

HARVEY
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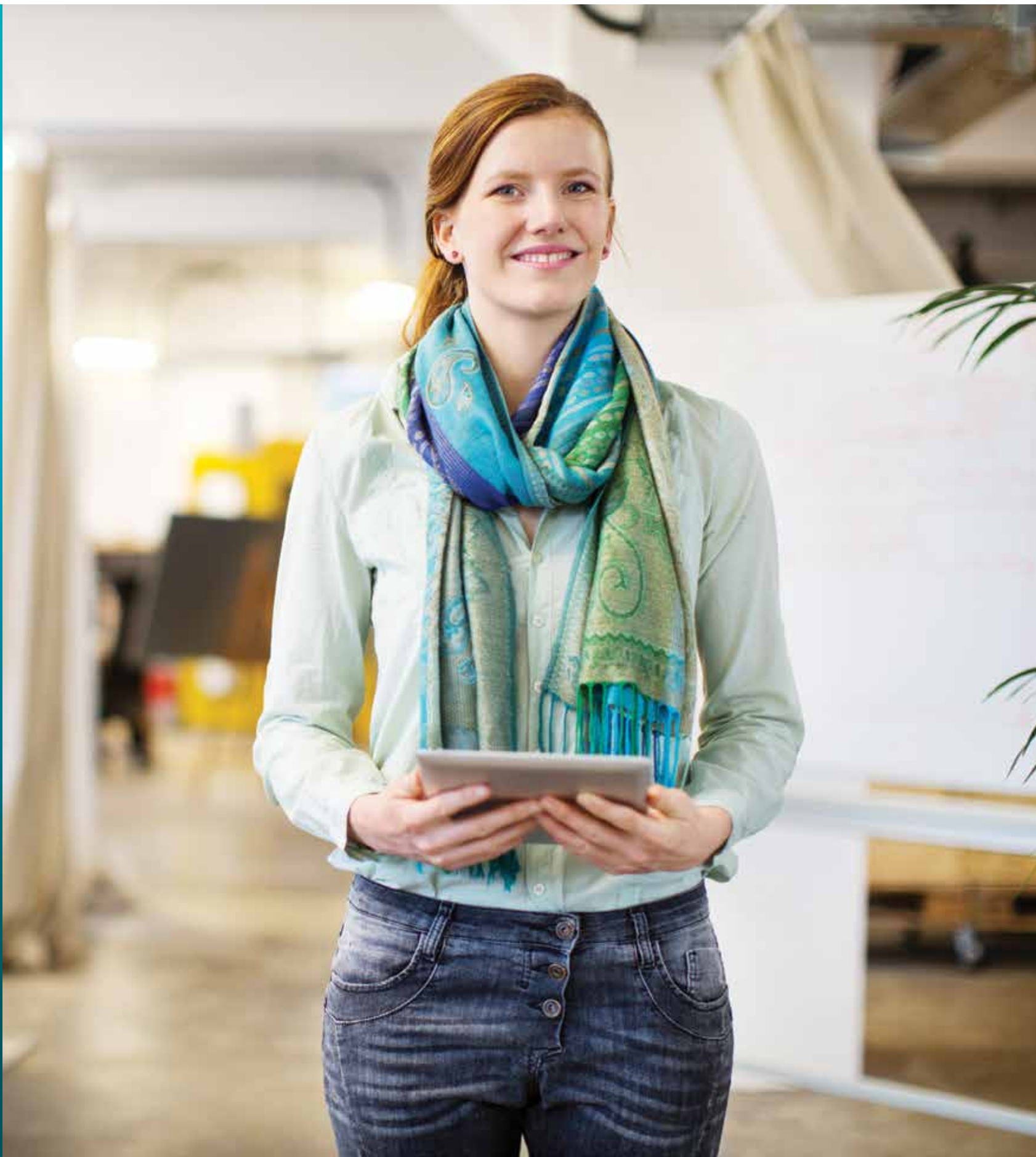
The Power of Talent

IN PARTNERSHIP
WITH

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2019 WOMEN IN TECHNOLOGY

TIME FOR ACTION



Introduction

We're proud to present the 2019 Harvey Nash *Women in Technology* report, based on an online survey of more than 600 female and male IT professionals.

First, Some Good News

Working in IT is challenging, meaningful, and financially rewarding. We know because we heard from a diverse group of established and engaged technology practitioners.

As one shares, "There is a stronger focus within my company on women in IT. The women themselves have started banding together to make themselves heard, and the external pressures of being an international company are being felt."

We're seeing a shift in momentum:

- More than a third of respondents believe that the working environment has gotten better for women in technology in the last year.
- Almost half believe a culture of diversity and inclusion is truly a part of their company's DNA.
- The percentage of women reporting an unwelcoming workplace dropped to the lowest figure in four years.

Spoiler Alert

Working in IT also carries some heavy burdens and problematic encounters, particularly for women. Perceptions differ greatly between men and women on important matters like pay equity, career advancement, and work/life balance.

Fortunately, this report provides a clear roadmap for employers looking to attract, engage, and retain a diverse workforce. The smartest companies are investing in formal diversity and inclusion programs, exploring under-represented labor markets, and creating better working environments for all.

