

2018 WOMEN
IN TECHNOLOGY

BUILDING MOMENTUM



It's year three for the *Harvey Nash Women in Technology report*, and we find ourselves in a dichotomy. In some respects, not much has changed, as gender inequity in the industry remains a powerful concern. And yet, momentum is building for a new reality. We see it in the data and all around us in the workplace.

MORE TO BE DONE

Women are still underrepresented in tech and tech leadership, according to more than 90% of both men and women who took the survey. IT can't shake off its reputation for being an unwelcoming environment to women. Work/life balance remains elusive.

On the other hand...

SIGNS OF PROGRESS

More firms are launching formal programs to boost diversity hiring and career development. The #MeToo movement is fueling awareness and long-overdue discussions about gender parity. And being your own career champion emerges as the top career advancement strategy (even if you have to switch jobs to get there).

We explore all these topics and more in this year's report, based on an online survey of 681 technology professionals. The survey was conducted again this year in partnership with ARA, whose goal is to help businesses increase the numbers and influence of women working in technology, while also helping women navigate IT career paths and challenges. Harvey Nash is a strategic sponsor of ARA.

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KEY TOPICS

- 1 More than Window Dressing**
Style vs. Substance in Formal Programs
- 2 Taking a Stand on Diversity**
Initiatives that Boost Representation
- 3 Moving Beyond #MeToo**
Opening a Productive Dialogue
- 4 Striving for Equal Pay**
Recognizing Gender Differences
- 5 Jump Starting IT Careers**
The Role of a STEM Education
- 6 Keeping Up and Getting Ahead**
Overcoming Career Challenges
- 7 Making Tough Choices**
Balancing Family with Work
- 8 Path to Promotion**
Making Your Own Opportunities

WALKING THE TALK

TOP TAKEAWAYS FROM THE 2018 REPORT

As with any cultural overhaul, effecting change is easier said than done. Based on data from the 2018 Harvey Nash *Women in Technology* report, we've compiled some recommendations to spark ideas and actions in your own career.

1 | DON'T WAIT FOR OTHERS TO LEAD

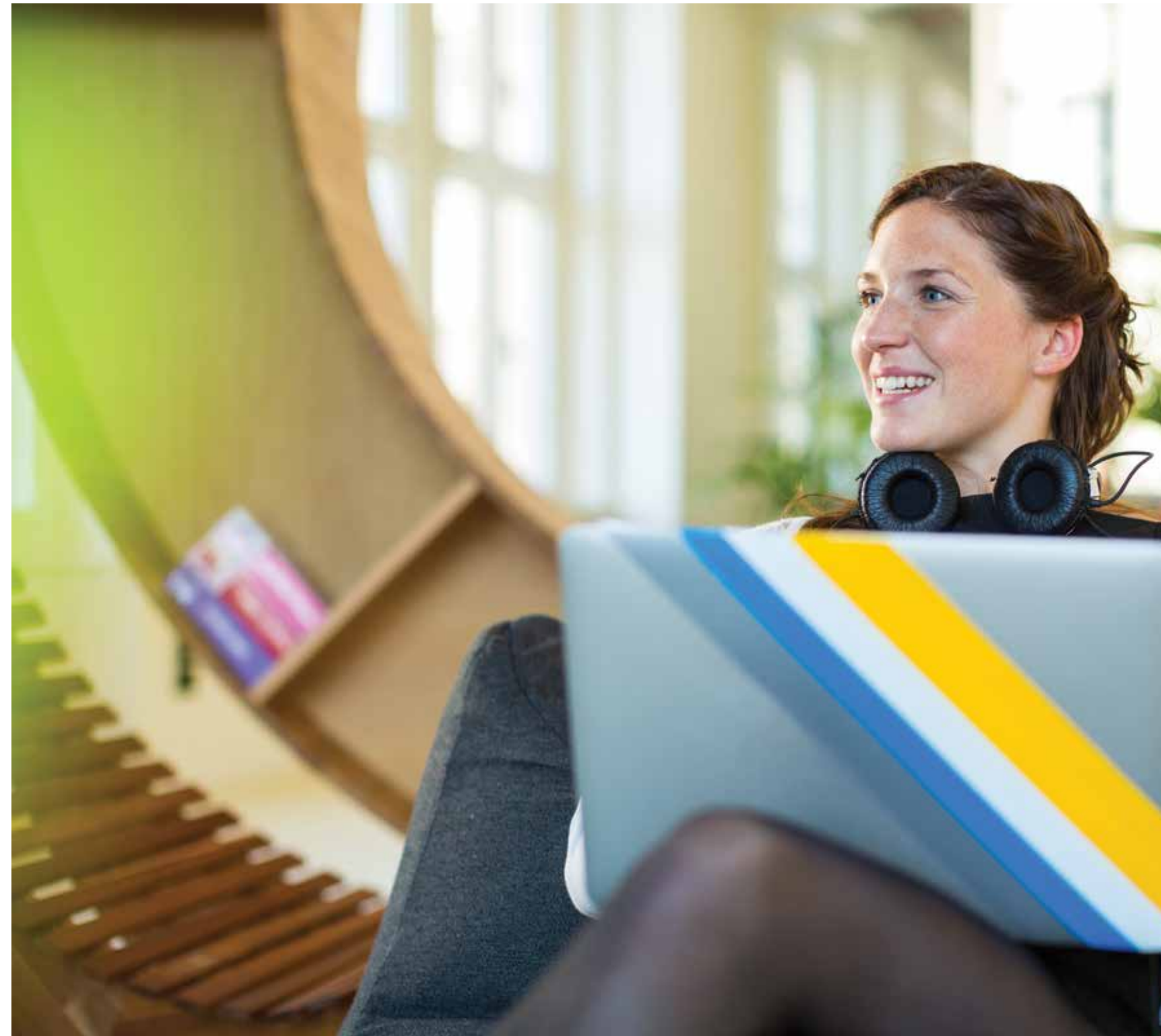
The top piece of career advice to women from women in tech is to “be your own career champion” (72% list that among the best advancement strategies). Following closely, 71% suggest women should “be confident.”

