

2017 WOMEN IN

# TECH NOLOGY

OVERCOMING  
OBSTACLES  
& UNLOCKING  
POTENTIAL



**HARVEY  
NASH**

The Power of Talent

IN PARTNERSHIP  
WITH

**ARA**  
ATTRACT RETAIN ADVANCE

We're pleased to present the *2017 Harvey Nash Women in Technology* report, based on an online survey of both female and male IT professionals.

From the “unquenchable desire” that drives them forward to the inevitable “bumps in the road,” our survey respondents share their stories with self-reflection and a healthy dose of humor. We round out their insights by taking a close look at the role employers play in creating a diverse, inclusive, and welcoming workplace. We hope you get as much out of reading the report as we did creating it.



**BOB MIANO**

PRESIDENT & CEO  
HARVEY NASH USA

**LESLIE VICKREY**

CEO & FOUNDER, CLEAREDGE MARKETING  
CO-FOUNDER, ARA

In the *2017 Harvey Nash Women in Technology* report, we explore IT career milestones, from when interest first develops to deciding when it's time to move on. We also examine the factors that impact everyday work experiences, from internal doubts to external roadblocks.

Although just a snapshot of the life of a woman in IT, along the way we uncover a glimpse into respondents' true concerns, obstacles, motivations, and passions. We explore the differences between women and men while also recognizing their similarities and shared pursuit of a rewarding work environment.

This year, we expanded our analysis to discuss practical strategies for IT professionals and the companies that employ them. We're grateful to the 658 participants—women and men—who took our online survey and shared their experiences, perceptions, and opinions about working in this dynamic field.

For this initiative we partnered with ARA, an organization whose goal is to help businesses increase the numbers and the influence of women working in technology, while also helping women navigate IT career paths and challenges.

Harvey Nash is a strategic sponsor of ARA. This resulting report underscores ARA's mission to Attract, Retain, and Advance women in technology and Harvey Nash's commitment to providing opportunities for women in IT to learn, collaborate, and accelerate their careers.





## KEY TOPICS

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### **SPARKING Interest**

Early exposure and the STEM factor

2

### **GAINING Ground**

Building a career and breaking stereotypes

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### **Finding STRENGTHS**

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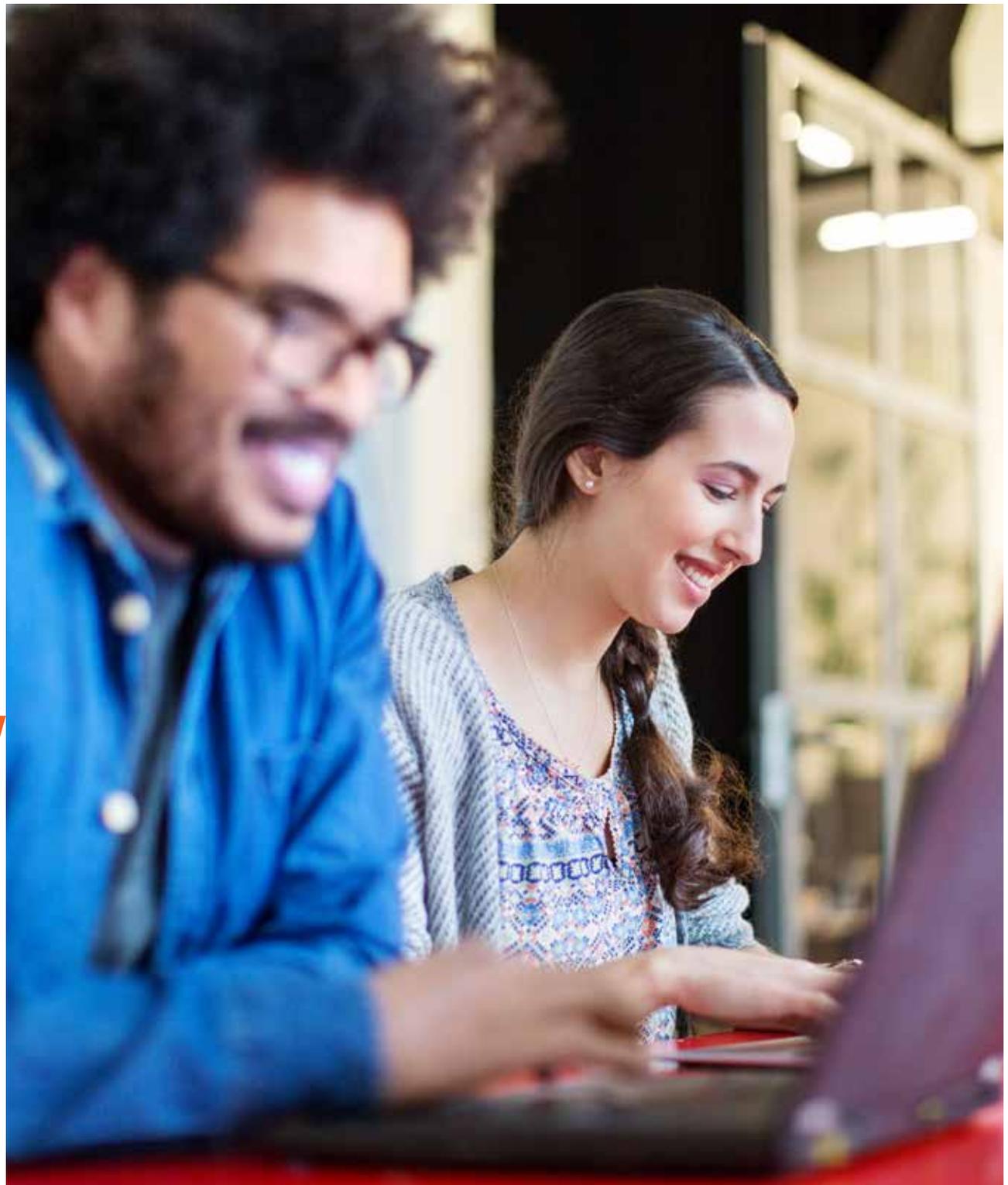
### **WALKING the Talk**