No Time Like the Present

Now is the time to take action, before the best workers jump ship. According to 78% of respondents, changing jobs is a faster way to advance than promotion from within. So read on to get first-hand input from IT pros about what matters most to them.

New this Year

This report has always relied on the distinct voices of our survey participants to provide commentary on the issues impacting them. This year, we've added a section to expand on the personal and professional benefits of mentorship. In *Profiles in Mentorship*, we spotlight eight women who've been on the giving and receiving end of the equation and the tremendous value they've gained from their experiences.

Four Years and Counting

Once again, we thank our partners at ARA for joining us to conduct this research and explore the experience of working in technology. Harvey Nash is a strategic sponsor of 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.

Anna Frazzetto

Chief Digital Technology Officer & President, Technology Solutions
Harvey Nash, Inc.

Leslie Vickrey

CEO & Founder, ClearEdge Marketing
Co-Founder, ARA

01 SEE IT, BE IT: BOOSTING REPRESENTATION

“Women in technology want to—and deserve to—look around and see other women in executive leadership roles.”

- Encouraging students to explore technology from an earlier age remains the most popular strategy to boost representation of women in the tech sector and in IT leadership.
- 95% of female IT pros feel women are under-represented in IT leadership ranks, compared to 72% of men.

02 GET ON BOARD: ESTABLISHING FORMAL PROGRAMS

“The same principles that apply to mentoring and developing junior people are the same ones for creating an inclusive environment.”

- More companies this year are offering formal programs to support recruiting and career development for women in tech. Unfortunately, they don't always do a great job of promoting those programs.
- 32% of firms offer formal programs to recruit women in tech and 36% to support ongoing career development specifically for women.

03 A CLOSER LOOK AT MENTORING: PAYING IT FORWARD

“Mentoring puts fuel in my tank. Well-placed advice drives profit and efficiency.”

- Mentoring is alive and well in the IT community. More than half of respondents have served as a mentor at some point in their career, and more than a third currently have one or more mentors.
- Adoption of internal mentorship programs outpaces external ones by a 3:1 ratio.





04 THE COMPENSATION CHASM: SEEKING EQUAL PAY

“It’s definitely not easy to ask for a raise, but if you don’t, no one is going to read your mind.”

- Less than half of respondents believe their company offers equal pay for equal work, and there’s a huge perception difference between men and women. Men are also far more comfortable asking for a pay raise than women.
- More than twice as many men as women believe their company offers equal pay (75% vs. 32%).

05 EMPOWERING EMPLOYEE CHOICES: SUPPORTING WORK/LIFE BALANCE

“We are asking more questions of employees, to understand their needs and how we can help.”

- Although half say that leave policies are generous at their company, more than a quarter say employees feel pressure to avoid using all their available time off. Many workers, especially women, worry outside responsibilities will impact their careers negatively.
- 42% of all respondents fear that outside family responsibilities could slow their career advancement.

06 YOU’RE WELCOME: CREATING A POSITIVE WORKING ENVIRONMENT

“Diversity is not an either/or proposition.”

- Women are more likely than men to list an unwelcoming work environment and lack of career opportunities as top challenges of working in IT. But positive confidence level trends suggest the playing field may be leveling.
- Women rating an unwelcoming environment as a top challenge fell from 35% to 25%, the lowest in four years.

SEE IT, BE IT: BOOSTING REPRESENTATION

Visibility counts. Participants estimate that 28% of their IT departments consist of females, a rise from 26% in 2018. Just 23% of IT leadership teams are female, also a slight bump over last year's 21%. Those positive developments are reinforced by one comment: "Basically, all our 'suits' are 'skirts,' even if they usually wear jeans."

But a closer look at the data reveals a sizeable gap: 95% of female IT pros feel women are under-represented in technology leadership ranks, compared to 72% of men. "I have not seen matters change unless it hits the company's bottom line," notes one respondent. "It's been the same old 'Let's hire a token woman or person of color and not truly give them a seat at the table.'"

Still, some signs point to progress: about a third of respondents (34%) say the environment for women in tech has gotten better in the last year. That's compared to 16% who say it's gotten worse and 50% who say it's about the same.

Here are some additional representation-boosting strategies:

Engage early and often

Encouraging students to explore technology remains the top suggestion to increase the number of women in tech. About half of respondents recommend that tactic in grade school (48%) and middle school (51%), and 61% rank high school exposure as a promising strategy.

Promote alternate career paths

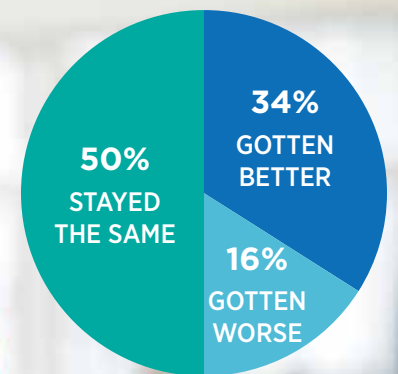
Men in our survey are still far more likely to have entered IT with a STEM degree than women (65% vs. 44%), but a generational shift may be underway. A STEM degree may no longer be a prerequisite to enter the field. We are seeing fewer early and mid-career pros holding STEM degrees than their more established counterparts (38% vs. 52%).