Take a practical step to assess whether you're in a 'successor seat.' Is it clear to yourself—and others—what your next big thing is? If not, it's time to get introspective and ask yourself what you must do to prepare, then go out and do it.

2 | DO YOUR HOMEWORK

When it comes to equal pay for equal work, conventional wisdom says that you don't get what you don't ask for. But what is the best way to ask? Researching salary trends for your position is a good place to start, as is documenting your profitability-boosting initiatives.

But you can also advocate for structural change by asking for formal pay equity studies and best practice reviews. With only 30% of women believing their organization offers equal pay, grassroots movements need to start somewhere.



3 | SET BOUNDARIES

The line between personal and professional contributions tends to blur, especially when going above and beyond is a job requirement. Getting burned out doesn't help you or your company, even though 57% of women in IT believe that having a family places one at a disadvantage professionally.

Take responsibility for your own well-being and advocate for policies that improve both flexibility and productivity. When speaking up isn't enough, be aware that you might have to leave to get the pay, benefits, and respect you deserve.

4 | CELEBRATE ALLIES AND ADVOCATES

The #MeToo movement has caused the pendulum to swing towards more awareness and dialogue around gender inequality. With that shift comes the potential for uncomfortable conversations about workplace priorities and backlash.

Forty-three percent say shining a spotlight on disparate experiences is working to make IT more welcoming to women. Taking the long view recognizes that progress may occur in fits and starts, but it occurs nonetheless.

5 | PAY IT FORWARD

Don't take it for granted if your company is one of the 30% or so offering formal programs to support the hiring, development, and retention of women in tech. Take advantage of any training opportunities offered, and vow to attend an industry or trade event once a month to keep your networking skills sharp.

Consider serving as a mentor or volunteering your time to organizations that expose young women to IT. Your involvement doesn't have to take a lot of time or money; it can be as simple as speaking to a school group or having lunch once a month with an entry-level technologist.

1

MORE THAN WINDOW DRESSING?

In the previous two years, the percentage of firms offering formal programs to support women in tech has been remarkably consistent—and low—at just 22%. This year? A shift upwards:

- 29% offer programs to support recruiting and hiring of women in technology—a 30% increase
- 31% provide career development programs for women once they've been hired—a 40% increase

This year-over-year growth in formal programs comes primarily from smaller and medium-sized firms, who also report having more females on their IT and IT leadership teams than their larger counterparts.

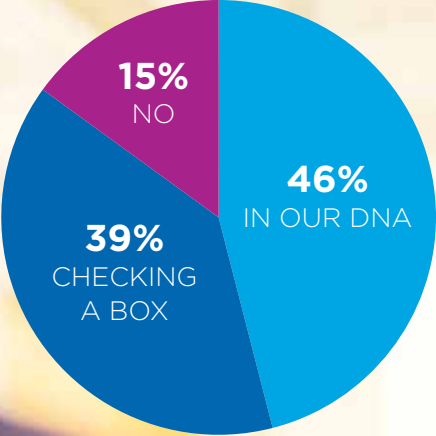
The million-dollar question: are such programs to raise awareness and acceptance truly substantial or merely superficial? Almost half (46%) say that diversity and inclusion are truly part of their company's DNA.

But promotion does not equal progress. Close to as many (39%) say that those efforts seem more like "checking a box." Fifteen percent are stragglers who don't promote those principles as part of their corporate culture at all.

“Unless a firm explicitly links diversity and inclusion programs to its business goals and objectives, it’s difficult to track which ones are additive,” according to Anna Frazzetto, CTO and President of Technology Solutions for Harvey Nash, Inc. “Building an inclusive corporate culture may require flexing some underused muscles, which can be uncomfortable at first. But with diligence and persistence, the results can be life-changing.”



A CULTURAL SCORECARD
 PERCENTAGE OF COMPANIES
 ACTIVELY PROMOTING
 DIVERSITY AND INCLUSION



2 TAKING A STAND ON DIVERSITY

Let's say your company wants to attract and retain a more diverse employee population—and what company wouldn't? What formal initiatives should it pursue to move forward?

According to survey respondents, the **most popular career development programs** are:

- 1 | **Special interest networks/programs** within the organization (e.g., internal support groups)
- 2 | Working with an **internal mentor or sponsor**
- 3 | **Technology training**

"Competition for experienced technology leaders is beyond fierce," says Alistair Robinson, SVP & Managing Director, Harvey Nash Executive Search. "Formal inclusion programs signal a company's commitment to innovation by sending a message that diverse perspectives are welcomed and encouraged in the pursuit of excellence."

Of course, every employee stands to benefit from these types of programs, not just women. In fact, about a third of firms (32%) offer the same or similar opportunities to everyone.

Not only do formal support programs play a role in increasing confidence—a topic we examine in section 6—but they also stand to increase the attractiveness of IT as a career path for women. As one respondent comments, "If you see it, you can be it."