The vital support role employers play

1

# SPARKING KING

INTEREST



More than any factor, working in a cutting-edge environment sparked interest in an IT career for women and men (32%). And while relatively few respondents (of both genders) draw a direct line from their academic course of study to their career choice, dramatic differences appear in the moment that the idea of an IT career first clicked.

### **EARLY EXPOSURE**

Just over twice as many males than females said their IT career interest first emerged in elementary or middle school (20% vs. 9%). Although this early education gap closed slightly over 2016 survey results, the overall trend remains the same: men start exploring a technical career path earlier. More than any other point in their lives, males first become interested in an IT career in high school. Females' interest peaks much later, at their first job. Two thirds (67%) of men identified IT as a career path before starting their first job, compared to half (49%) of women.

The value of a tech-friendly education plays out in the experiences of women on the job. The earlier the interest in an IT career path, the higher they rank their technical ability. Only 12% of female professionals who first became interested in IT in high school or earlier listed technical skills as an area of weakness, compared to 28% of those whose interest started after their first job. Women who became interested earlier also rank themselves slightly higher on confidence levels and delegation skills.

### **THE STEM FACTOR**

Far more men were likely to have entered IT through a STEM (Science, Technology, Engineering, Math) track, driven by significantly larger portions of men who studied engineering (nearly three times as high as women). But for individuals exposed to tech later, the good news is that a STEM degree is not a prerequisite for a successful tech career. A majority of female IT professionals in our survey (56%)—including women under 40 (61%) and junior to mid-career professionals (61%)—did not major in STEM fields.

**“Mentoring and coaching isn’t just for working professionals; there’s a huge opportunity to share stories and strategies to give students a glimpse into both the challenges and rewards of choosing a career in technology.”**

| Sandee Kastrul, President, i.c.stars

“The visibility and value of a STEM education has skyrocketed in the last decade, but we’re not yet seeing the full impact translate to the IT workplace,” according to Bob Miano, President & CEO, Harvey Nash USA. “On the positive side, there’s no shortage of viable career opportunities for those who arrive late to the field or follow a non-traditional path.” As one respondent put it, “I wandered over here into IT and I’m happy about it. I still don’t consider myself a ‘Woman in Tech’ since I don’t code, but I’m working to change that in myself.”

## ADVANCING THROUGH ACADEMICS

The key to getting more women in tech? According to our respondents (both women and men), encouraging females to pursue technology in high school or college takes top priority. The findings are consistent year-over-year; that recommendation ranked highest on the list in 2017 (69%) as it did in 2016 (68%).