Invest in diversity and inclusion

The top-ranked corporate representation strategy remains offering more formal mentorship and support programs (more on that topic next). As one participant shared, "Mentoring programs have been game-changers for me. As I rose in rank, external mentors became a critical place to safely and openly seek advice on challenges."

"Women in technology want to—and deserve to—look around and see other women in executive leadership roles," notes Anna Frazzetto, Chief Digital Technology Officer & President, Technology Solutions, Harvey Nash. "It's hard to be the only woman in the room, much less at the executive table. The key is gaining that inner strength to fight for that seat. Taking that initiative combats unconscious bias and encourages ambitious career pathing for diverse future leaders in your organization."

How has the working environment for women in tech changed at your organization in the last year?



02 GET ON BOARD: ESTABLISHING FORMAL PROGRAMS

About a third of companies offer formal programs that specifically support women in tech:

- 32% for recruiting and hiring
- 36% for career development once hired

That's a five point rise for career development programs in one year, up from 31%. Recruiting and hiring programs increased from 29%. Larger firms (>1,000 employees) invest in more programs than smaller ones, but do their efforts create more inclusive cultures?

The jury's out: we asked respondents if their companies actively promote diversity and inclusion. Smaller firms were more likely to say those principles are truly part of their DNA, whereas at larger firms it seems more like 'checking a box.' The smallest firms (<50 employees) have the highest "DNA" percentage at 63%.

"It turns out the same principles that apply to mentoring and developing junior people are the same ones for creating an inclusive environment," says Matt Pulley, CTO, Home Chef. "We knew it wouldn't get any easier later when the company got bigger, so we decided early on to focus on allowing people to come and be their whole selves at work."

Organizations of all sizes must guard against complacency and poor communication. About a quarter of respondents don't know if their firms even have programs in place, and close to 40% don't know if they're the same for men and women.

Going All In

In-house career programs—such as special interest networks and mentors—are much more prevalent than external ones. Tech training is the most popular outside program, which makes sense as keeping up with job skills remains a top challenge for men and women (equally at 42%). The gender gap for tech skills has narrowed considerably over four years. Now, 28% of women rank that as a weakness vs. 22% of men.

"You can't judge me by one ruler and then pull out another for my male colleagues," says Shaelyn Otikor, Global Business Strategy Specialist and Senior Vice President at Northern Trust. "There shouldn't be a different measuring stick for women vs. men, and both candidates and employers need to carefully evaluate those cultural nuances."



03 A CLOSER LOOK AT MENTORING: PAYING IT FORWARD

Mentoring is alive and well in the IT community. More than half of respondents (58%) have served as a mentor at some point in their career, and 35% currently have one or more mentors. Internal mentoring tops the list of career support programs offered by employers.

Making a Difference

Women are slightly more likely than men to have served as a mentor to others, by a margin of 59% to 55%. When it comes to being the beneficiary, the difference is more pronounced: 37% of women currently have a mentor, compared to 29% of men. Among early-career IT professionals (<5 years' experience), nearly twice as many women have a mentor than men (43% vs. 22%).

Mentorship programs reinforce a positive cycle: those who currently have a mentor are 60% more likely to have served as a mentor than those who don't—and presumably will do so again in the future. It's no surprise then that mentorships rank as the top corporate strategy for increasing representation of women in IT.

The Outsize Impact of In-House Expertise

Adoption of internal mentorship programs outpaces external ones by a 3:1 ratio, suggesting that those within an organization may be best suited to advise their colleagues on specific advancement strategies. But what you don't know can't help you, and half of all respondents who don't have a mentor don't know how to go about finding one.

3:1 Ratio of Internal to External mentorship programs

Advice from the Front Lines:

Respondents weigh in on mentoring tips and tactics.

For Employers:

- Incorporate mentoring as part of your onboarding process
- Don't overlook mentorship for middle managers
- Hold senior leaders accountable to serve as mentors
- Invest in mentorship as a retention strategy

For Employees:

- Build a powerful community with other women in tech
- Hire a career coach on your own if you want to or have to
- Tap into mentors for advice on navigating internal politics
- Don't hold back—be honest with yourself and your mentor



PROFILES IN MENTORING

To capture the distinct voices of women in technology, we're taking a closer look at the personal and professional benefits of mentorship. Here we spotlight eight women who've been on the giving and receiving end of the equation and the tremendous value they've gained from each other.



MARIE MELIKSETIAN

**CEO, Reliance Solution Services, LLC
President, International Women's Forum
of Connecticut**

Every year I mentor, my passion grows stronger and I find new opportunities to both learn and share my learning. The results often speak for themselves. Most often the outcome is direct, from gaining leadership skills to helping in the daily management of mentees careers' and those of their employees. I appreciate the time others have dedicated for me, and I love seeing the outcome and results that women gain from my mentoring.