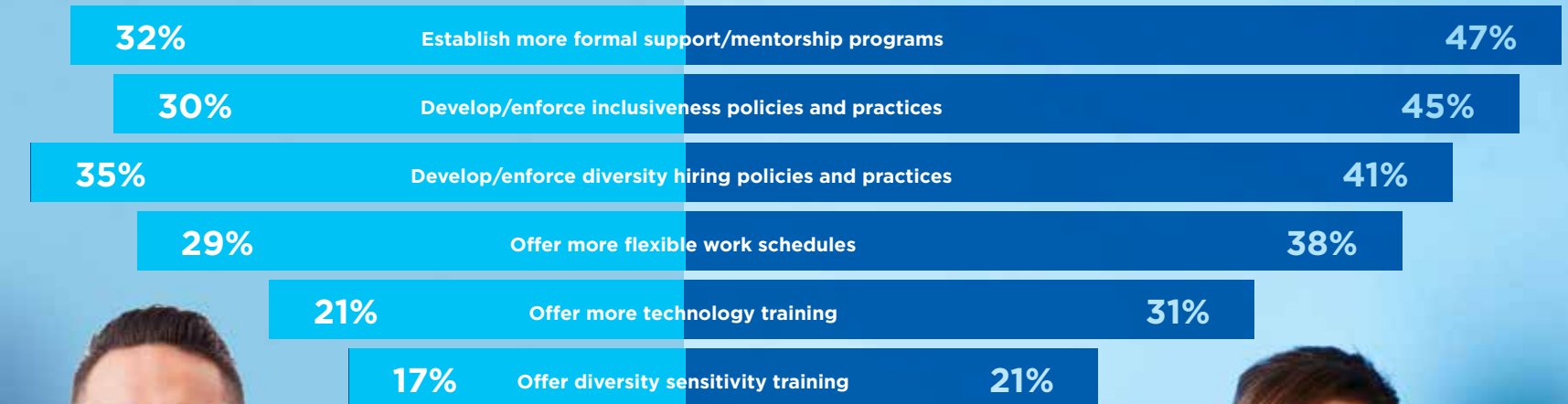
Close to half of women (47%) say more formal support and mentorship programs would help increase female representation in tech. By contrast, just 32% of men feel such programs would make an impact.

"Despite the best of intentions, diversity and inclusion programs that aren't funded or supported at an executive level often flounder," says Penny Queller, Senior Vice President and General Manager, Monster.

"Companies assume they have to 'make do' with the applicants in their pipeline, but in fact they have to aggressively and systematically expand that pipeline to explore new territory."

GETTING IN THE DOOR

PERCENTAGE WHO SELECTED EACH STRATEGY AS A MEANS TO INCREASE REPRESENTATION OF WOMEN IN TECHNOLOGY*



*Graph excludes top answers related to academic exposure to IT. Multiple answers were allowed.

MOVING BEYOND #METOO

One year since TIME Magazine named the "Silence Breakers" as its 2017 person of the year, the #MeToo movement continues to generate headlines. But is it also directly impacting IT working environments?

We asked survey respondents whether #MeToo, along with more dialogue on gender equality, is making technology more welcoming to women. More than forty percent of women (43%) say yes, it is helping.

Participant Dara Meath, Vice President of Information Technology, The Camuto Group LLC, comments, **"There's still a lot of the 'boys club' within this trade, but ground is being broken each year to elevate women."**

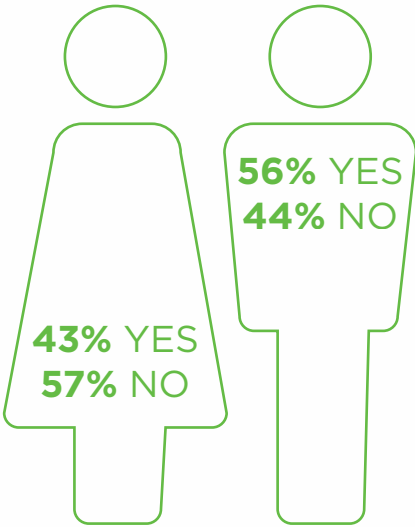
"We are still in the early stages of a transitional phase and haven't yet realized teams that are gender balanced," Roger Valade, CTO at ProQuest, adds. "But collaborative efforts to raise exposure and awareness are beginning to transform our industry."

Still, 57% of women say the spotlight is not making a difference, a figure that's borne out elsewhere. Thirty-five percent of women say that an unwelcoming environment for women remains a significant challenge, an increase from 30% last year. One participant chalks up the problem to an unconscious bias that's "male, pale and stale."

Inhospitable workplaces directly impact retention. One third of women (33%) cite a negative environment as a deciding factor in leaving their last job, compared to 23% of men. Additionally, 23% of women moved on in part due to unfair treatment, compared to 13% of men.

"Even the most well-meaning business leaders may exhibit an unconscious bias towards those who are more like the current team," says Sean Gilligan, President, North America, Technology Recruitment for Harvey Nash, Inc. "That's why corporations must help their employees become comfortable with having uncomfortable conversations. You have to really want the culture to change and put the hard work in to move beyond the awareness stage into meaningful progress."

FROM AWARENESS TO ACTION IS #METOO MAKING TECHNOLOGY MORE WELCOMING TO WOMEN?



STRIVING FOR EQUAL PAY

Over the past two years, the percentage of women who find working in technology financially rewarding has jumped significantly, rising from 35% to 51%. By comparison, 58% of men list compensation as a top reward in 2018.

When it comes to the question of equal pay for equal work, though, stark differences exist. Just **30% of women believe their company pays equally, compared to 68% of men.** Those proportions remain similar across salary levels.

