



ANITA
B.ORG

TOP COMPANIES FOR WOMEN TECHNOLOGISTS

2022 KEY FINDINGS AND INSIGHTS

The time for action is now



TOP COMPANIES FOR WOMEN TECHNOLOGISTS

2022 Key Findings and Insights

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AT ANITAB.ORG, WE WORK DILIGENTLY to ensure we recognize companies where women and non-binary technologists can thrive. So, while we currently see the rights of women and non-binary individuals under attack and while gender diversity in technology is not back to levels seen prior to COVID-19, this year's Top Companies for Women Technologists report unearthed data displaying great rebounds from last year alone.

To name a few...overall hiring in technology has rebounded; companies are making productive efforts to hire more women of color technologists; and companies report a 5% increase in total women technologists from 2021 to 2022. On the other hand, attrition rates are alarmingly high for tech women, especially for those who are Black, Latinx, Native American and Pacific Islander (BLNP). Any gains in intersectional gender diversity due to hiring will be marginal until companies can reduce this high rate of attrition.

It's imperative that our Top Companies program evolves, just as we hope participating companies do based on their assessments. New elements to

Top Companies this year include spotlights on specific company DEI practices, public policy call outs that focus on equity in the workplace, more non-binary technologist data, and deeper insights into accountability and promotion practices.

To ensure that we are continually holding our own organization up to the same standards for equitable practices, AnitaB.org also participated in the Top Companies assessment process this year, and we are taking steps to incorporate the lessons we learned from our participation. On behalf of everyone at AnitaB.org, I want to thank the companies that joined us in participating, for measuring what matters, and for sharing your data with us. It is evident that, collectively, we are all working to move the needle in the right direction. Let's continue to learn from these insights and move towards a more inclusive technology ecosystem.



Brenda Darden Wilkerson
AnitaB.org
President and CEO

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 and non-binary 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 marginalized genders look for in an employer.

This report contains the findings for data collected from participating companies for the period of January 1, 2021, through December 31, 2021. 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 2022, Top Companies measured the U.S. technical workforces of **52 companies**

422,494

Total Technologists

106,928

Women & Non-binary Technologists

61,485

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
15 companies



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



Large Technical Workforce
> 10,000
9 companies

[View Top Companies 2022: Action is Now](#) dashboard to see data broken down by tech workforce size.

2022 TOP COMPANIES WINNERS, LEADERS & PARTICIPANTS

Top Companies for Women Technologists Winners were the top scorers in their technical workforce size categories, and Leaders scored in the top 25th percentile. Two companies with small technical workforces contributed data unofficially so will not be listed publicly. Companies are listed in alphabetical order.

SMALL TECHNICAL WORKFORCE < 1,000

WINNER

Dev Technology Group

LEADERS

AlixPartners
InterSystems
Kohl's

PARTICIPANTS

D.E. Shaw & Co., L.P.
 Dataminr
 Honeycomb.io
 iCIMS
 Morningstar, Inc
 OCC (The Options Clearing Corporation)
 Quora Inc
 Schrödinger, Inc.
 Union Pacific

MEDIUM TECHNICAL WORKFORCE 1,000-10,000

WINNER

UKG

LEADERS

Airbnb
Eli Lilly and Company
Experian
New York Life
Nordstrom
Target

PARTICIPANTS

Allstate
 American Express
 American Family Insurance
 Argonne National Laboratory
 Electronic Arts Inc.
 HP Inc.
 Maxar Technologies Inc.
 MIT Lincoln Lab

Morgan Stanley
 Northwestern Mutual
 Pacific Northwest National Laboratory
 PwC
 Slalom
 Snap Inc
 The Goldman Sachs Group, Inc
 The Vanguard Group, Inc.
 Thomson Reuters
 Two Sigma
 USAA
 Verisk Analytics, Inc
 Zillow

LARGE TECHNICAL WORKFORCE >10,000

WINNER

ADP

LEADERS

Capital One
Wells Fargo

PARTICIPANTS

Amazon.com Services, Inc
 Bank of America
 Cisco Systems
 Citi
 Northrop Grumman
 Verizon

See [Methodology FAQ](#) for a detailed description of the scoring algorithm.

INTRODUCTION

IN 2022, OUR RIGHTS AND PROTECTIONS are under attack on both the federal and state levels. In the *Dobbs vs. Jackson Women's Health* decision, the U.S. Supreme Court ruled that abortion access is not a federally protected right. At the state level, Florida made headlines in 2022 for discriminatory legislation targeting the most vulnerable groups, including the "Don't Say Gay or Trans Bill" and "Stop WOKE Act." And the attacks on our rights continue—in the aftermath of the *Dobbs* decision, several politicians voiced their desire to revisit other Supreme Court decisions that protect marriage equality and sexual privacy. When compounded with the pervasive stress, burnout, and exhaustion that people are experiencing because of the ongoing COVID-19 pandemic, these political attacks put us in a dire position. The very principles of diversity, equity, inclusion and belonging are at risk in 2022.

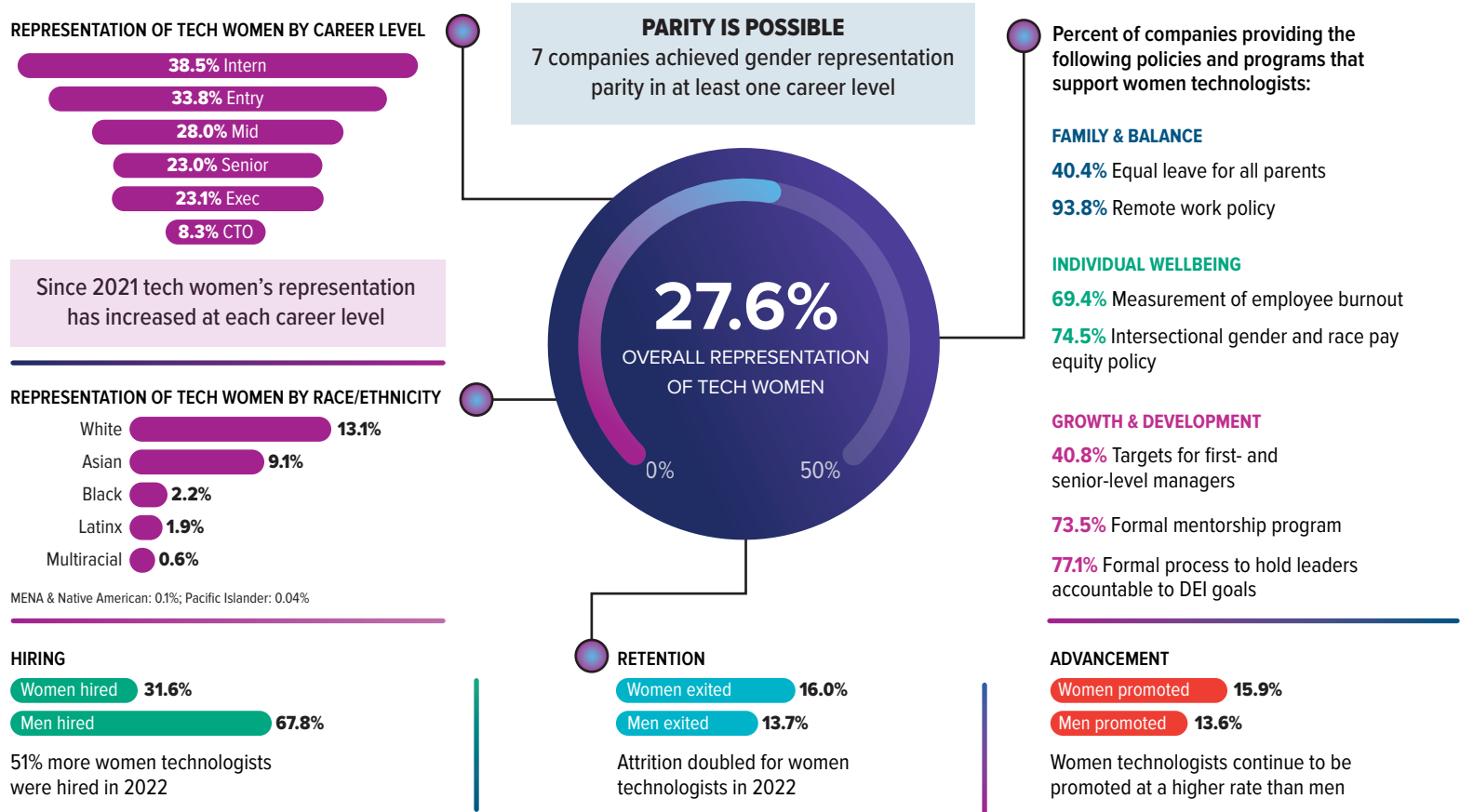
While these trends are alarming for all Americans, they have particular relevance for the tech world. First, the *Dobbs* decision raises concerns over surveillance software and the lack of privacy on apps, social media platforms, and digital calendars, which prosecutors are using to target people seeking and providing abortions. Second, legislation like the Stop WOKE Act limits mandatory workplace trainings related to implicit bias and sexual harassment, claiming that these trainings create a "hostile work environment" for those required to attend. But such trainings are effective: our report shows that companies that engage in intentional unbiasing of processes around hiring and promotion have more women and women of color technologists. Third, tech has consistently been one of the worst business sectors when it comes to intersectional gender equity. Women, LGBTQIA+, and people of color already often find the tech world unwelcoming.

Now that the wider political context is becoming increasingly unsafe for these groups, the tech world runs the risk of becoming doubly hostile—a hostile space within a hostile space. Companies must therefore go above and beyond to make the tech world a safer place for those communities that are being targeted by discriminatory legislation. It is vitally important to increase and protect diversity and inclusion in tech if we are to identify and solve complex problems affecting all communities.

Ultimately, we are seeing this vehement political reaction in 2022 precisely because some institutions are beginning to make progress toward DEI. After the murder of George Floyd in 2020, people became more aware of the difference between performative action and real change. During the COVID-19 pandemic, they also became more aware of the need to honor the dignity and wellbeing of all workers. They began to demand true structural and systemic change, and they showed that they were willing to leave jobs that did not prioritize social justice and employee wellbeing. And it was working. For instance, this report shows that there were significant gains in both hiring and promotions for Black, Latinx, Native American, and Pacific Islander (BLNP) women in 2022. It also shows that women overall, and women of color specifically, increased in representation at every career level. But now that institutions are implementing the policies that actually work, we are experiencing violent opposition from those who unfairly profit from the old discriminatory systems. Against this background of eroding rights and increased pressure, companies must rise to become the protectors of their employees and the defenders of a diverse, equitable, and inclusive society.

EXECUTIVE SUMMARY

In 2022, Top Companies for Women Technologists collected and analyzed data on more than 400,000 U.S. technologists from 52 companies.