Sometimes the interactions are structured, other times informal. The key is an open discussion around what works best for the individual and their objective. I've found that mentoring women within different cultures requires another layer. I stress the fact that mentees need to initiate the interactions, but I do prod when I don't hear from them in a timely manner. This is more true to women who are new to mentoring, as they often shy away or forget to reach out regularly.

Marie has mentored Melanie and Mary Kate.



MELANIE HAEN

**New Business & Eligibility Solutions Lead, Guardian
Life Insurance / Participant, LEAD program through
Women Unlimited, Inc.**

Everything is a journey. What I've learned through the LEAD matrixed mentoring program has been cumulative. Through this experience, I realized that I am capable of speaking articulately in front of large groups, and that I should trust my instincts more. I've also learned that transparency with my feelings can actually be a strength instead of a perceived weakness.

Mentoring has absolutely had a positive impact on my career. Connecting with senior leaders on a personal level has been extremely rewarding, and I've had the opportunity to work on my leadership presence, risk taking, networking, and confidence. In turn, my participation has made me a better mentor to other women on our team. Synthesizing and sharing what I've learned helps them unlock their potential and feel empowered to do the right thing.



MARY KATE CALLEN

Senior Director, Creative Strategy & Cultural Intelligence, Viacom Velocity / Participant, Women Unlimited, Inc.

Taking part in a robust mentorship program gave me an opportunity to reframe my career after coming back from maternity leave. I'd built my career on being a 'superdoer,' but I realized I needed to progress as a strategic leader, not a tactical one. Although that style is built into my DNA, the program gave me perspective on how I'm perceived through the eyes of a senior executive. It encouraged me to step back and shift my thinking and my behavior.

What was perhaps most rewarding and surprising were the external viewpoints I gained working with women across many different industries. Everyone's organization was going through tremendous change, so it was helpful to see how other people think and uncover similarities. Of course it's a work in progress, but I've definitely learned about my innate abilities and new framings to reflect on my leadership approach.



CHRISTINE STONE

**Vice President, Brookfield Properties Retail
Mentor and Speaker for 15+ years**

Mentoring puts fuel in my tank. Well-placed advice drives profit and efficiency and opens time for innovation that wasn't there before. Once, a mentee and I figured out a way together to shorten a meeting by 30 minutes each week to keep her team of 10 engaged through a project crisis. Our simple adjustment gave our company five hours back in productivity a week.

I started counting the people I helped get raises, new jobs, promotions, and new opportunities. When you count it up, you can start to objectively measure the impact of your investment in teams. I appreciate questions I have never been asked before; years of experience can yield solid answers to the most unexpected questions. Growth of talent is an organic cycle, and I try to figure out how to accelerate it.

Christine has mentored Claire and Lauren.



CLAIRE HENDERSON

**Senior Digital Strategy and Innovation Consultant,
IBM Digital Strategy / Participant, Chicago
Innovation Mentoring Co-op and Kellogg MBA
mentorship program**

As I was going through career transitions, I wanted to hear from women who had either been through similar moves or had deep expertise in those industries/functions. My mentors have served as a sounding board, helping me adjust to the consulting lifestyle and stay prioritized on the right things at the right time. I love building relationships with other women to understand their motivations and desires and see how I can return the favors they have provided me.

Through mentoring, I've gained an important skillset of taking time to reflect, both with others and alone, on what is most important to me professionally and personally, and knowing when to pivot accordingly. I have also cultivated my own personal brand over time and understood when and how to speak up for myself, my abilities, and my talent.



LAUREN HENRY

**Senior Product Owner, BMW Group / Participant,
Chicago Innovation Women Mentoring Co-op**

Having someone in my corner who will listen and support me but also challenge and hold me accountable has been a huge growth opportunity. Formally participating in a mentorship program required that I set goals for myself and my career and be explicit about where I needed support. I wanted to receive unbiased and neutral feedback about how I could take control of my own career, so it was important for me to engage with someone who understood being a woman in the technology industry.

Sharing your vulnerability and learning from each other makes you both grow stronger! Self doubt is a very common experience, but I've learned to see myself better through others. Mentoring has also taught me things I'd never considered before, like coping mechanisms and strategically planning my next career steps. I see opportunities for growth all around me that I wouldn't have seen without guidance from my mentor.



ROBIN SCHROEDER

**Senior Mobile Software Developer and Architect,
MSC Technology Consulting / Co-Instructor, Fox
Valley Girls Coding Club**

I got involved in mentoring because I've been in tech for 20 years and gender diversity is clearly lacking. Our group is for high school girls. Most of them are bound for college. We talk about all kinds of things, from coding and college enrollment to job interviews. Clearly, our club is giving our girls the confidence to major or minor in computer science or related fields. They come back and share their stories with the younger girls.

Each year we ask them what they want to learn. Early on, they were very fractured. They all wanted to learn different things, and so we did something different each month. For the last two years they have been very focused on Python, so that is what we have done.

Robin has mentored Isabella.