Government research reinforces the survey findings. While earning less than their male counterparts, women receive a high premium for working in STEM.¹ But women in computer, engineering, and science occupations are paid an estimated 79.2% of men's annual median earnings, according to the U.S. Census Bureau.²

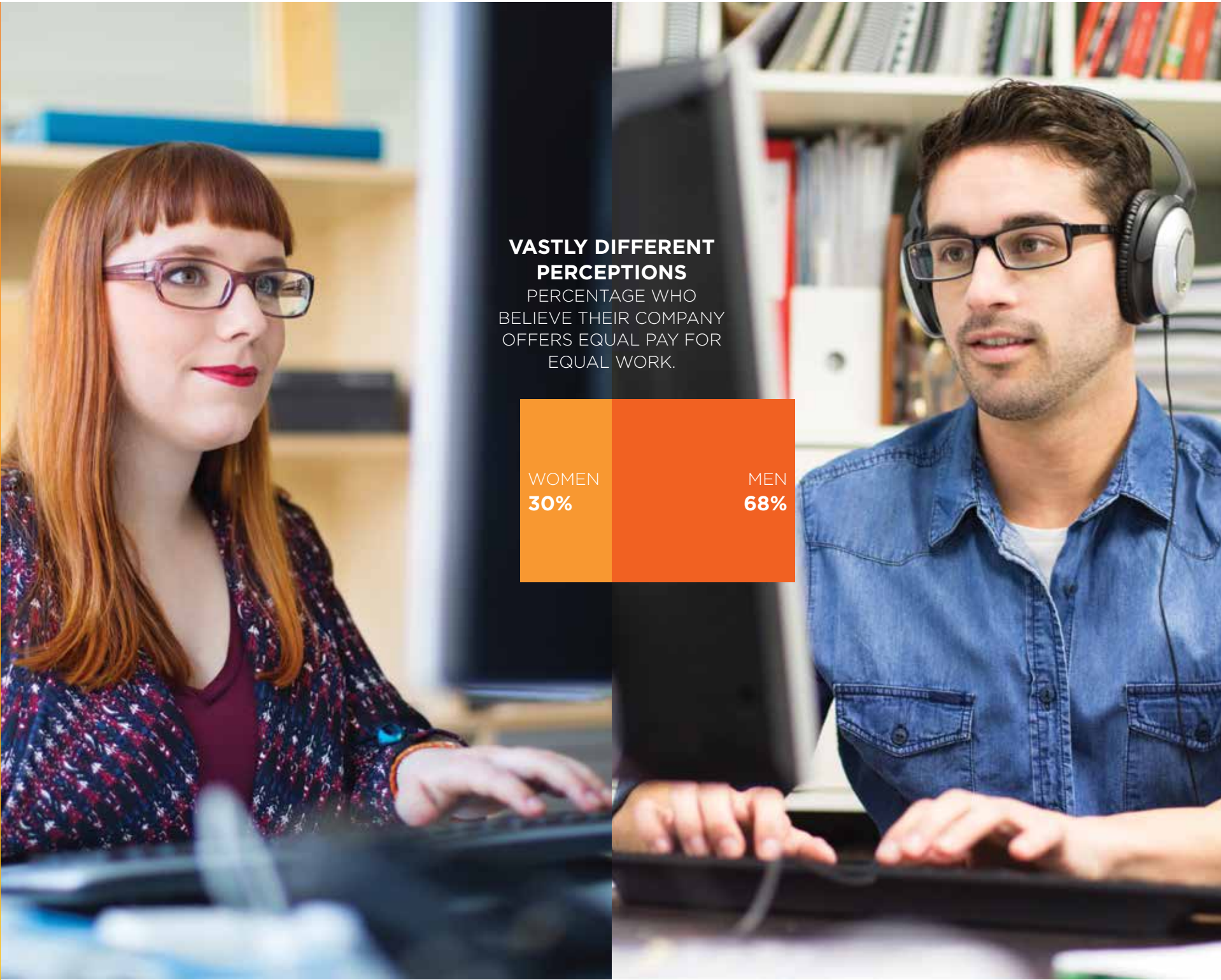
A number of high-profile firms, including Salesforce, Starbucks, Adobe, and Apple, have gotten the message. They've invested in pay audits to examine objective determining factors and made adjustments to close the pay gap.

Survey participants weigh in on the reasons behind the technology pay gap. One states, "Women usually won't take the initiative to prepare for and then actively push for the position and pay they want and are worth." Another attributes the gap more to external factors, commenting, "They find they can only go so far and that in tech the glass ceiling is still very real."

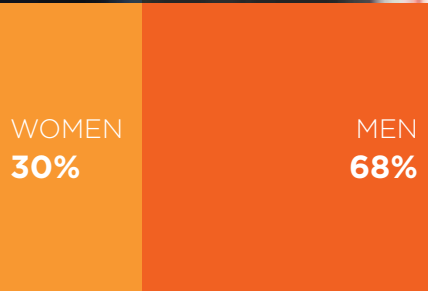
¹Ryan Noonan, Women in STEM: 2017 Update (US Department of Commerce, Economics and Statistics Administration, Office of the Chief Economist, November 13, 2017).

²US Census Bureau, "Occupation by Sex and Median Earnings in the Past 12 Months (in 2016 Inflation-Adjusted Dollars) for the Civilian Employed Population 16 Years and Over," 2016 American Community Survey 1-Year Estimates, American Fact Finder (2017).

"Representation matters at all levels," says Sylvie Veilleux, CIO at Dropbox. "Even if you don't see leaders like you in senior positions, remember that someone else sees you as a leader in a space they want to be in. Give back and help give other women opportunities to succeed."