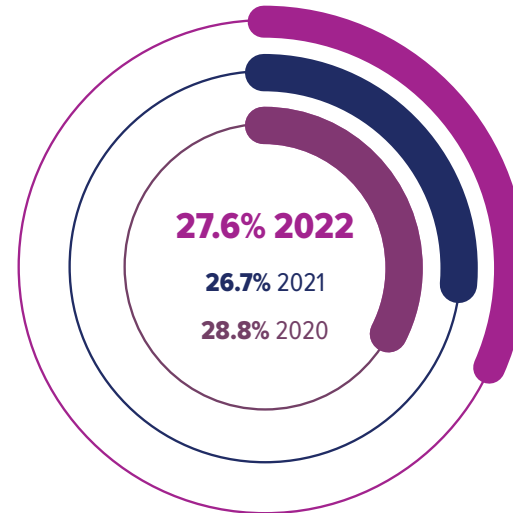


REPRESENTATION

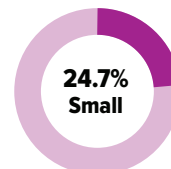
REPRESENTATION OF TECH WOMEN RISES BUT REMAINS BELOW PRE-PANDEMIC LEVELS

After a considerable dip in 2021, the U.S. representation of technical women for Top Companies participants increased by 0.9 percentage points (pp) in 2022. Unfortunately, women's representation remains well below pre-pandemic levels. Additionally, this rebound was only experienced by companies with medium or large technical workforces, as companies with small technical workforces report a 0.4 percentage point decrease from 2021.

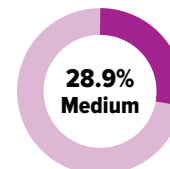
Representation of technical women



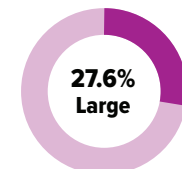
Representation of tech women by technical workforce size



-0.4 pp since 2021



+1.1 pp since 2021

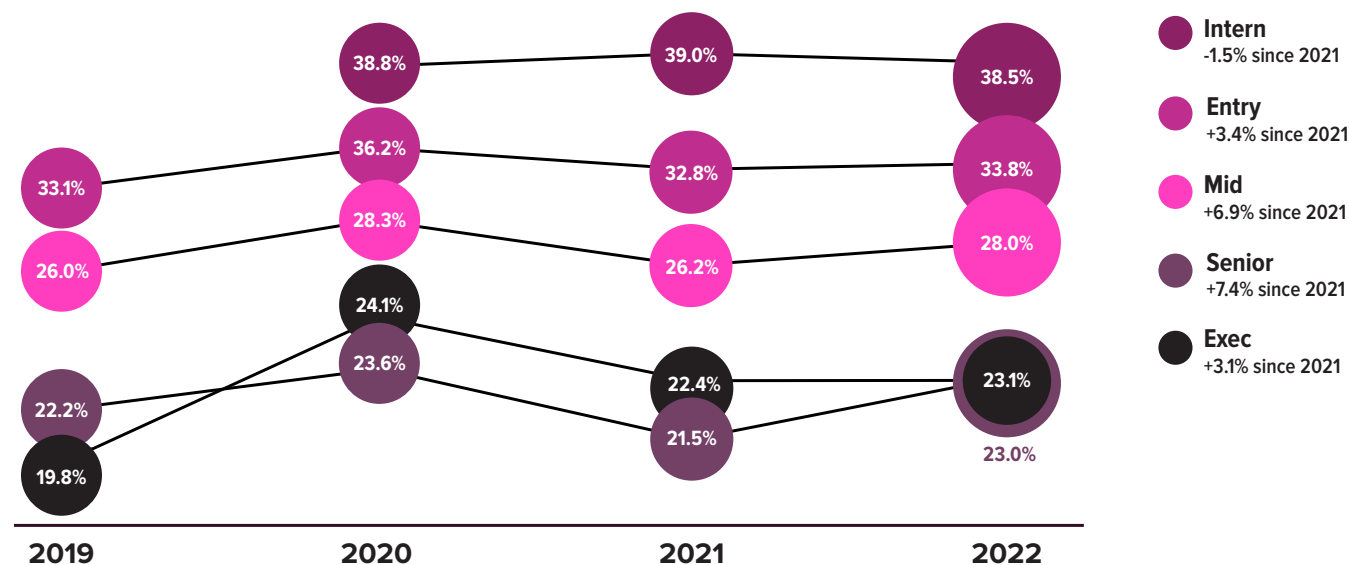


+1.4 pp since 2021

GENDER DIVERSITY INCREASES AT MOST TECH CAREER LEVELS, BUT INEQUITIES REMAIN

Although the representation of women technologists increased in 2022 at all career levels except intern, representation is still lower across the career ladder than it was in January 2020. Additionally, tech women's representation remains much lower at senior and exec levels than at entry level.

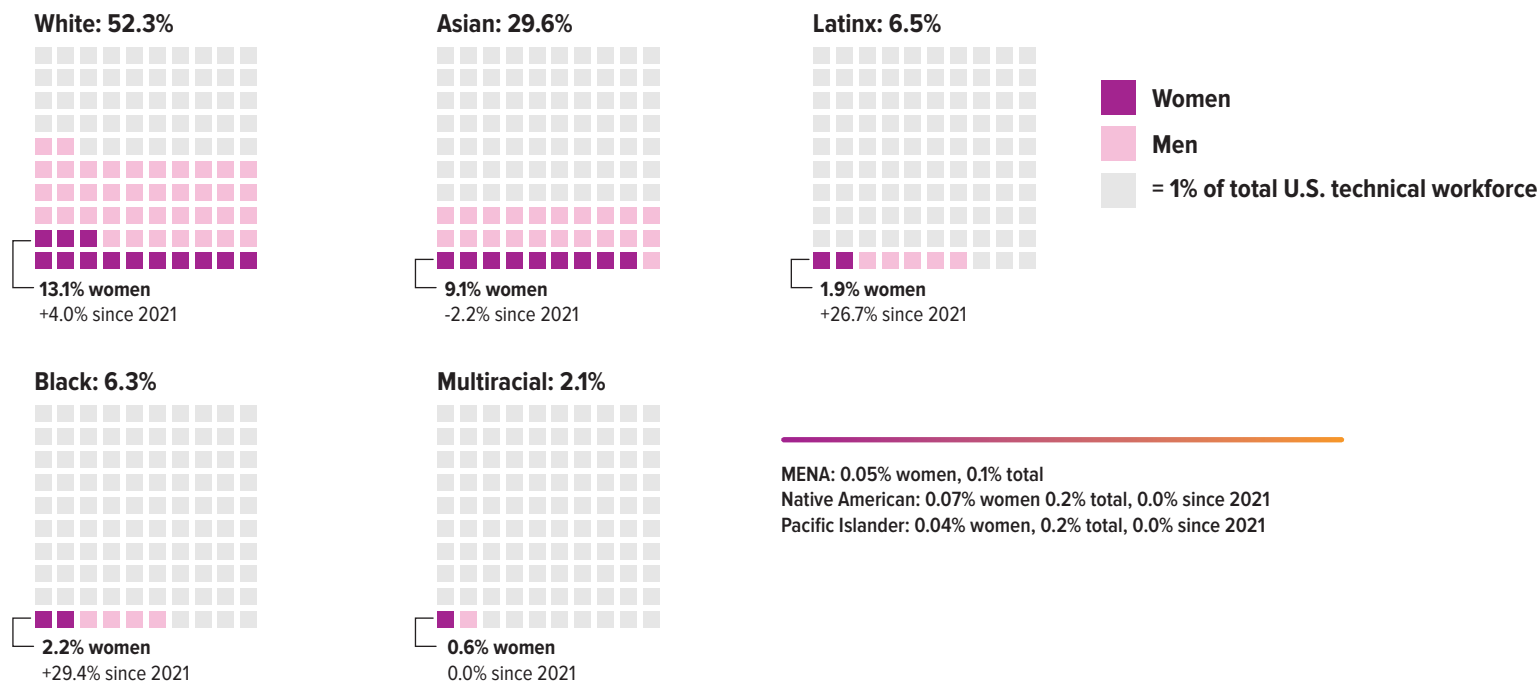
Representation of technical women by career level



ASIAN WOMEN ARE THE ONLY TECHNICAL WOMEN TO DECREASE IN REPRESENTATION

Although representation of women technologists increased overall in 2022, this increase was not experienced equally by women of all racial/ethnic groups. Particularly, Asian women saw the largest decrease in representation, while Black women saw the largest increase.

Representation of technical workforce by race and gender

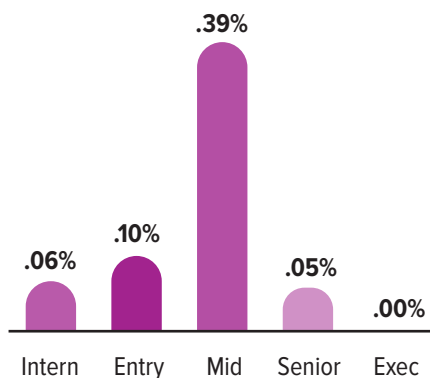


Throughout this report, Black includes African American; Latinx includes people of Hispanic and Latin origins; Native American includes Alaskan Native, First Nations, and Inuit; Pacific Islander includes Native Hawaiian; MENA includes Middle Eastern and North African. References to BLNP include Black, Latinx, Native American, and Pacific Islander.

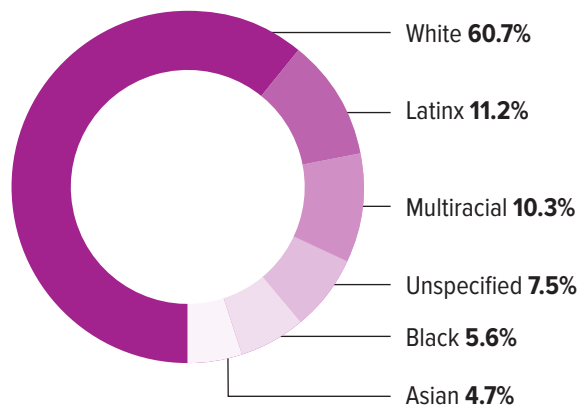
ONLY 58% OF COMPANIES PROVIDE A NON-BINARY OR THIRD GENDER OPTION FOR EMPLOYEES

Companies currently report that non-binary technologists make up only 0.13% of the technical workforce. However, this number is unreliable because 41.7% of companies do not collect non-binary gender data from their employees. Groups with small numbers are often excluded from measurements because they are difficult to examine statistically and visually; this failure to measure leads to a vicious cycle of exclusion and marginalization. To avoid further erasing this group of over 1.2 million U.S. adults, companies must collect data specifically for non-binary technologists, and they must use these data to understand the specific experiences and needs of this group.