ISABELLA MAKI

**Computer Science & Anthropology student, Illinois
Urbana-Champaign / Student Founder, Fox Valley
Girls Coding Club**

I chose my major almost entirely based on my Fox Valley Girls Coding Club (FVGCC) experience. Before starting the club, I had never coded before and didn't know anything about the tech industry. Learning how to code in high school alongside an amazing community of girls and industry mentors shaped and solidified both my educational and career interests. I am proud to say that we have had several girls go on to pursue college studies in STEM. So, FVGCC is playing a small part in helping to tackle gender parity in tech.

The biggest lesson I've learned from FVGCC is resiliency. The ability to take a step back and be patient in looking for a solution—while remembering that just because I didn't get my code to work on the first try doesn't mean I'm bad at coding—is one of the most important lessons I learned. It was so important for our club members to have female mentors we could look up to and receive advice and support from.

04 THE COMPENSATION CHASM: SEEKING EQUAL PAY

When it comes to equal pay for equal work, less than half of all respondents (40%) believe their organization delivers. Again, smaller firms outpace larger ones on equal pay perceptions by a margin of 51% to 33%.

There's an astounding difference between men and women on this question:

- **More than twice as many men as women believe their company offers equal pay (75% vs. 32%)**
- **Only 9% of men say their firm does not provide equal pay, compared to 38% of women**
- **Women with 11+ years in IT are more likely to say equal pay exists (35% vs. 24%), but tenure has no bearing on men's views**

Survey participants place responsibility for equal pay primarily on corporate executives (42%), followed by HR/TA departments (35%). Efforts to even the playing field may be boosted by recent measures to restrict pay history questions during interviews, supporters say. Just 8% say women themselves should take the lead on demanding pay equity. Anecdotally, a number cited a lack of internal benchmarking data as a challenge, as well as tight budgets and tacit disapproval.

Don't Ask, Don't Get

Men are more likely than women to identify insufficient or inconsistent financial rewards as a top career challenge (32% vs. 20%), and they're far more comfortable asking for a raise. When merited by performance, 37% of men feel extremely comfortable raising the topic, compared to 19% of women.

As one female shares, "It's definitely not easy to ask for a raise; but if you don't, no one is going to read your mind. You have to plant the seed and talk about it many, many times, so that your boss knows how important it is. Plus, repeating it makes it easier for me to talk about it."

"It's almost sometimes easier to change employers," notes another participant. In fact, almost a third of women (31%) left their last tech job due in part to salary, compared to 15% of men.

"It's difficult to make a business case for a raise without data, but it's also unlikely that data will be readily available internally," says Leslie Vickrey, CEO & Founder, ClearEdge Marketing. "Salary data from online resources like Glassdoor and Salary.com offer a great starting point. Networking groups and industry recruiters are also reliable sources to gauge the climate for a potential pay increase... and to practice asking."



Why is it hard to ask for a raise?

IT IS FROWNED UPON AND PUTS A TARGET ON YOU AS A TROUBLEMAKER.

I HAVE BEEN TOLD A FEW TIMES "YOU HAVE TO DO THE JOB BEFORE SEEING THE PAY."

I KNOW THAT IT WILL BE CHALLENGING TO PROVE THAT I DESERVE A RAISE.

IT DEPENDS ON THE CORPORATE TEMPERATURE AT THE TIME.

THE COMPANY HAS NOT GIVEN RAISES OR BONUS FOR SIX YEARS.

IT'S TYPICALLY "OUT OF MY MANAGER'S CONTROL."

I FEEL UNINFORMED BECAUSE PEOPLE DO NOT TALK ABOUT THEIR SALARY.

I DON'T KNOW HOW TO ASK WITHOUT SOUNDING DEMANDING.

TO TRY TO RECEIVE A PAY RAISE IS LIKE A "DEATH SENTENCE."

I PREFER TO LET MY WORK STAND FOR ITSELF AND AWAIT RECOGNITION—THAT IS THE SAFEST APPROACH.

05 EMPOWERING EMPLOYEE CHOICES: SUPPORTING WORK/LIFE BALANCE

Although high pressure and long hours are perennial top challenges for IT professionals, just 21% add to that list a lack of flexibility to balance work and life. However, corporate family policies still leave plenty of room for improvement.

About half (51%) say their company's family leave policies are generous, with similar figures for large and small firms. But 27% say employees feel pressure to return to work and not use their full allotment. That breaks down to 29% of women and 19% of men.