VASTLY DIFFERENT PERCEPTIONS
PERCENTAGE WHO BELIEVE THEIR COMPANY OFFERS EQUAL PAY FOR EQUAL WORK.



JUMP STARTING IT CAREERS

“Growing up, I was not exposed to technology as a young girl and many of my peers weren’t either,” writes one participant. She’s not alone; our findings show that men develop an interest in IT careers at an earlier age than women.

Twice as many men first developed an interest in a tech-related career in high school or earlier (50% compared to 23% of women). Better late than never, though. **Nearly half of women (49%) didn’t consider an IT career until in their first job or mid-career.**

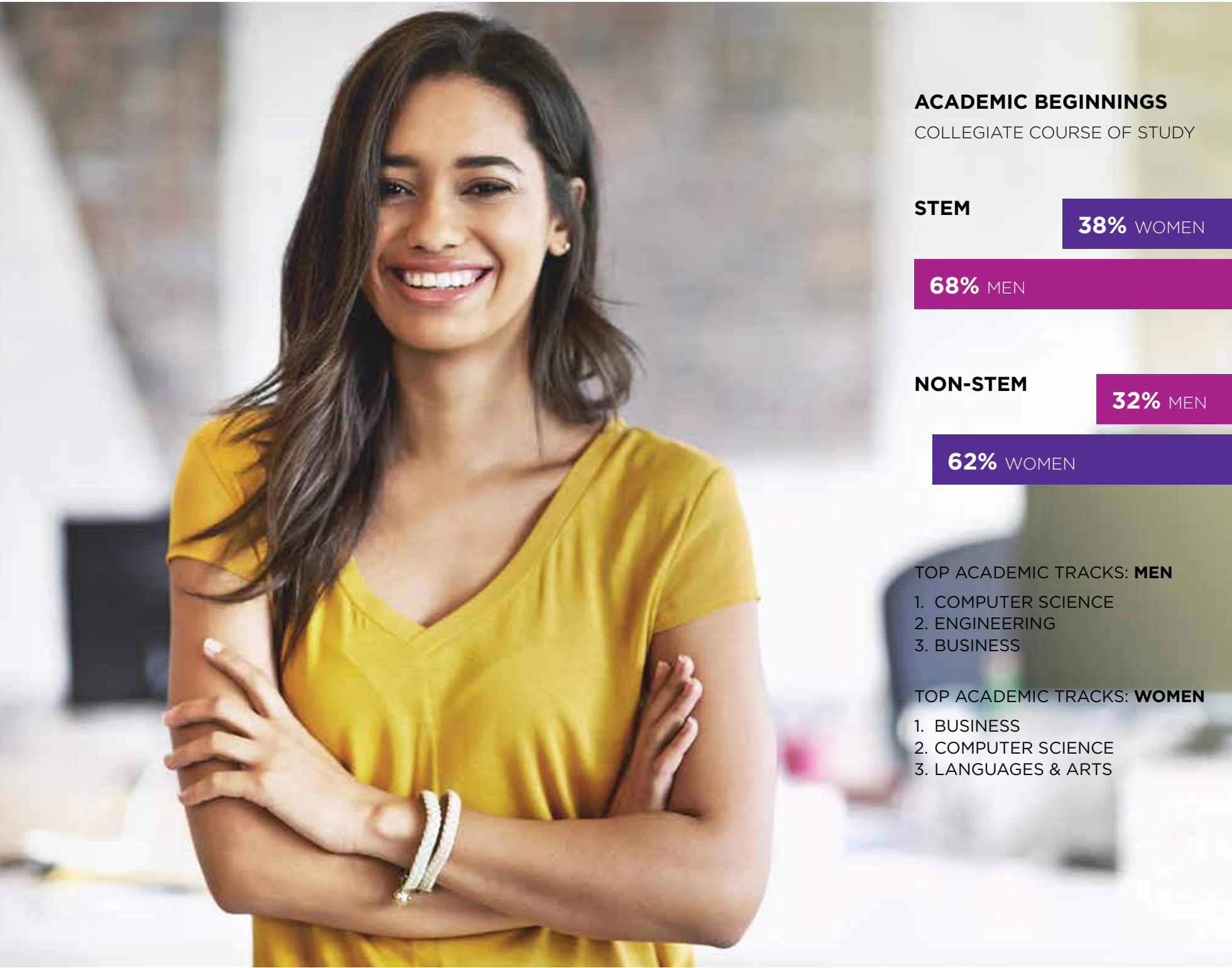
Men were also more likely to pursue STEM studies. Among male respondents, 68% have a STEM degree, compared to 38% of women. These figures reflect the national pattern in which females receive higher percentages of bachelor’s degrees overall, but lower percentages in STEM fields (35% vs. 65%).¹

What can be done to entice more women into IT careers? Boosting interest at an early age emerges as the top strategy. Sixty-five percent say encouraging females to explore technology in high school and college stands to increase representation. Others suggest starting even earlier, in middle school (51%) and grade school (47%).

Women were twice as likely to first gain interest due to academics (12% vs. 5% of men), supporting the argument that earlier STEM education encourages more females to enter the field. Still, only 8% of participants say academic institutions have primary responsibility for increasing the numbers of women in IT.

¹Lauren Musu-Gillette, Cristobal De Brey, Joel McFarland, William Hussar, William Sonnenberg, and Sidney Wilkinson-Flicker, Status and Trends in the Education of Racial and Ethnic Groups 2017, National Center for Education Statistics, July 2017.