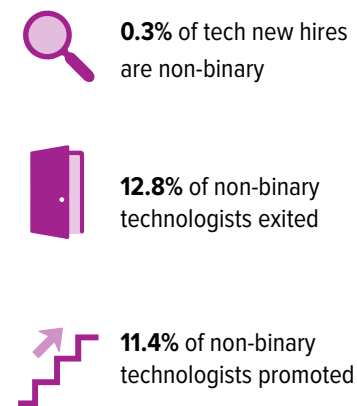
Representation of non-binary technologists by career level



Racial/ethnic representation of the non-binary tech workforce



Workforce change for non-binary technologists



DEV TECHNOLOGY GROUP
SMALL TECHNICAL WORKFORCE WINNER

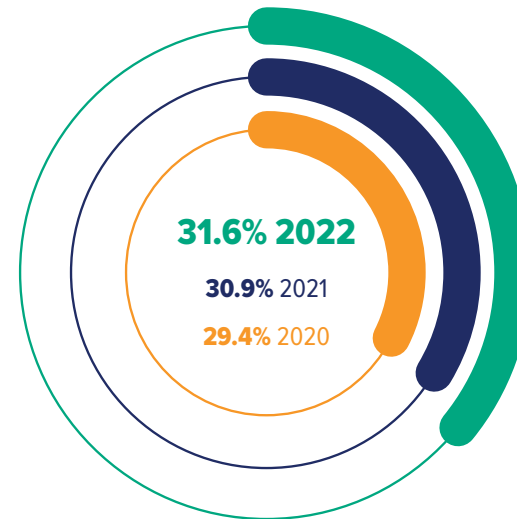
Dev Technology Group created its first official DEI role to lead its Diversity, Equity, and Inclusion committee, which brings internal leaders at all levels together to address the systemic barriers hindering inclusivity and to celebrate differences across the organization and the greater Dev community. This commitment to DEI and Dev's leadership support is what drives the inclusion at Dev.

HIRING

POSITIVE TRENDS IN HIRING STILL FALL SHORT OF PARITY

After widespread hiring freezes in 2021, overall hiring rates rebounded in 2022 to almost pre-pandemic levels. Tech women's representation in new hires also increased slightly this year, continuing a favorable trend of the last six years. Combined, these two trends resulted in 51% more technical women being hired in 2022 than in 2021. However, the percentage of women new hires remains low at 31.6%. If the overall rebound in hiring had been accompanied by greater gender parity, even more technical women would have been hired this year.

Percent of tech new hires who are women

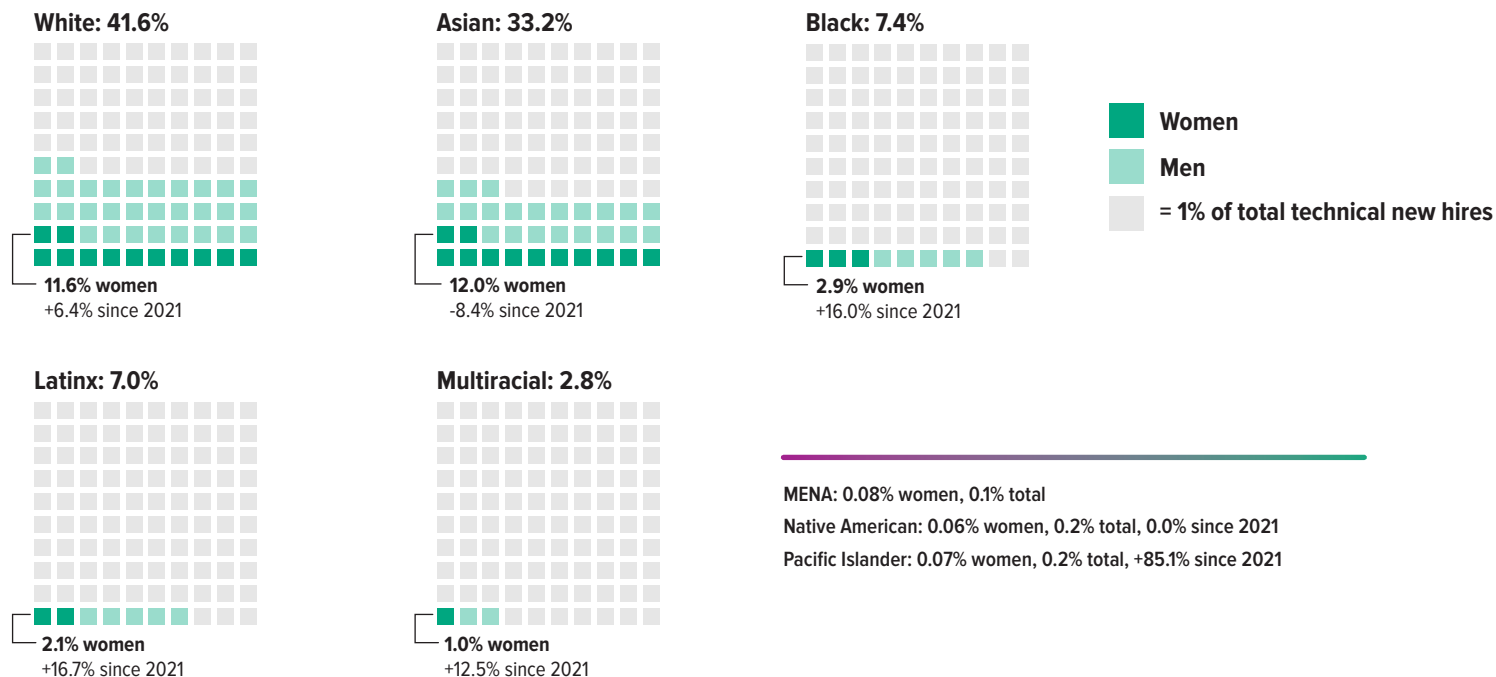


Honeycomb.io utilizes a “Head Start” practice in an effort to promote diversity in hiring. They dedicate two weeks to intentional DEI sourcing for potential candidates within marginalized and minority communities prior to posting roles to the general public.

HIRING INCREASES FOR WOMEN TECHNOLOGISTS IN MOST RACIAL/ETHNIC GROUPS

This year hiring increased for technical women in most racial/ethnic groups, with Black women showing the largest increase. Just as Asian women were the only technical women to decrease in overall representation, they were also the only tech women to decrease in new hire representation.

Representation of tech new hires by race and gender



COMPANIES THAT PROHIBIT WHITEBOARD INTERVIEWS HIRE MORE BLACK AND LATINX WOMEN TECHNOLOGISTS

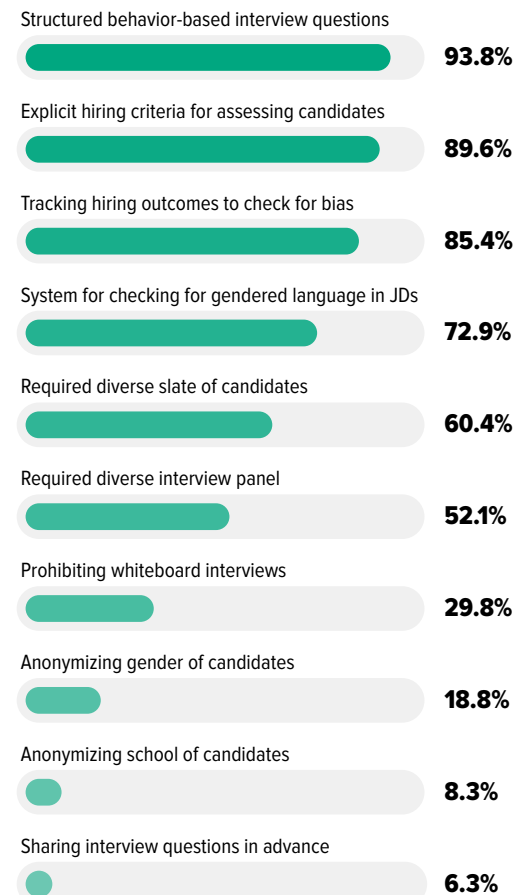
In a whiteboard interview, a job candidate must solve a problem on a whiteboard while others watch. The candidates most likely to succeed at whiteboard interviews are White men from traditional academic backgrounds. However, whiteboard interviews do not predict actual job performance; they predict confidence and skill with whiteboard interviews.¹ The hiring processes that best predict actual job performance are those that link every step of the process with explicit criteria for the experience and skills needed to succeed in the position.

Less than a third of companies prohibit whiteboard interviews. Companies that prohibit whiteboard interviews have significantly more of the following technologists:

- **2.0X more** Black women new hires
- **1.6X more** Latinx women new hires

¹Behroozi, M., Shirolkar, S., Barik, T., & Parnin, C. (2020, November). Does stress impact technical interview performance?. In Proceedings of the 28th ACM Joint Meeting on European Software Engineering Conference and Symposium on the Foundations of Software Engineering (pp. 481-492).

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

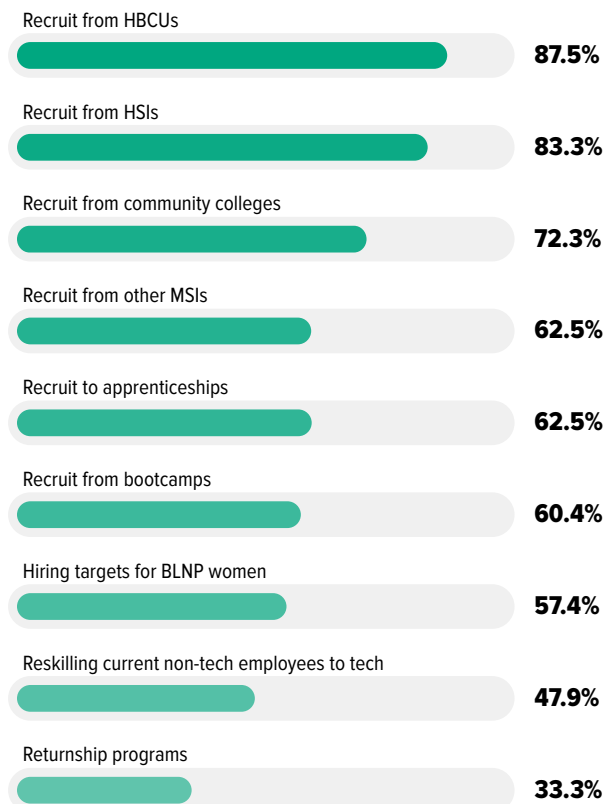


REPRESENTATION OF TECH WOMEN OF COLOR IS SIGNIFICANTLY HIGHER FOR COMPANIES THAT SET DIVERSITY HIRING TARGETS

**Companies that set hiring targets
for BLNP women have significantly
more of the following technologists:**

- **2.2X more** Latinx women
- **2.0X more** Black women
- **1.5X more** Asian women
- **1.3X more** Total women