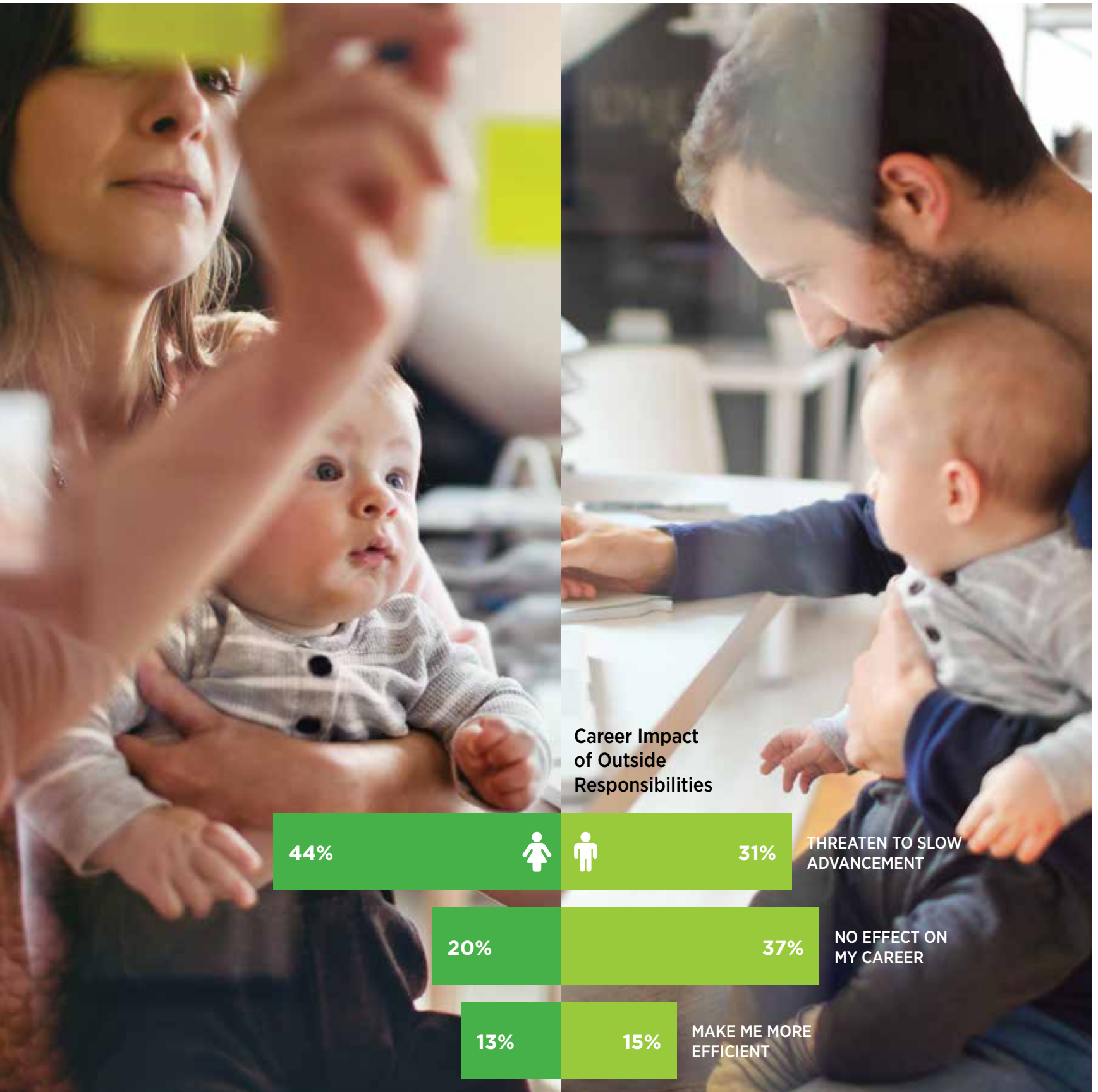
Pressure's On

Since 55% of companies encourage employees to take all their leave, it's feasible that the pressure is self-imposed. Some additional evidence for that theory: 29% admit that balancing life commitments and not asking for help are personal weaknesses.

Family commitments weigh heavily on the minds of both male and female IT pros: 42% fear that outside responsibilities could slow their career advancement. More women than men believe that (44% vs. 31%). More than half of women (56%) believe having a family places women at more of a workplace disadvantage, compared to 32% of men.

One respondent lauded a new corporate caregiver program: "It allows participants to stay involved and not sacrifice career involvement/advancement for family obligations. Furthermore, when men participate in the program, they are potentially alleviating pressure for the women in their family to bear a larger responsibility of the caretaking. It's been a win for the business, women, men, and families."

"We are now more cognizant of employees' daily schedule needs (at home) and adjusting to accommodate those," shares one C-level survey participant. "We are asking more questions of employees, to understand their needs and how we can help. We're having more constructive conversations."



06

YOU'RE WELCOME: CREATING
A POSITIVE ENVIRONMENT

High pressure and keeping up with job skills rank as the top two work challenges for both men and women, in equal numbers. But we see large gender variances in other areas:

GREATEST CAREER CHALLENGES

	Women	Men
Lack of advancement opportunities	39%	31%
An unwelcoming environment	25%	14%

One silver lining emerges: the percentage of women rating an unwelcoming environment as a top challenge fell from 35% to 25% in one year. Unfortunately, the percentage of men who say the same took a correspondingly large jump upward, from 5% to 14%.

Giving and Earning Respect

Perceptions also vary greatly about levels of respect in the workplace. Half of women (51%) say women are afforded the same level of respect as men at their firm, compared to 81% of men. Under half of respondents (45%) recognize men for acting as allies at their firm, and 22% say men are reluctant to interact one-on-one with women.