“It’s a sheer numbers game: fewer women studying technology equals fewer women in the field,” says Rajan Mehta, Executive Vice President and Chief Technology Officer at WWE. “But a successful technology career doesn’t have to begin there. So much opportunity exists for problem-solving in every technology discipline, and exposure to multi-faceted aspects of IT will pay off in higher gender representation.”



ACADEMIC BEGINNINGS

COLLEGIATE COURSE OF STUDY

STEM 38% WOMEN

68% MEN

NON-STEM 32% MEN

62% WOMEN

- TOP ACADEMIC TRACKS: **MEN**
1. COMPUTER SCIENCE
 2. ENGINEERING
 3. BUSINESS

- TOP ACADEMIC TRACKS: **WOMEN**
1. BUSINESS
 2. COMPUTER SCIENCE
 3. LANGUAGES & ARTS

6 KEEPING UP AND GETTING AHEAD

Technology moves fast. One participant comments on the Catch-22 nature of staying ahead of industry demands:

“There is a **self-reinforcing cycle**: to succeed you have to have this experience, but to get hired (so that you can get experience) you have to have already had this experience.”

Keeping up with technical skills remains a top challenge for survey participants, including for 49% of men and 40% of women. Tenure in the field makes little difference on the difficulties of staying current.

Also, more than a quarter of participants (27%) list technical skills among their weaknesses, including 28% of women and 21% of men. Notably, last year only 12% of men ranked technical skills as a weakness.

Women also struggle with not being assertive enough and a lack of confidence; 32% list both of those as a top challenge. As one survey respondent notes, “Women are trained to be perfect, not brave, which may result in them being too conservative with their aspirations.”

Being confident continues to top the list of recommendations for women to advance in their careers, alongside being your own career champion (both 70% overall). Sixty percent of women also advise their female peers to not get discouraged at stumbling blocks as a strategy to persevere.

“My advice to women who want to accelerate their career advancement starts with taking a succession mindset and being your own career champion first and foremost,” says Leslie Vickrey, CEO & Founder of Clearedge Marketing and ARA Co-Founder. “Do you know which position you want next? Have you asked for help to develop skills you’ll need to get there? That’s on you, and you alone.”



FROM WOMEN TO WOMEN

ADVICE ON THE BEST WAYS TO ADVANCE IN IT

72%
BE YOUR OWN CAREER CHAMPION

71%
BE CONFIDENT

60%
DON'T GET DISCOURAGED AT STUMBLING BLOCKS ALONG YOUR CAREER PATH

LOOKING INWARD

TOP WEAKNESSES SELF-IDENTIFIED BY WOMEN

32%
NOT ASSERTIVE ENOUGH

32%
LACK OF CONFIDENCE

31%
BALANCING OTHER LIFE COMMITMENTS WITH WORK

7

MAKING TOUGH CHOICES

Respondents cite high pressure and long hours among the top challenges of working in IT, and 31% share that balancing other life commitments is a weakness. As Christine Stone, VP, Project Management Office, Brookfield Properties, puts it, "Every minute is valuable, and my ability to distill the most critical things to complete has sharpened with each year as my personal responsibilities expanded."

Both genders say family responsibilities threaten to slow their careers (48% of women and 44% of men). However, more men than women say having outside responsibilities doesn't impact their career (28% men to 18% women).

Women are also more likely to believe that having a family places them at a professional disadvantage. More than twice as many women as men say having a family translates into lost opportunities for advancement or equal pay (57% vs. 28%).