“I really think it begins with early education and exposure,” explains one respondent:

**“Girls need to see themselves as equally eligible for STEM pursuits. They need opportunities to experience the careers that exist in technology sectors. Growth and advancement, for me, have been factors of my own pursuit and initiative.”**

Bob Miano, President & CEO of Harvey Nash USA, agrees that STEM education and early childhood support provide a key to filling the funnel of the next generation of IT professionals. “School and home life are the essential building blocks,” he says. “Because more men become interested earlier, graduate with a STEM degree earlier, and enter the industry earlier,

that manifests over time in more chances for career advancement. We’ve got to understand the root attributes to change the end result.”

In the U.S., STEM education has become a national priority. The Committee on STEM Education (CoSTEM)—which includes all of the mission-science agencies and the Department of Education—are facilitating a cohesive strategy to boost early engagement and serve underrepresented populations. Nonprofits such as Girls Who Code, Girls in Tech, and Femgineer have also created remarkable hands-on strategies to introduce young women to technology at an earlier age.

## PRIVATE SECTOR STRATEGIES

There’s more to the story than just a numbers game. It’s not just about getting *more* women in tech, it’s also about helping the women in tech be *more successful*.

Business-academic partnerships represent one bridge to future success. “Mentoring and coaching isn’t just for working professionals; there’s a huge opportunity to share stories and strategies to give students a glimpse into both the challenges and rewards of choosing a career in technology,” says Sandee Kastrul, President, i.c.stars.

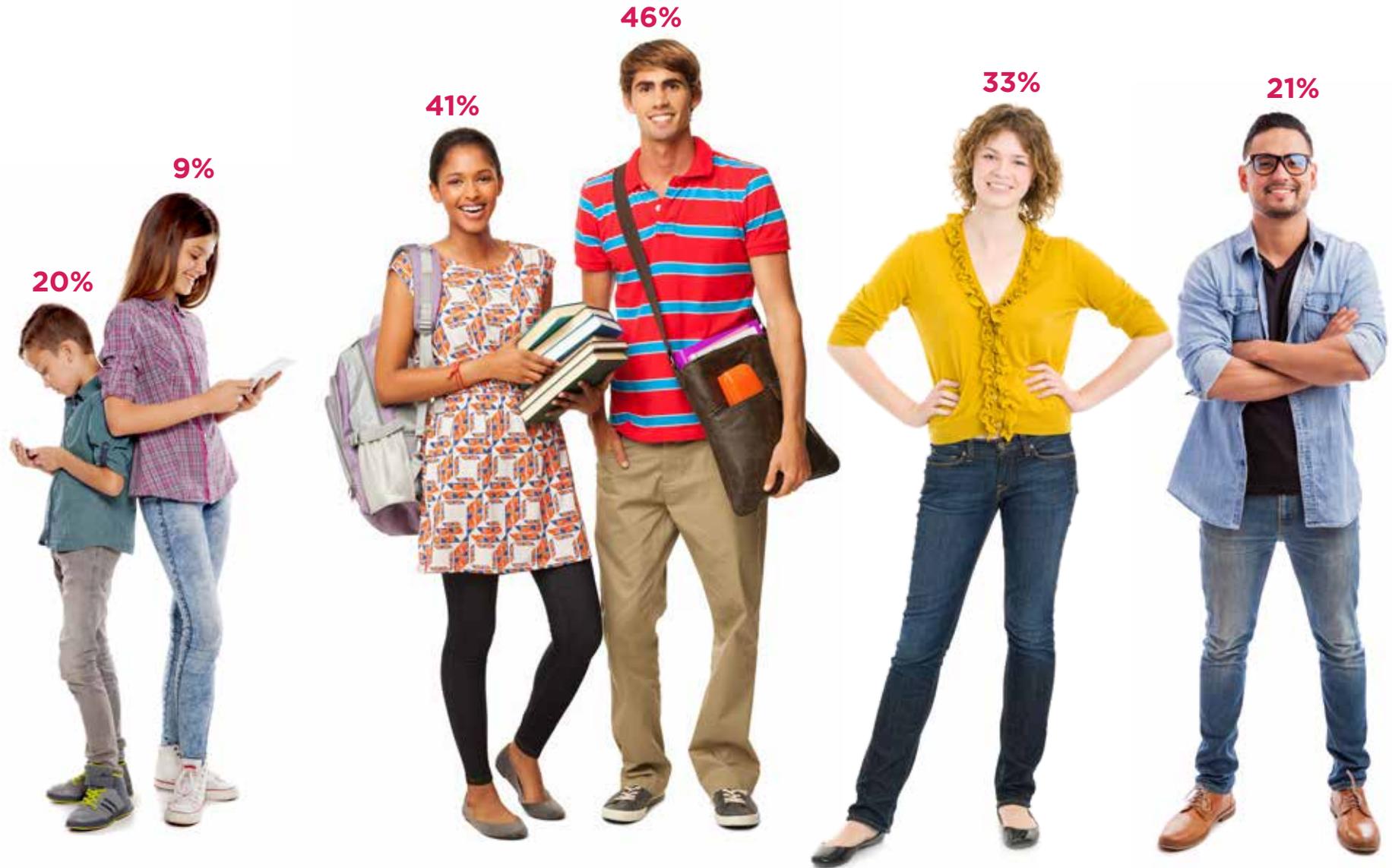
Since most women don’t consider IT as a career option until they are exposed to it professionally, employers also play a role in developing the technical skills of their workforce. “Companies have an opportunity to pick up where academia leaves off..and where academia failed to make an impression,” says Anna A. Frazzetto, Chief Digital Technology Officer & SVP, Harvey Nash. “There’s a strong business case for more inclusive environments. Investing in training and mentoring at all stages of the IT career lifecycle makes good sense and benefits both males and females.”