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

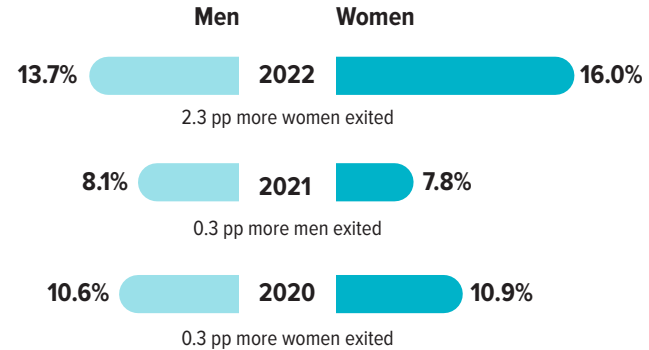


RETENTION

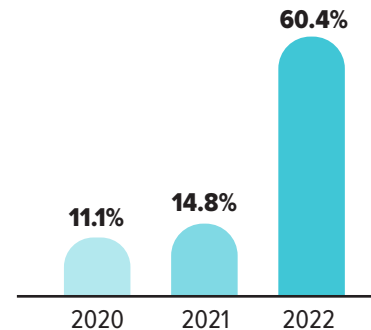
TECH WOMEN'S ATTRITION MORE THAN DOUBLED IN 2022

Companies report serious tech attrition in 2022, in keeping with the wider national trend of a “Great Resignation.” 75% of companies experienced more attrition in 2022 than in 2021, and more than half of companies lost at least 20% of their tech workforce to attrition this year. This attrition affected women technologists unusually strongly: attrition rates are usually fairly equal among technologists of all genders, but this year women’s attrition rate was much higher than men’s. More than twice as many women technologists left their companies in 2022 than in 2021. This finding suggests that women are advocating for themselves and exercising their power as in-demand talent—they are willing to leave unattractive jobs, seeking better pay and better treatment.

Attrition rates of tech workforce by gender



Percent of companies with a tech attrition rate of 20% or higher

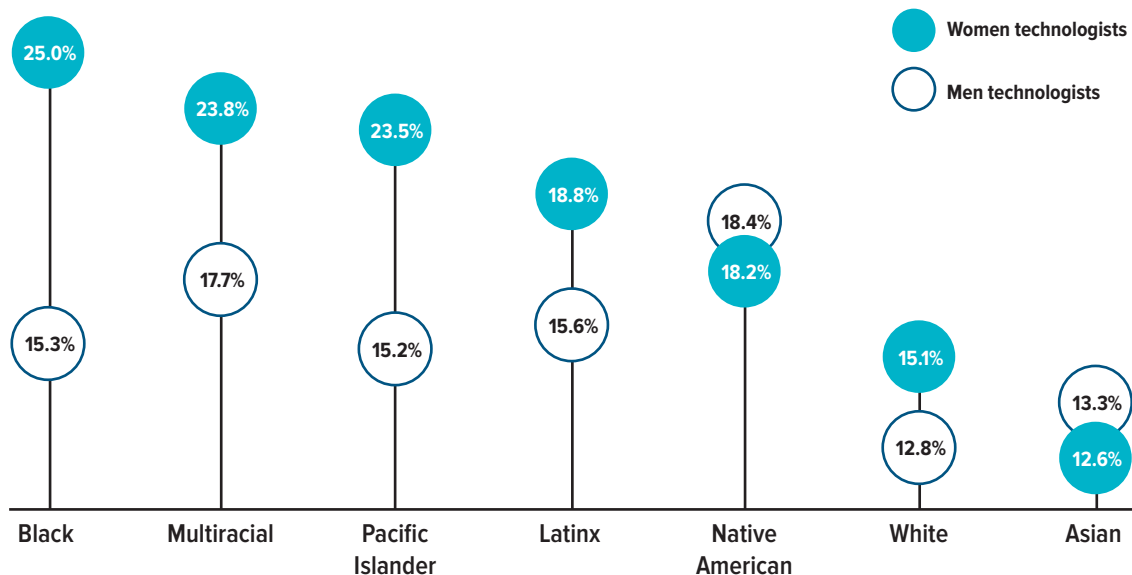


Companies that track promotion outcomes by gender are retaining **8.0X more women** technologists.

BLNP WOMEN TECHNOLOGISTS ARE EXITING THEIR COMPANIES AT THE HIGHEST RATES

Last year, men of color technologists left their organizations at the highest rates, but this year women technologists left at much higher rates than men in almost every racial/ethnic group. The attrition rates were particularly high among BLNP and multiracial women. This finding accords with AnitaB.org's Technical Equity Experience Survey 2021 ([TechEES '21](#)) report, which showed that Black tech women were 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. Hiring more women of color technologists is insufficient to achieve parity if they find their workplaces inhospitable—they will leave to find more equitable and inclusive workplaces.

Attrition rates of tech workforce by gender and race



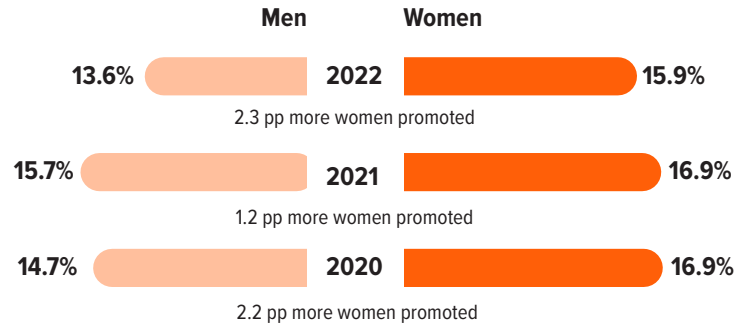
AnitaB.org's TechEES '21 Report found that the **three primary predictors of retention** for marginalized genders in tech were belonging, feeling that role accurately represents skills, and feeling that accomplishments are fairly rewarded.

ADVANCEMENT

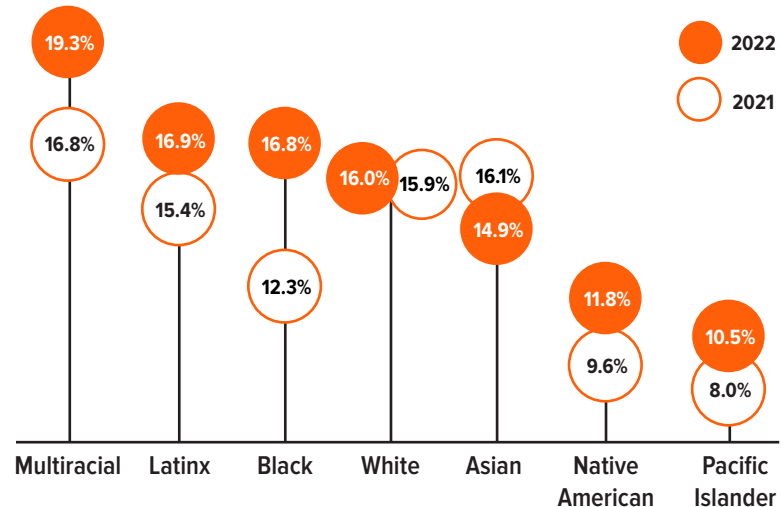
OVERALL TECHNICAL PROMOTIONS DECREASE, BUT BLNP WOMEN'S PROMOTIONS INCREASE

For the last several years, technical women have been promoted at higher rates than men. This positive trend continued this year, despite an overall decline in tech promotions. Moreover, after a dip in 2021, women's promotion rates returned to being about 2 percentage points higher than men's in 2022. It is important that women be promoted at significantly higher rates than men to achieve parity in leadership. In terms of race/ethnicity, all BLNP technologists saw significant increases in promotion rates, with Black women experiencing the largest increase. Asian women were the only group whose promotion rates were lower this year than last year.

Promotion rates of tech workforce by gender



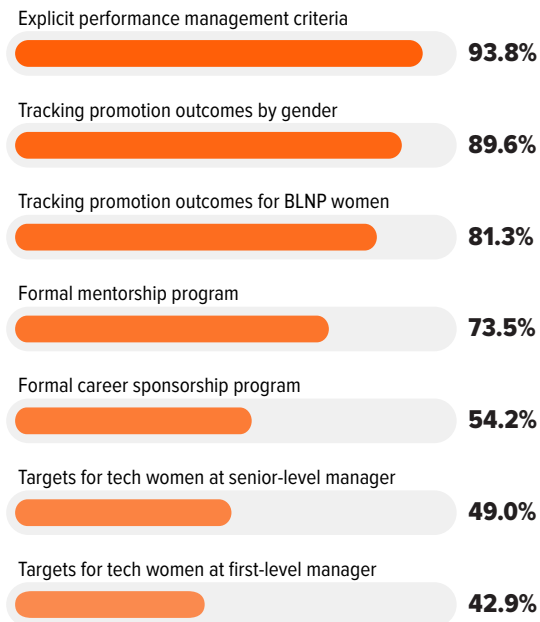
Promotion rates of tech women by race/ethnicity



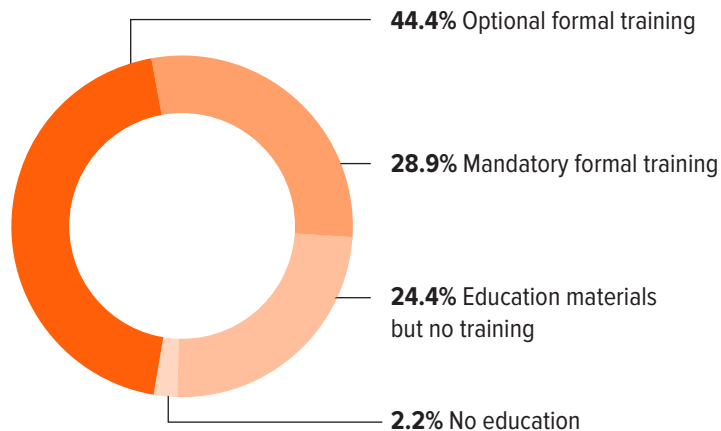
COMPANIES THAT PROVIDE FORMAL TRAINING ON UNBIASING THE PERFORMANCE MANAGEMENT PROCESS HAVE 1.4X MORE EXECUTIVE TECH WOMEN

Although 97.8% of companies provide some form of education to managers on unbiasing the performance management process, it is the 73.3% of companies offering a formal training program that see significantly more tech women in the exec level.