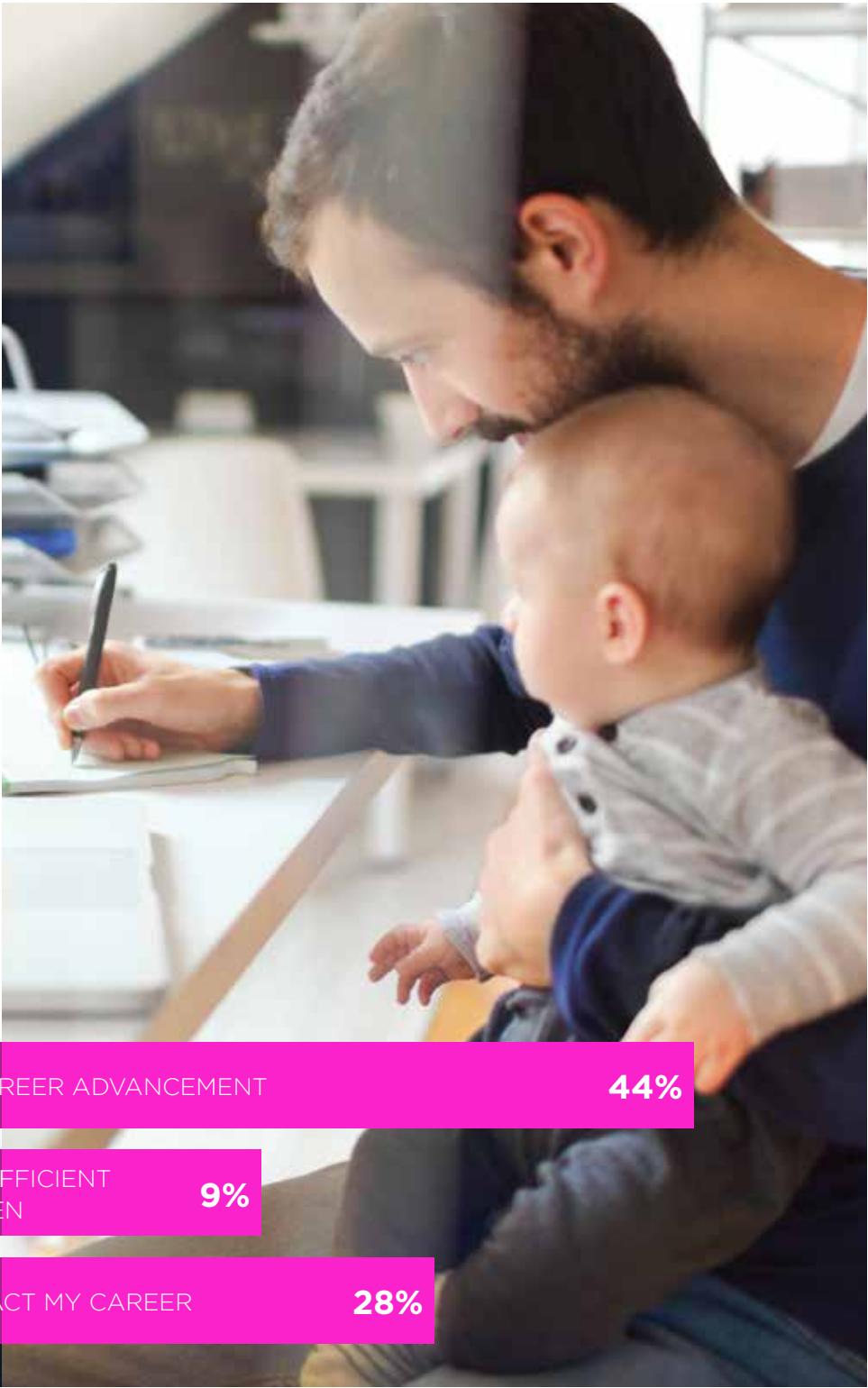
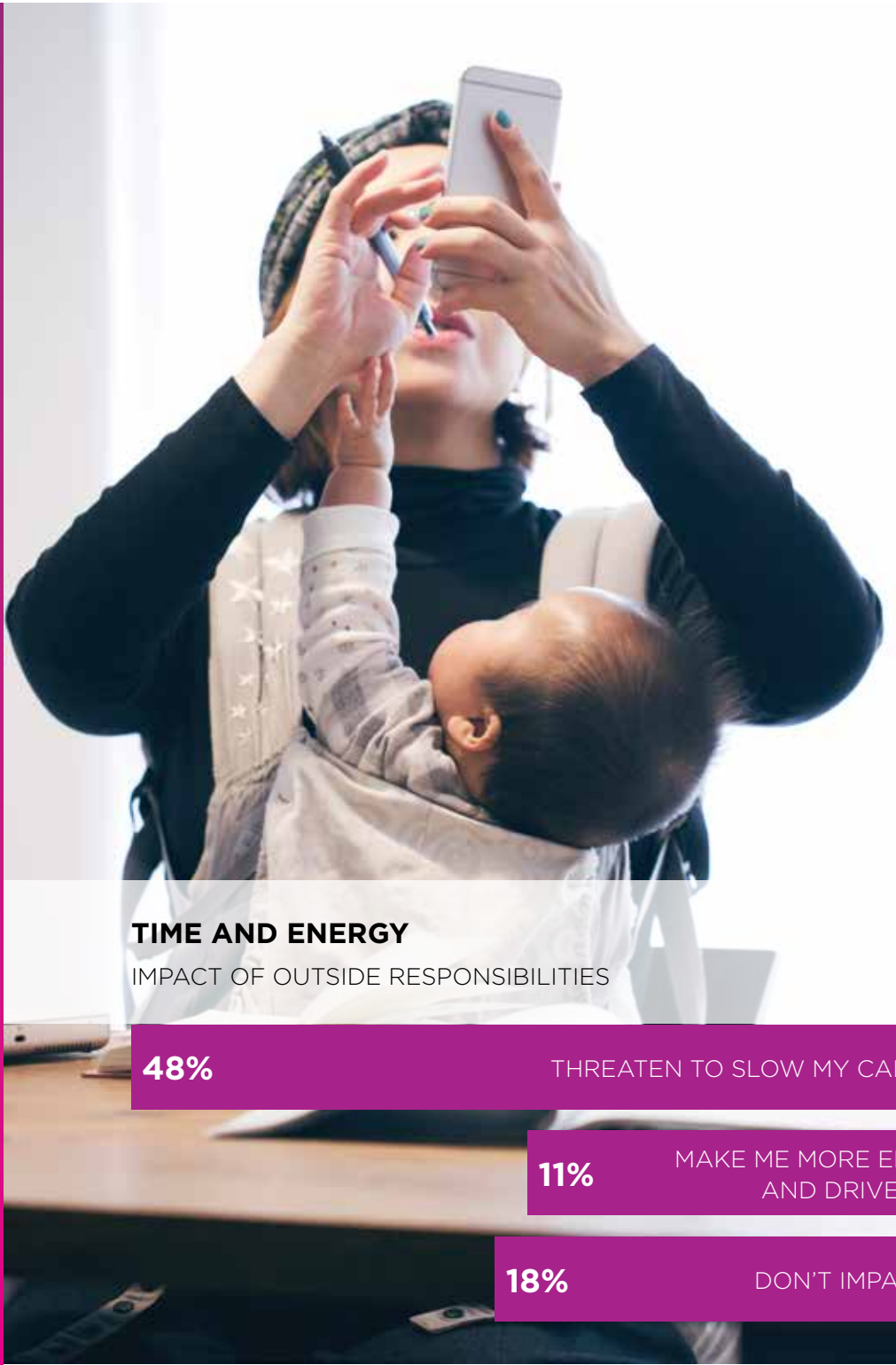
This dynamic plays out indirectly too. One female respondent shares, "Outside responsibilities haven't held me back directly, but they have meant that I've had to choose to work close to home and not take jobs that might have helped me advance to the top in larger companies. Plus, they have added to my stress levels, which has limited what I am willing to take on work wise."