**What is your company doing to attract & advance women in tech? Tell us on Twitter!**

**@yourcompanyhandle #WalksTheTalkBy ...**

AT WHAT POINT DO WOMEN AND MEN BECOME INTERESTED IN A TECHNOLOGY CAREER?



EARLY EDUCATION  
Elementary & Middle School

HIGHER EDUCATION  
High School & College

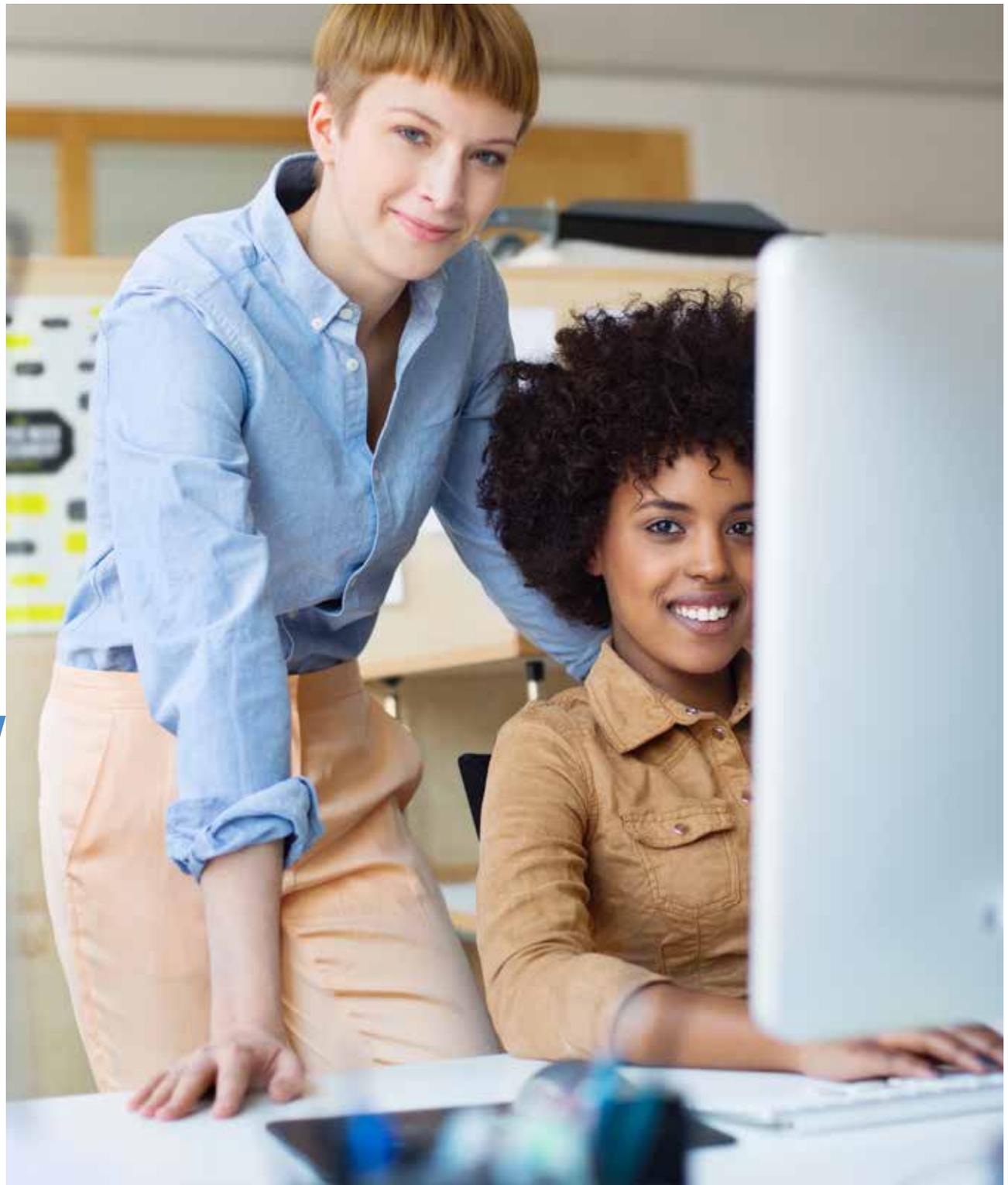
EARLY CAREER  
Internship & First Job

2

# GAINING

# ING

GROUND



The difference is stark. Two thirds of men (67%) think women are underrepresented in technology. A full 94% of women do. What accounts for this disparity? Our survey responses reflect both internal and external contributing factors, from an unsupportive work environment to lack of confidence in technical ability.

### **BREAKING STEREOTYPES**

In addition to a perceived deficit of female technologists, there's a pervasive impression—particularly among women—that certain disciplines within IT are more challenging for women to break into. Notably, 43% of women think it's harder for females to gain entry into coding/developing/programming, compared to 25% of men who feel the same. Why is this?

“Harvey Nash has dozens of clients who stand ready to hire women in any technical capacity,” says Jane Hamner, Vice President of National Enterprise Sales, Harvey Nash and ARA Co-Founder. “Severe IT talent shortages make it hard to believe that any company would not encourage women to apply and offer the level of support and development needed to succeed.” John Higginson, Chief Technology Officer of Enova International, shares his perspective: “We need to work as an industry to ferret out gender biases that affect our ability to attract and promote women. In this competitive talent market, we're not going to be successful if we only talk to 50% of the population.”