Percent of companies that engage in each advancement best practice



Percent of companies that provide each type of education on unbiasing performance management

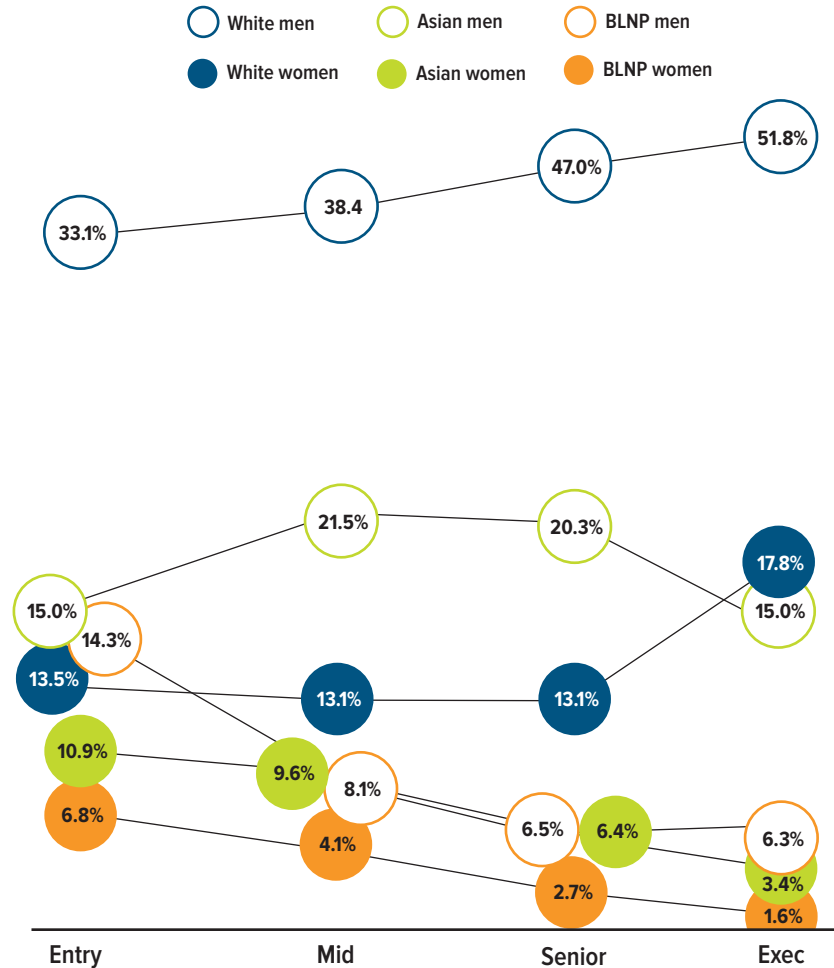


WORKFORCE CHANGE

ONLY WHITE TECHNOLOGISTS' REPRESENTATION GROWS FROM ENTRY TO EXEC LEVEL

Tech has an enormous diversity problem when it comes to leadership. Although companies are beginning to address the pipeline problem by hiring more diversely, these new hires now find themselves trapped at the bottom of a broken corporate ladder. White technologists are the only group that grows in representation from entry to executive level, with White men seeing a 56.5% increase and White women seeing a 31.9% increase. In addition to having the lowest representation at every career level, BLNP women technologists also show a staggering 76.5% decrease in representation from entry to exec level. If technologists of color continue to be stuck in lower positions, they will leave to find positions where their excellence is recognized and rewarded.

Intersectional representation of tech workforce by career level



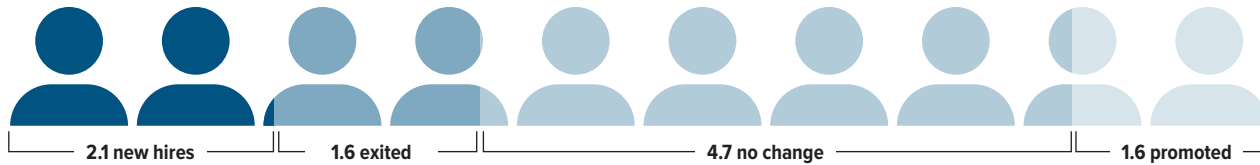
Companies that track promotion outcomes by gender have **1.3X more executive-level women technologists.**

HIRING OFFSETS ATTRITION TO PRODUCE GAINS IN TOTAL TECH WOMEN

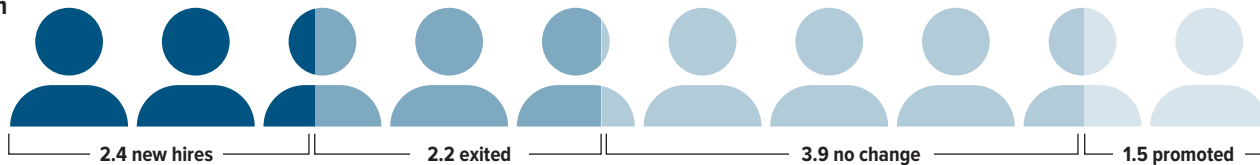
Altogether, 2022 brings good news and bad news for gender diversity in tech. Overall tech hiring has rebounded, companies are making productive efforts to hire more women of color technologists, and companies report a 5.0% increase in total women technologists from 2021 to 2022. On the other hand, attrition rates are alarmingly high for women technologists. The tech world appears to be a particularly volatile place for BLNP women, who are being hired at the highest rates but are also leaving at the highest rates. Any gains in intersectional gender diversity due to hiring will be marginal until companies can reduce this high rate of attrition.

Number out of ten technical employees in each group

Tech women
5.0% increase in total tech women



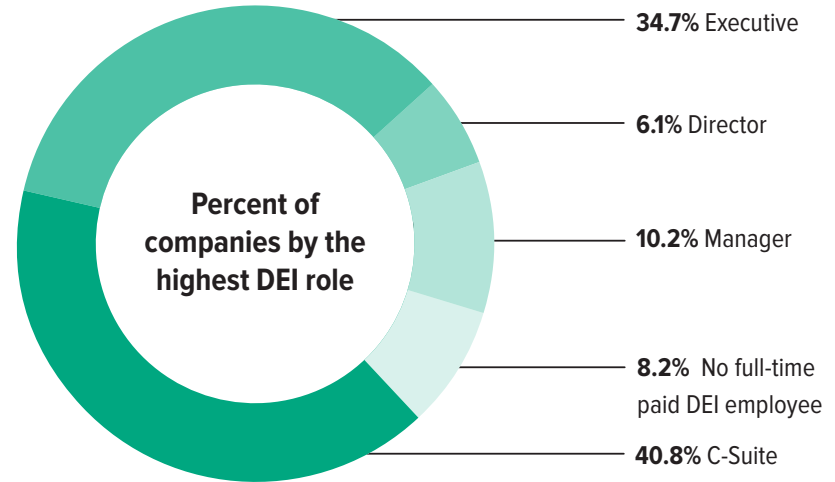
BLNP tech women
1.4% increase in total BLNP tech women



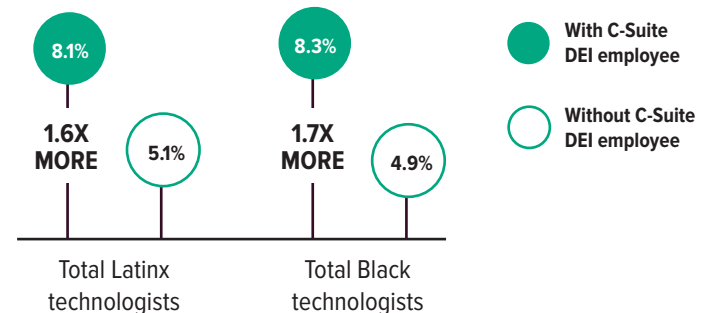
COMPANY LEADERSHIP

THREE IN EVERY FOUR COMPANIES HAVE A DEI EMPLOYEE IN THE EXECUTIVE OR C-SUITE

More companies than ever before are investing in leadership positions that focus on DEI. This year 75.5% of companies have at least one employee focused solely on DEI in a senior leadership position, up from 66.6% last year. The largest growth occurred at the executive level, as 34.7% of companies now have their top DEI employee in an executive position, up from only 22.2% last year. Companies should continue this positive trend by placing DEI employees at even higher positions, as having a DEI employee in the C-suite is linked with significantly greater overall representation of Black and Latinx technical employees.



Significant differences in technical representation for companies with a C-Suite DEI employee



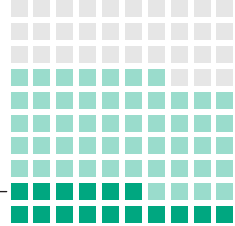
DIVERSITY ON BOARDS OF DIRECTORS INCREASES

Women’s overall representation on boards of directors increased by 4 percentage points between 2021 and 2022. The representation of Black and Latinx board members of all genders also increased, resulting in overall increases in both men and women of color. However, boards of directors continue to have significant gaps, as the representation of non-binary people, Native Americans, and Pacific Islanders remains at 0.0%.

Representation of board of directors by race and gender

Men: 66.5%

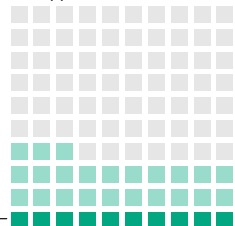
-0.6 pp since 2021



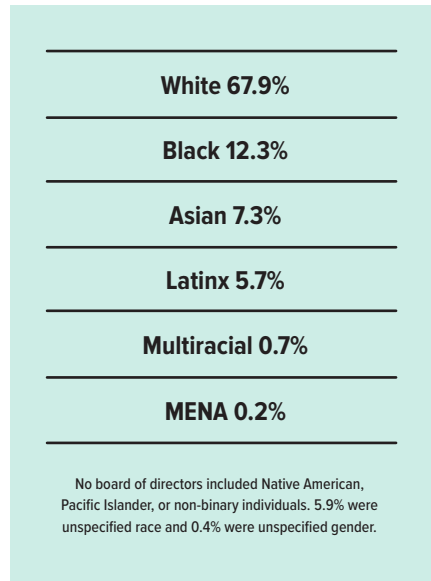
16.2% men of color
+3.1 pp since 2021

Women: 33.1%

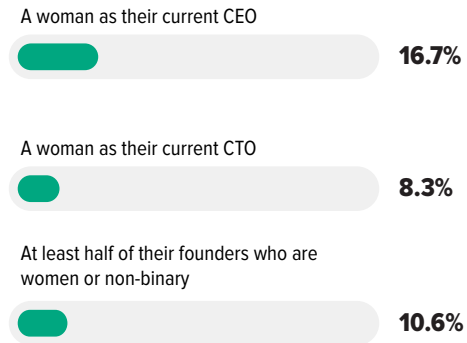
+4.0 pp since 2021



9.7% women of color
+3.1 pp since 2021



Percent of companies with:

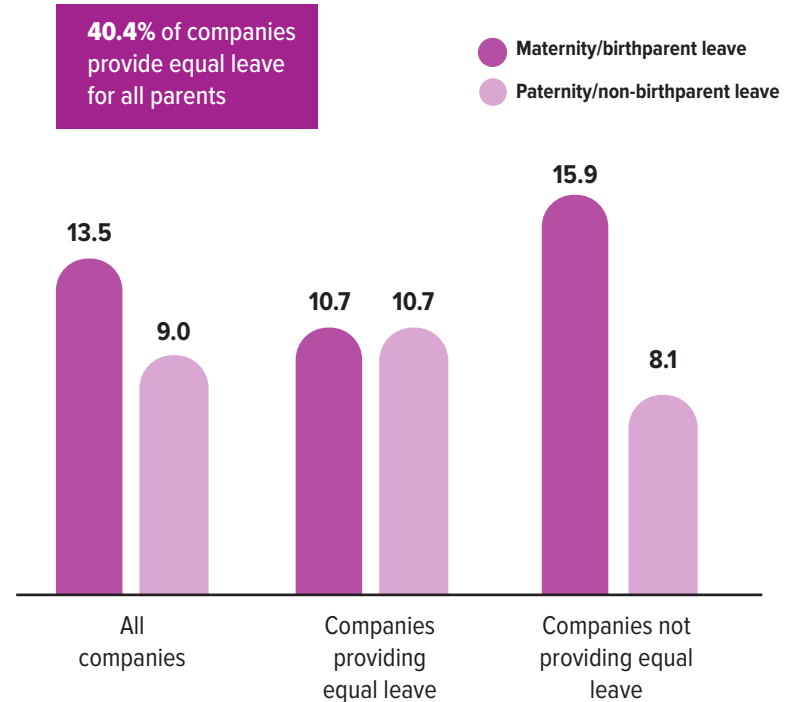


CAREGIVING SUPPORT

ALMOST TWICE AS MANY COMPANIES ARE ENCOURAGING SHARED DOMESTIC LABOR

More companies than ever before are offering equal leave for all parents regardless of gender. Offering equal leave is an important step toward ameliorating the “second shift,” the unequal burden of domestic labor that women often carry and that contributes to multiple inequities in the workplace. Offering equal leave also helps fill the equity gap for employees working in different states, since only a few states provide paid parental leave. However, companies offering equal caregiver leave to all genders provide fewer total weeks of leave than companies offering unequal leave. On average, companies with unequal caregiver policies offer a total of 24 weeks of leave, with birthparents getting more than non-birthparents. Companies that offer equal leave only offer a total of 21.4 weeks of leave, divided equally. Companies must offer enough equal caregiver leave for their employees and their families to thrive.

Average weeks of paid parental leave provided

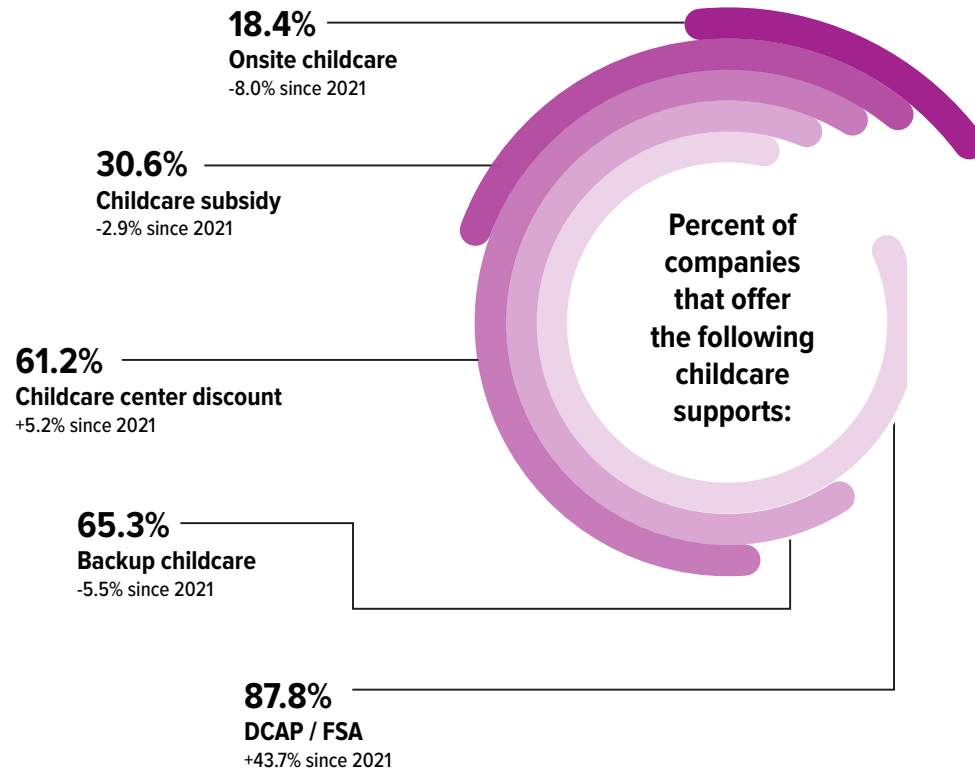


Public Policy Corner

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 May 2022, only 11 states and the District of Columbia have enacted Paid Family Leave programs. These Paid Family Leave programs have an average of 14 weeks of total paid leave available in one year.

COMPANIES THAT PROVIDE TWO OR MORE CHILDCARE SUPPORTS HAVE MORE WOMEN TECHNOLOGISTS AT ENTRY LEVEL


Because different families have different needs, it is important for companies to provide a variety of childcare support options. This year, 72.5% of companies provide two or more childcare supports, and these companies have significantly more technologists who are Black women (2.7X more) and Latinx women (3.2X more) in entry level positions.



95.9% of companies provide caregiving support as a benefit to their technical employees, with a dependent care assistance plan (DCAP) or flexible spending account (FSA) being the most frequently provided benefit.

UKG

MEDIUM TECHNICAL WORKFORCE WINNER

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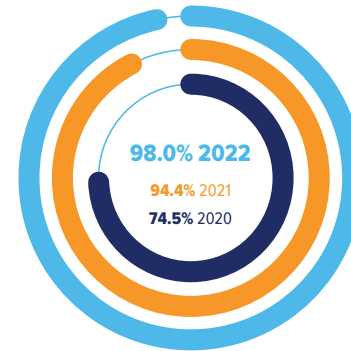
UKG is sponsoring research by Harvard Business Review Analytic Services on pay equity in the U.S. to examine the existing pay gaps between men and women in the workforce, as well as the progress employers are making nationwide to create more equitable conditions among all genders. The results of this study will be released in 2022.

WORK-LIFE FLEXIBILITY

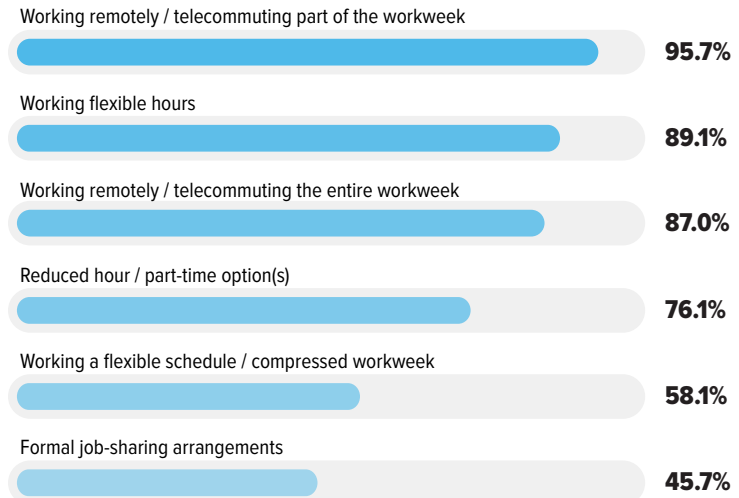
FLEXIBLE WORK IS NO LONGER OPTIONAL FOR COMPANIES

Flexible work is no longer an optional perk, but a standard feature that employees expect from their companies. Since the beginning of the COVID-19 pandemic, the percentage of companies offering an official flexible work policy has risen to 98%. These companies are offering a range of flex work policies, with remote work and flexible hours being the most common. However, there remain important gaps in the tracking of flex work usage. Only 23.4% of companies track the usage of flex work by gender; while this is up from a mere 9.8% in 2021, it remains woefully inadequate. Companies must track flex work usage intersectionally to understand who exactly is using flex work and how it is impacting their careers.

Percent of companies that have a flexible work policy



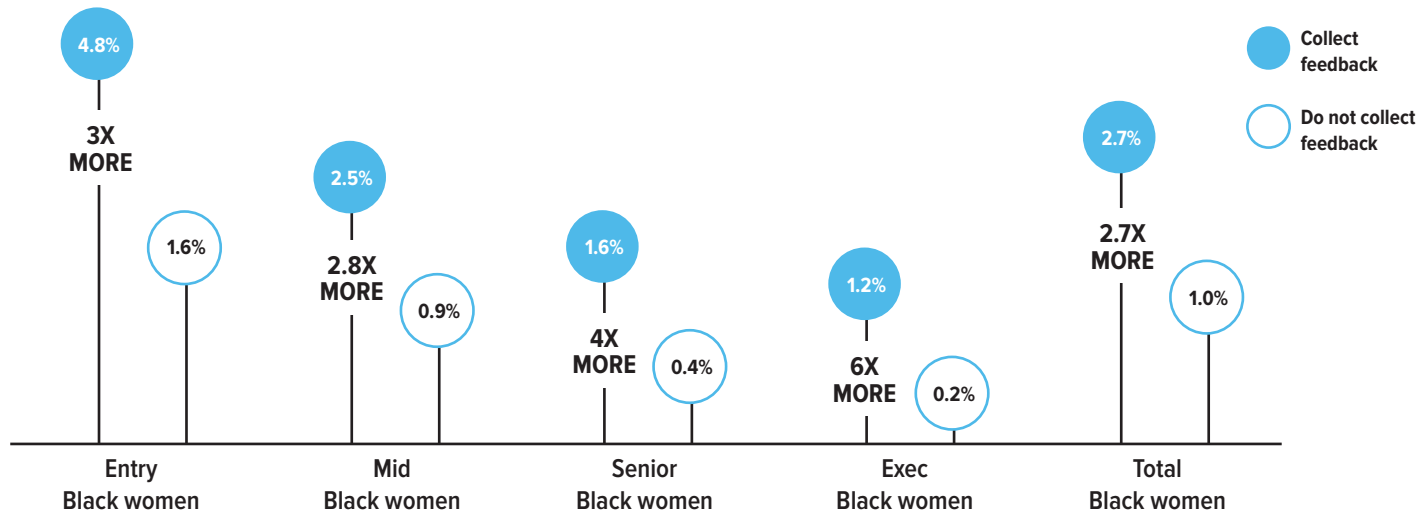
Percent of companies with a permanent policy for the following types of flexible work:



COMPANIES THAT COLLECT FEEDBACK ON BURNOUT HAVE GREATER REPRESENTATION OF BLACK TECH WOMEN AT ALL CAREER LEVELS

The AnitaB.org [TechEES '21](#) report found that 68.4% of women and non-binary technologists feel stressed often or very often in their jobs. The World Health Organization identifies chronic, poorly managed stress as the cause of burnout, a syndrome characterized by exhaustion, negative feelings about work, and reduced efficacy. The mere act of collecting feedback on employee burnout is linked with diversity gains. In 2022, 69.4% of companies collect feedback on employee burnout, and these companies have significantly greater representation of Black women technologists. Companies need to take burnout seriously, as tech employees are demonstrating their willingness to leave jobs in which they feel exhausted and underappreciated.