While work/life balance remains a challenge, the motivation for many is crystal clear. One participant explains, **"The drive to provide for my family and be a good role model for my girls pushes me to succeed."**

Future generations may also benefit; recent research shows that women who grew up with working mothers are more likely to have better, higher paying jobs.¹

¹Kristin Bahler, "Girls With Working Moms Get Better Jobs and Higher Pay, According to Research." Money. May 10, 2018.

"Balance is what you make of it. Be unapologetic about your professional goals and your personal commitments," says Jane Hamner, Vice President of National Enterprise Sales, Harvey Nash and ARA Co-Founder. "Priorities may shift, but give yourself the freedom to be fully present in both capacities by setting expectations upfront."



TIME AND ENERGY

IMPACT OF OUTSIDE RESPONSIBILITIES

48%

THREATEN TO SLOW MY CAREER ADVANCEMENT

44%

11%

MAKE ME MORE EFFICIENT AND DRIVEN

9%

18%

DON'T IMPACT MY CAREER

28%

PATH TO PROMOTION

About as many IT workers want to stay in their current role long-term as those who aspire to a technology leadership position at the Director or VP level (both 28%). Similar proportions of men and women are interested in becoming an IT executive (23%), and just a handful have set their sights on starting their own firm (8%).

Moving up the ladder may be easier said than done, though. **Lack of advancement opportunities is one of the most common reasons people left their last IT jobs.** Thirty percent say that played a factor.

Women in particular cite lack of advancement as a top career challenge—41% vs. 26% of men. In one woman’s words, “It’s frustrating to constantly have to ‘prove yourself’ as a woman in tech, when men are assumed to be competent right out of the gate.”

It’s an open secret that those seeking promotion may fare better looking externally. More than three quarters (78%) say it’s more common in IT to advance your career by changing jobs than by promotion from within (22%). Proportions are similar for men and women, although many female survey respondents expressed personal experiences of being passed over.

One participant shares, “Excellent women engineers rarely (in our community) get promoted to technology leadership for fear of losing their number in the engineering capacity. They end up leaving to form their own venture or go to other companies that don’t ‘keep them in position’ too long.”

“The comfort zone is a real phenomenon, but it’s antithetical for success in a technology role—you must question everything and innovate relentlessly,” says Lori J. Powers, Senior Vice President, Global IT Operations & Service Management, CNA. “If you’re not in a position that rewards you for challenging what’s happening around you, are you in the right position? If not, be prepared to leave to find it.”



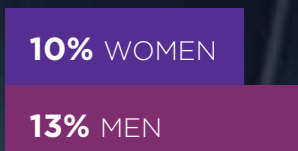
REASONS TO LEAVE

WHY DID YOU LEAVE YOUR LAST TECHNOLOGY JOB?

NO OPPORTUNITIES FOR ADVANCEMENT



PROMOTION



HOW TO GET AHEAD

WHAT IS A MORE COMMON PATH TO IT CAREER ADVANCEMENT?



2018 FINDINGS AT-A-GLANCE

CAREER PATH

- 32%** work for a technology company
- 42%** work for a company with more than 3,000 employees
- 50%** of men became interested in IT in high school or earlier
- 23%** of women became interested in IT in high school or earlier
- 33%** first became interested by discovering a tech aptitude
- 29%** of firms have formal programs to recruit/hire women in IT
- 31%** of firms have formal programs for career development
- 70%** say women should be confident to advance their career
- 78%** say changing jobs is more common than promotion to advance

REPRESENTATION

- 93%** say women are underrepresented in technology
- 95%** say women are underrepresented in technology leadership
- 26%** of respondents' IT departments are female
- 21%** of respondents' IT leadership teams are female
- 46%** say diversity and inclusion are part of company's DNA
- 39%** say their company is just checking a box
- 30%** of women believe women receive equal pay for equal work
- 68%** of men believe women receive equal pay for equal work
- 35%** of women say IT has an unwelcoming environment for women
- 43%** of women say #MeToo is making IT more welcoming
- 56%** of men say #MeToo is making IT more welcoming

PROS AND CONS

- 71%** say challenging work is the most rewarding aspect of IT
- 44%** say high pressure is the greatest challenge of working in IT
- 32%** of women say not being assertive is a top weakness
- 32%** of men say balancing other life commitments is a weakness
- 33%** of women left their last job due to unsupportive environment
- 23%** of men left their last job due to unsupportive environment

WORK/LIFE BALANCE

- 18%** of women say outside responsibilities don't impact their career
- 28%** of men say outside responsibilities don't impact their career
- 57%** of women say having a family carries a professional disadvantage
- 28%** of men say having a family carries a professional disadvantage

DEMOGRAPHICS

- 84%** of respondents are women
- 52%** have worked in IT 16 or more years
- 26%** are a Director, VP, or Senior Manager
- 29%** make between \$101-150K
- 28%** aspire to stay in their current role
- 68%** of male respondents have a STEM degree
- 38%** of female respondents have a STEM degree



ABOUT THE SURVEY

Sponsored by Harvey Nash in partnership with ARA, the 2018 Women in Technology report utilizes data from an online survey of individuals working in the technology field.

Results are based on 681 responses from both women and men fielded from August 1 through August 29, 2018. Please note, response percentages may not add up to 100% when participants were allowed to select multiple answers.

**HARVEY
NASH**

The Power of Talent

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