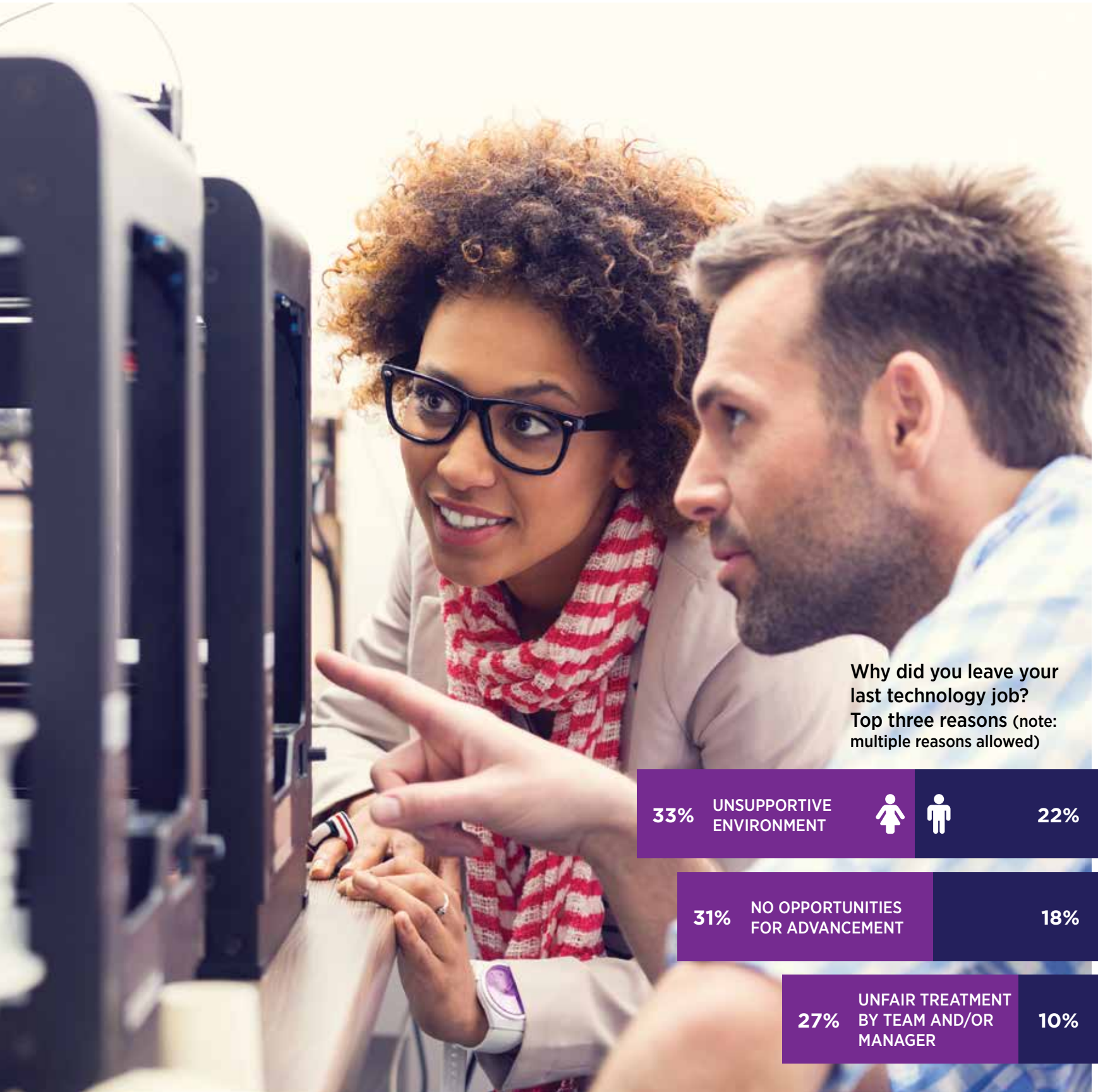
“I view backlash as a positive. Men feeling uncomfortable is a sign that real change is happening,” says Yemi Akisanya, Director of Diversity & Inclusion, OCC. “This is a critical time for male leaders to engage more with their female colleagues, and in doing so they’ll come out on the right side of being more open-minded.”

The top advice given to women in IT to advance in their careers has remained consistent over the four years of this survey: be confident (69%) and be your own career champion (68%). That advice could be taking root. Last year, there was an eleven point gap between the percentage of men and women who ranked confidence as a weakness (32% vs. 21%). This year, the ranking equaled out at 25%.

“In an environment where you can’t always expect others to speak up for you, you must be prepared to advocate for your own best interests early and often,” says Jane Hamner, Vice President of National Enterprise Sales, Harvey Nash. “What’s the worst thing that can happen? You won’t get what you ask for... this time. Putting yourself out there can change your life.” If that doesn’t work, look elsewhere for a new job; that’s what 42% of women advise other women to do to move up.



“Diversity is not an either/or proposition,” says Sean Gilligan, President, Technology Recruitment, North America, Harvey Nash. “Merit-based hiring and promotion are not incompatible with working aggressively to get a more diverse workforce in the door and provide opportunities for advancement.”