Significant differences in technical representation for companies that collect feedback on employee burnout

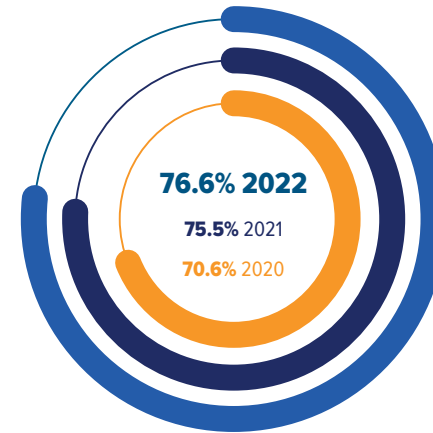


PAY EQUITY

MORE COMPANIES ARE ADOPTING AN INTERSECTIONAL PAY EQUITY POLICY

Pay equity does not yet exist in the United States. In 2022, women earn 83 cents to every dollar earned by men, and the gap is even wider for BLNP women. The AnitaB.org [TechEES '21](#) report found that at every career level, the salary of women and non-binary technologists varied greatly by race/ethnicity, with Black respondents experiencing a particularly egregious salary gap. Companies have enacted several strategies to mitigate this disparity, including creating intersectional pay equity policies that require pay equity by both gender and race/ethnicity for similar jobs. Since 2021, 3.9% more companies have formalized their pay equity policy to include women of color.

Percent of companies with a pay equity policy



Percent of companies by type of pay equity policy

74.5% Gender and race

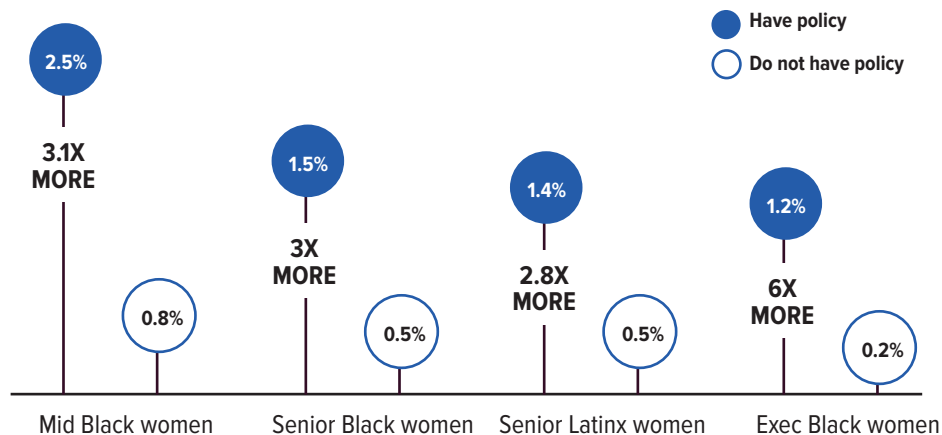
23.4% No pay equity policy

2.1% Gender only

COMPANIES WITH AN INTERSECTIONAL PAY EQUITY POLICY HAVE GREATER REPRESENTATION OF BLACK WOMEN TECHNOLOGISTS IN MANAGEMENT

Companies that institute an intersectional pay equity policy have 1.6X more technical women at the senior level, and almost 3X more senior Black and Latinx tech women.

Significant differences in representation of tech women for companies that have an intersectional pay equity policy



Public Policy Corner

More and more states are enacting laws to support pay equity and transparency. Currently, 17 states protect employees' right to discuss their salary without retaliation from their employer.

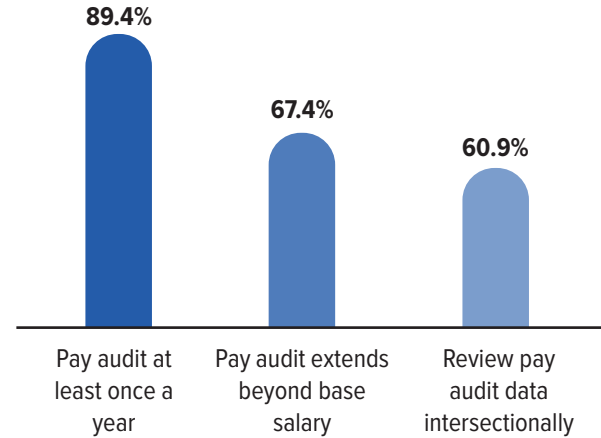
INTERSECTIONAL PAY EQUITY AUDITS ARE LINKED WITH GREATER GENDER DIVERSITY

Almost all companies audit their pay equity data by gender and race as separate categories, but only 60.9% of companies audit these data intersectionally. Auditing intersectional pay equity data is linked with significantly greater representation of women technologists overall, and especially those who are Latinx.

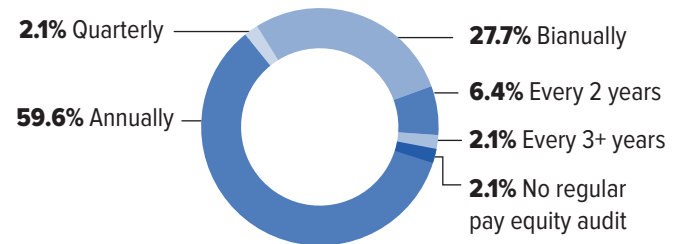
Companies that audit pay equity data intersectionally have significantly more of the following technologists:

- **2.3X more** Total Latinx women
- **2.1X more** Entry Latinx women
- **2.1X more** Mid Latinx women
- **1.4X more** Total entry women
- **1.3X more** Total women

Percent of companies that engage in the following pay equity best practices:



Percent of companies by pay equity audit frequency



COMPANIES THAT PROHIBIT SALARY NEGOTIATIONS HIRE WOMEN TECHNOLOGISTS AT HIGHER RATES

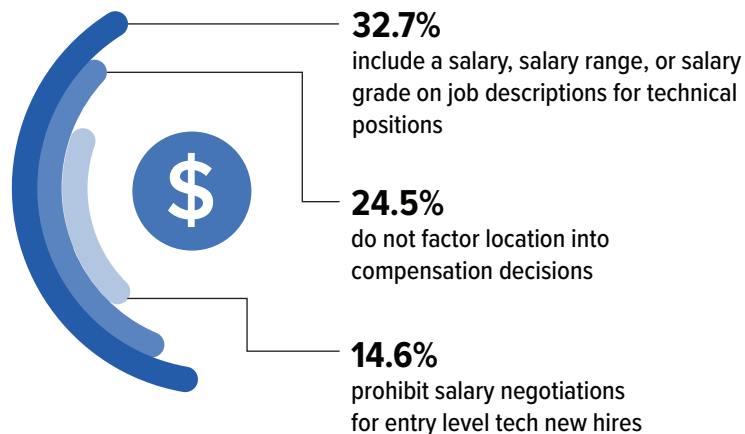
Pay equity begins at job descriptions. A best practice for achieving pay equity is to include a salary or salary range in job descriptions for technical positions. At the interview stage, effective pay equity practices include not requesting salary history from candidates and not negotiating salary for entry level positions. In 2022, companies have a mixed record of implementing these best practices: 98% do not request salary history, but few post salary ranges or prohibit salary negotiations. Companies must adopt best practices more comprehensively to promote pay equity.

- Companies that include a salary, salary range, or salary grade on job descriptions have **1.4X** more women technologists at the exec level.
- Companies that prohibit salary negotiations in hiring have **1.2X** more technical women new hires.

Public Policy Corner

In 2022, only 7 states have pay transparency laws that require employers to provide salary ranges on job descriptions.

Percent of companies with pay equity practices that:

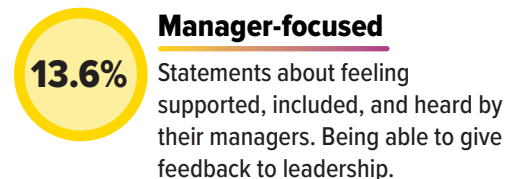
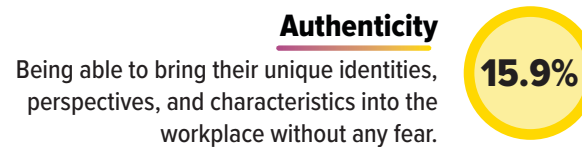
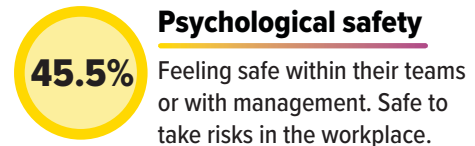
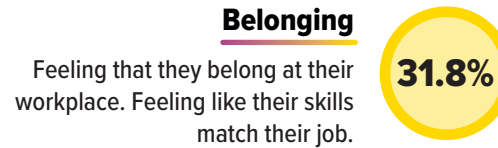
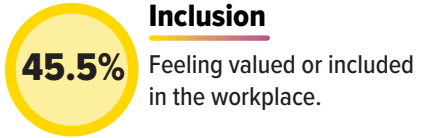


INCLUSION

NINE OUT OF TEN COMPANIES COLLECT FEEDBACK ON EMPLOYEE INCLUSION/BELONGING

“Measure what matters” is a familiar adage in the DEI world, and it is clear that belonging matters for employee success—the AnitaB.org [TechEES '21](#) report found that a sense of belonging is linked to greater pay equity, retention, and advancement. What is less clear is how exactly to measure belonging. While almost all companies measure belonging in some way, there is no industry standard for gathering these data. Regardless of what metrics companies use, they must ensure that they are measuring meaningful constructs that correlate with positive employee outcomes, such as retention. Moreover, given that TechEES '21 found that only 63.5% of women & non-binary technologists overall feel like they belong in their workplaces, and that these numbers are even lower for women of color, companies must work to improve employee belonging to retain a diverse workforce.