### **A “BROGRAMMING” CULTURE?**

Many female survey respondents shared their personal experiences of their technology contributions being discounted and of struggling against a “hacker/bro culture.” According to Jennifer Ciolino, Senior Director, PMO and OCIO, Archer Daniels Midland, “Technology roles have stereotypes of the ‘back room’ coder geek or of being solely ‘hard’ math and engineering, which may deter women—subconsciously or consciously.” She adds, “Technology enablement of business and the collaborative, relational element of a successful technology professional are not well understood in all sectors.”

**“We need to work as an industry to ferret out gender biases that affect our ability to attract and promote women. In this competitive talent market, we're not going to be successful if we only talk to 50% of the population.”**

| John Higginson, Chief Technology Officer,  
Enova International

## ROLLING OUT THE WELCOME MAT

On the job, both women and men find the long hours and high pressure of working in IT to be particularly strenuous. The biggest gender gap lies in a less-than-supportive workplace. More than twice as many women as men (30% vs. 13%) say an unwelcoming environment to women and minorities is one of the greatest challenges when it comes to working in IT.

One notable change emerges from last year's survey. The proportion of women who rank an unwelcoming environment as a challenge remains about the same year-over-year (29% in 2016), but the number of men who agree has nearly doubled (7% in 2016). Increased awareness of adverse working conditions for women and minorities represents a bad news/good news dichotomy: the work environment still isn't where it needs to be, but visibility may help force positive change.

As more men recognize the challenge, they will be better positioned to become allies and innovators. In the Code Like a Girl article "It's a Man's Job," on *Medium.com*, FinTech Forge Partner Jason Henrichs writes: "Many of the women I work with have coping mechanisms ranging from being 'one of the guys' to turning a blind eye to minor or unintended offenses...it is time for us 'Average Joe's' to stand up too, even if that means taking an uncomfortable look at our own behaviors and opening ourselves up to things we don't want to hear."

