programs are designed to help women gain the skills they need to advance to the next career level.



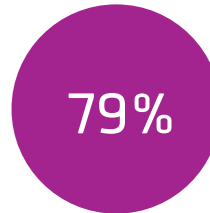
LEADERSHIP INDEX



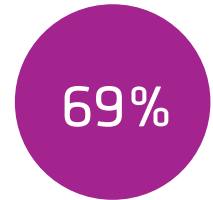
CHANGE ALLIANCE

Gender Diversity Training

Does your company offer formal training programs that address the value of gender diversity or the barriers to achieving diverse and inclusive teams? Unconscious bias trainings are a common example.



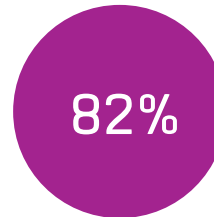
LEADERSHIP INDEX



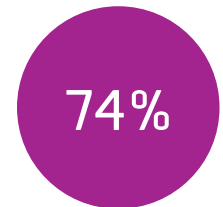
CHANGE ALLIANCE

Flex Time

Does your company have a formal policy allowing flex time for all technical employees? This would include options such as working remotely, working flexible hours, or following a flexible schedule.



LEADERSHIP INDEX



CHANGE ALLIANCE

KEY TRENDS 2016-17

We are encouraged to find that a number of companies listened to our advice from last year, and implemented the policies and programs we recommended.

In 2016, we noted three policies and program areas that distinguished Change Alliance and Leadership Index companies: formal flex time policies, formal leadership development, and formal gender diversity training.

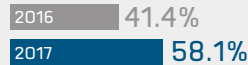
One year later, the significant differences in programs and policies we saw between these two groups has shrunk considerably. This is a promising development for women in technology.

Given the relative newness of many of these changes, they did not yet make a significant impact on representation. We expect to see positive shifts in overall representation in the coming years as these programs and policies impact workplace culture.

Notable Changes for Return Participants

For companies that scored below average in 2016, we saw growth across all three program areas for returning participants:

LEADERSHIP DEVELOPMENT TRAINING



GENDER DIVERSITY TRAINING



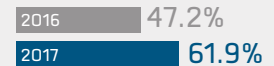
FLEX TIME POLICIES



Pay Equity Trends

Between 2016-2017, Top Companies participants increased adoption of pay equity policies:

FORMAL POLICY THAT REQUIRES PAY EQUITY



PAY EQUITY ACCOUNTABILITY



INSIGHTS AND GUIDANCE ON POLICIES & PROGRAMS DATA

Leadership Development

Investing in formal leadership development programs lets women know that their growth and advancement is a priority. They help women clearly identify their goals and create strategies for reaching positions of greater influence and responsibility.

Do Provide official, systematic leadership development programs for women technologists, especially those at mid-career. Offer additional training for women who advance to the executive level.

Diversity Training & Education

Trying to grow representation by “fixing the women” is proven to fail. Data indicates that men and women must work together to create more inclusive environments. Gender diversity training engages men as allies and gender partners for the benefit of all.

Do Provide formal, systematic gender diversity education and training programs. Share your Top Companies data with participants. Encourage men and women to work together and learn how gender partnership can form the foundation for change.

Flex Time

Flexible working arrangements make technical roles a viable choice for more people. This is particularly important for women, who are often responsible for childcare, elder care, and other obligations. A range of options can improve both advancement and retention.

Do Create formal policies that support flexible work time and flexible work schedules. Just as important as the policies themselves are leaders across the company who regularly use them and support those who do.

***Listening is key:** Participate in AnitaB.org’s Workplace Experience Survey for 2018. It will show you how men and women describe your workplace differently. Study the results, and respond to what you learn. Move toward making your organization a place women want to join, stay, and advance.*

WHERE TO GO FROM HERE

At a time when the technical workforce is poised for ongoing growth and expansion, women are looking for companies where they can reach their career goals in an environment that supports and values them.

Building an inclusive workplace culture requires intentional, ongoing effort that is rewarded by the ability to attract and retain talented technologists and develop products and solutions that meet the needs of diverse audiences.

To grow representation of women in your technical workforce, we invite you to follow these three key steps.

Know your numbers

Know where your company stands on the representation of women in your technical workforce. Participate in Top Companies for Women Technologists and track your progress on a yearly basis.

Show your numbers

Share your Top Companies data with leaders at all levels in your organization. Let women know that you're participating in the program. Transparency creates trust and trusted data drives change.

Grow your numbers

Hold managers accountable for growing your numbers. Take advantage of AnitaB.org's offerings for Organizational Transformation. Implement policies and programs that help improve representation.

/ Measure What Matters



**GET MORE INFORMATION ABOUT
PARTICIPATING IN TOP COMPANIES 2018**

AnitaB.org/Accountability/Top-Companies



**LEARN MORE ABOUT OUR
PROGRAMS AND INITIATIVES**

Contact us at TopCompanies@AnitaB.org



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

AnitaB.org engages with tens of thousands of women and leading organizations around the world to build diverse and inclusive cultures.

www.AnitaB.org