**SPEAK UP,
SHOW UP!
DO THE WORK.**

**FIND SOMEONE
YOU TRUST TO BOUNCE
IDEAS OFF OF.**

**MAKE YOURSELF
AVAILABLE TO TAKE
ON THE HARD
PROJECTS.**

**BE OPEN
TO THE FEEDBACK
OF OTHERS.**

PROMOTING DIVERSE VOICES

**PICK YOUR
BATTLES.**

**SPEAK UP WHEN
A COLLEAGUE'S IDEAS ARE
DISCOUNTED.**

**LET A LOT ROLL
OFF YOUR BACK.**

**WORK IN ORGANIZATIONS
THAT SHARE YOUR VALUES
OF DIVERSITY.**

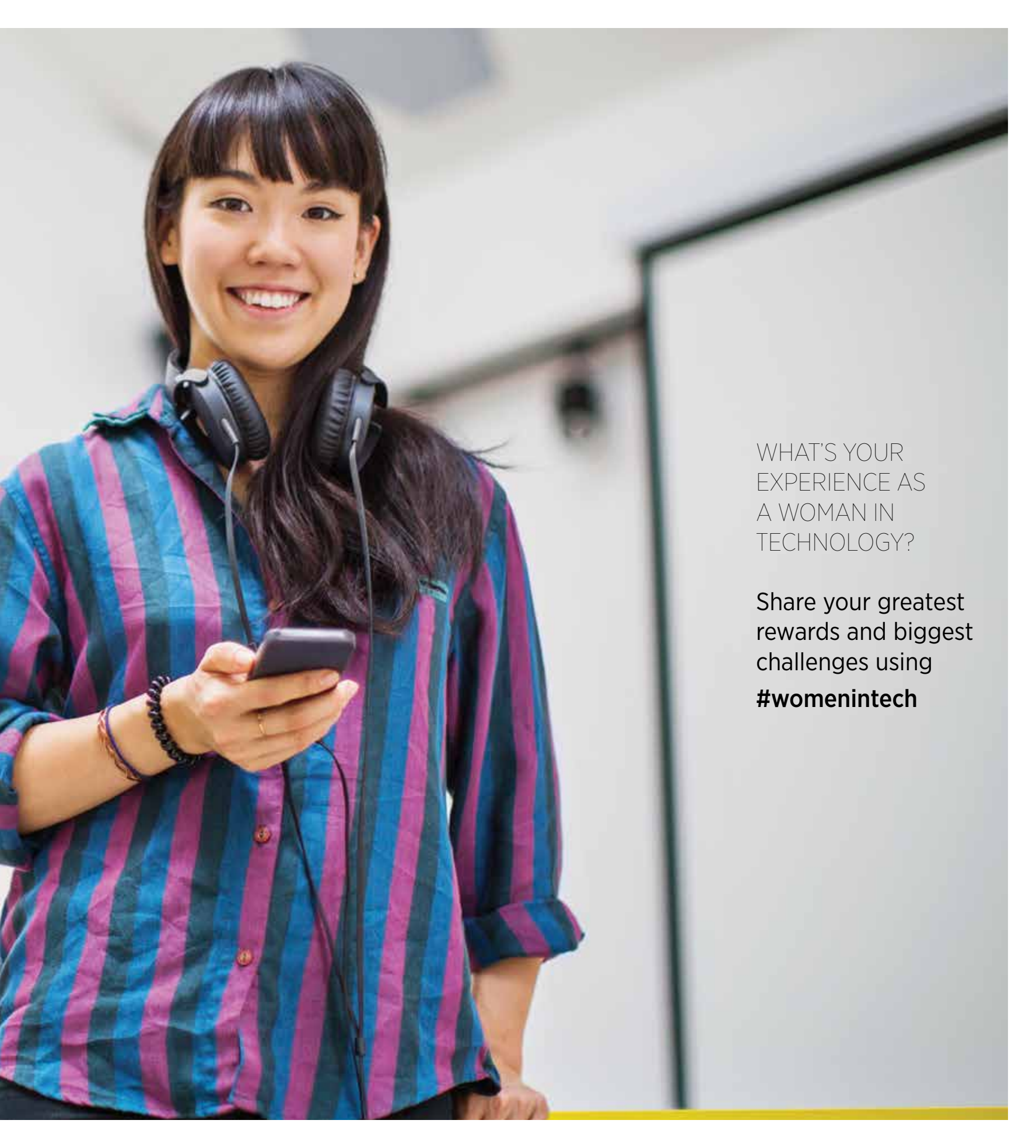
**BE YOUR NATURAL SELF, BUT
EXPRESS YOUR IDEAS.**

**LOOK FOR
PROMOTERS WITHIN
YOUR ORGANIZATION.**

**TAKE RESPONSIBILITY
FOR BOTH FAILURES
AND SUCCESSES.**

**WRITE YOUR THOUGHTS
DOWN AND PRESENT
IN WRITTEN FORM.**

**PUT YOURSELF
OUT THERE.
BE VULNERABLE.**



WHAT'S YOUR
EXPERIENCE AS
A WOMAN IN
TECHNOLOGY?

Share your greatest
rewards and biggest
challenges using
#womenintech

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The 2019 Harvey Nash Women in Technology report is based on 603 responses to an online survey conducted between July 18, 2019, and August 20, 2019.