Percent of companies using the following metrics to assess inclusion and belonging:



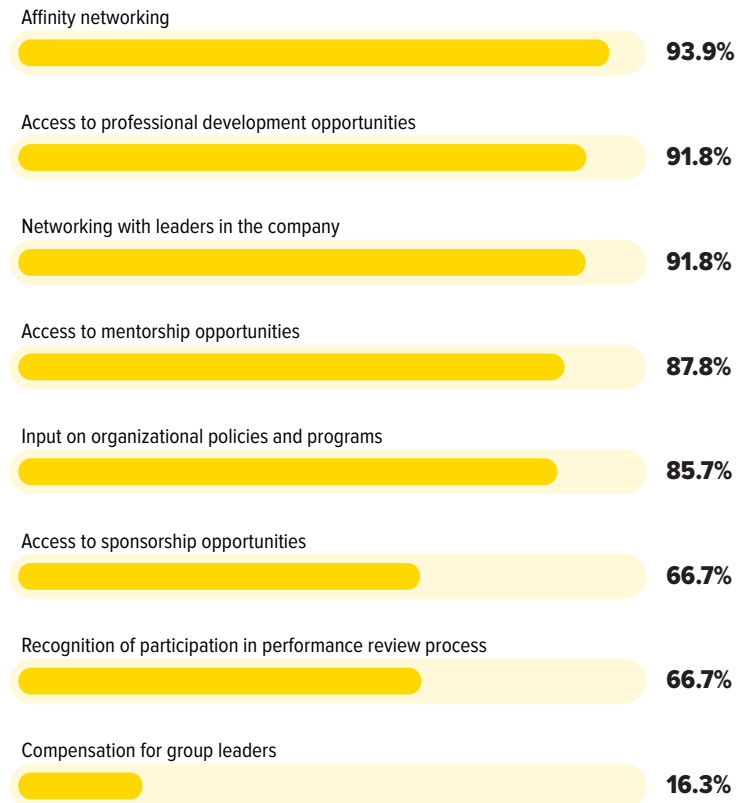
COMPANIES THAT RECOGNIZE ERG PARTICIPATION IN PERFORMANCE REVIEWS HAVE GREATER REPRESENTATION OF BLACK AND LATINX WOMEN TECHNOLOGISTS

Employee resource groups (ERGs) are a fundamental component of company culture—almost all companies have ERGs. However, companies differ in how they support ERG participation, and relatively few companies are offering the most effective ERG supports. The supports that correlate most strongly with greater representation of Black and Latinx women include recognition of ERG participation in performance reviews and access to sponsorship opportunities. Because ERG participation often becomes a form of unpaid labor that employees do in addition to their regular work, companies must recognize and reward this labor.

66.7% of companies recognize ERG participation in the performance review process. These companies have significantly more of the following technologists:

- **2.6X more** Mid Black women
- **2.1X more** Total Black women
- **2.4X more** Mid Latinx women
- **1.9X more** Total Latinx women

Percent of companies that offer each ERG support



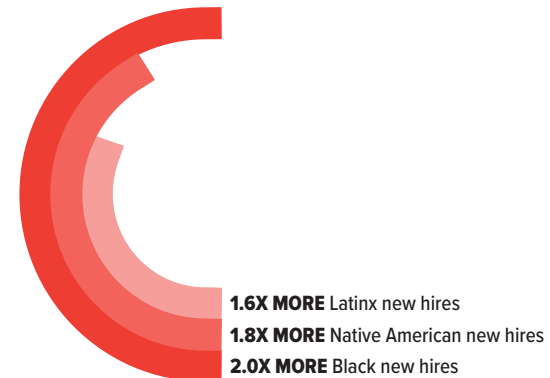
COMPANIES THAT HOLD LEADERS ACCOUNTABLE FOR DEI GOALS HAVE SIGNIFICANTLY MORE DIVERSE TECHNICAL WORKFORCES

If companies are going to meet their DEI goals, they need to hold their leaders accountable. 77.1% of companies have a formal process for holding leaders accountable, usually by including progress towards DEI goals as a component of performance reviews. These companies that hold their leaders accountable have greater overall representation of Black and Latinx women technologists, as well as greater representation of BLNP new hires of all genders. Companies need to take their DEI goals seriously because people have become increasingly aware of performative DEI, and they are demanding that companies create the structures that bring meaningful results.

Percent of companies that engage in each DEI accountability best practice

- 63.0%** Including DEI goals as a component of performance reviews
- 47.8%** Offering financial incentives for making progress on DEI goals
- 28.9%** Imposing financial penalties for not making progress on DEI goals

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



REPRESENTATION OF TECH WOMEN OF COLOR IS GREATER FOR COMPANIES THAT PUBLICLY RELEASE WORKFORCE DIVERSITY DATA

While 77.1% of companies publicly release workforce diversity data, only 29.2% publicly release data for their tech workforce specifically. The companies that publish their workforce data have significantly greater representation of technologists of color. However, even the companies that publish their technical workforce data usually treat gender and race as separate metrics—only 12.5% of companies release intersectional tech workforce data. Given that diversity is often worse for the tech workforce than for other employees, and worse for women of color than any other group, it is understandable but not acceptable that companies would fail to share these data.

Snap Inc. has launched the Action to Catalyze Tech (ACT) initiative, an action-focused framework guiding the technology field to address DEI challenges. One of the key recommendations from the ACT Report is to “share DEI metrics, data, and goals.”

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

29.2% Gender

29.2% Race

12.5% Intersectional gender & race

Companies that release workforce diversity data have significantly more of the following technologists:



LESS THAN HALF OF COMPANIES SET TARGETS FOR REPRESENTATION OF TECHNICAL WOMEN IN MANAGEMENT

Only 51% of companies set targets for representation of women technologists in management, but those that do see significantly greater representation of technical women. Companies that set targets specifically for senior-level management also see greater gender diversity in new hires. Setting targets for representation in management is therefore not only an important strategy for addressing tech women's lack of advancement up the broken career ladder, but is also linked to greater overall gender diversity in tech.

Percent of companies by type of targets they set for representation of tech women in management

- 49.0%** No targets for women managers
- 40.8%** Targets for both first- and senior-level managers
- 8.2%** Targets for senior-level managers only
- 2.0%** Targets for first-level managers only

Significant differences in tech women's representation for companies that set targets for tech women in senior-level management

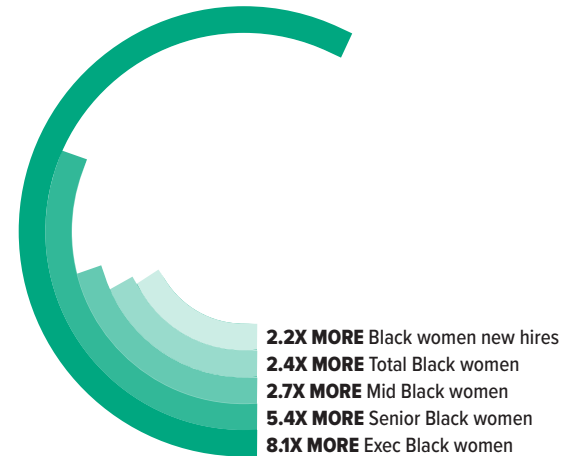


COMPANIES WITH FORMAL MENTORSHIP PROGRAMS HAVE GREATER REPRESENTATION OF BLACK WOMEN TECHNOLOGISTS

Multiple structural inequities prevent women and non-binary technologists from having the same access to informal networks in organizations as men. In fact, the AnitaB.org [TechEES '21](#) report found that only 40% of women and non-binary technologists felt they have a robust professional network in tech. Formal mentorship programs are one way to increase the professional network and visibility of marginalized genders in tech. Almost two-thirds of companies are offering formal mentorship programs to their tech employees, and these companies have significantly greater representation of Black technical women.

The AnitaB.org Membership Program offers a mentorship program that connects you with 1:1 or group mentoring. This helps technologists learn from the best and make connections with a community of technical innovators and leaders.

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



Percent of companies that offer the following types of formal employee development programs:

54.2% Sponsorship

73.5% Mentorship

85.7% Leadership development



ADP
LARGE TECHNICAL WORKFORCE WINNER

ADP believes in embedding its values within its products, which are built from a OneUX design system rooted in inclusion and accessibility. Driven by immense workforce data, ADP offers solutions that enable employers to attract diverse talent and measure progress, including ADP DataCloud's Diversity, Equity and Inclusion (DEI) Dashboard and Pay Equity Explorer, which help employers address gaps through actionable workforce insights.

CALL TO ACTION

Because our rights are under attack, companies must rise to RESIST unjust legislation, PROTECT employees from harm, and SUPPORT the wellbeing of their employees. Companies need to make sure their employees can not only survive from one day to the next, but can do so with their humanity, dignity, and wellbeing intact.

RESIST

Companies must push back against public policy through corporate activism, challenging discriminatory laws and making their states feel financial repercussions for passing such laws.

PROTECT

Companies must monitor the public policy landscape so that they are prepared to respond to dangerous public policies with protective organizational policies.

SUPPORT

Companies must go above and beyond to help their employees thrive by promoting work-life balance, individual wellbeing, and growth and development.

METHODS

Submission

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 an option to select “Unknown” or “Decline to Respond.” These responses were excluded from analyses.

Terminology

- Marginalized genders: Includes women & non-binary employees
- Women of color: Includes all racial/ethnic groups except White
- 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 their submission.

Data Collection Period

The year data labels correspond to the following data collection periods:

- 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

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, MENA, 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

Companies provided the average number of tech women and tech men across the 2022 12-month period. Average rates for race and intersectional race and gender were calculated by averaging the number of employees in that race and/or gender at the start of 2021 and the number of employees in that same race and/or gender at the end of 2021.

Representation

Companies provided technical workforce data as of December 31, 2021. Tech workforce data was 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 employees in that same career level.

Hiring

Companies provided the total number of employees hired between January 1, 2021, and December 31, 2021. New hire percentages were calculated by dividing 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, 2021, and December 31, 2021. 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 and 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, 2021, and December 31, 2021. Promotion rates by gender were calculated by dividing total promotions of one gender by the average employees of that same gender. Promotion rates for racial groups and intersectional gender and race promotion rates were calculated as total promotion of a specific race divided by the total employees for that same race.

For more information about our methodology, visit the [Top Companies FAQ](#).



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

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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 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

Copywriter: Elizabeth Urban

Graphic Design: Hey Atlas Creative

Learn how to participate in Top Companies 2023

bit.ly/ParticipateinTopCompanies

View the data broken down by tech workforce size on the Top Companies 2022: Action is Now Dashboard

public.tableau.com/app/profile/anitab

Read the latest TechEES report to learn about the lived experiences of marginalized genders in tech

bit.ly/techees

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

ei@anitab.org

AnitaB.org. (2022). Top Companies for Women Technologists Key Findings & Insights Report.

<https://anitab.org/research-and-impact/top-companies/2022-results/>