## BUILDING RESILIENCE

Companies that embrace diversity, within and outside of their tech departments, stand to benefit from greater employee collaboration and retention. According to Kevin Glynn, CIO of DSC Logistics, "Creating a more supportive work environment transcends gender issues. Exposing yourself to people who are different than you—culturally, racially, and even technically—better prepares you to adapt to constant changes in technology and handle stressful situations."

## WOMEN'S GREATEST CHALLENGES OF WORKING IN IT

High pressure

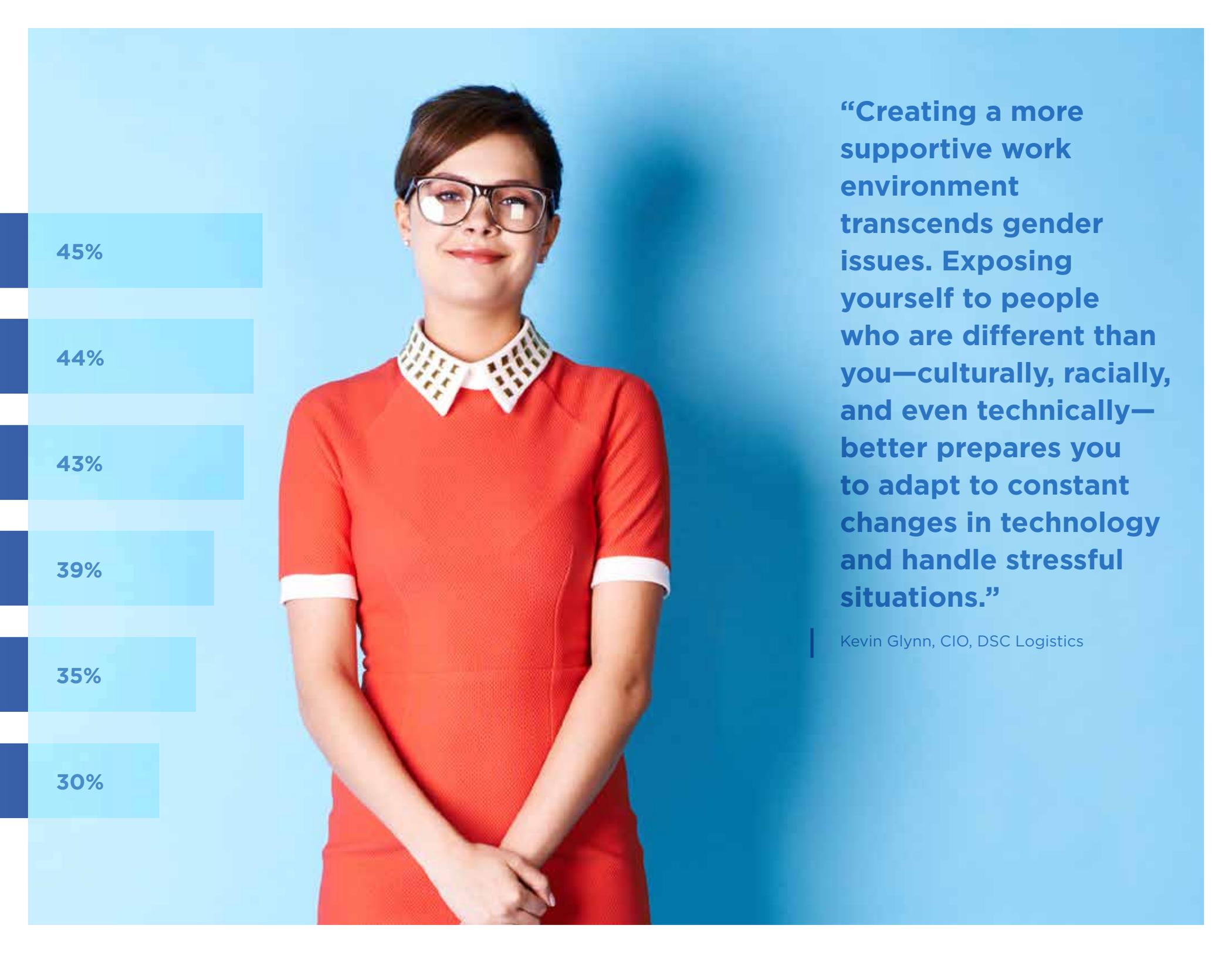
Keeping up with the skills needed to do the job

Lack of advancement opportunities

Long hours

Not enough flexibility to balance work/life

An unwelcoming environment to women and minorities



45%

44%

43%

39%

35%

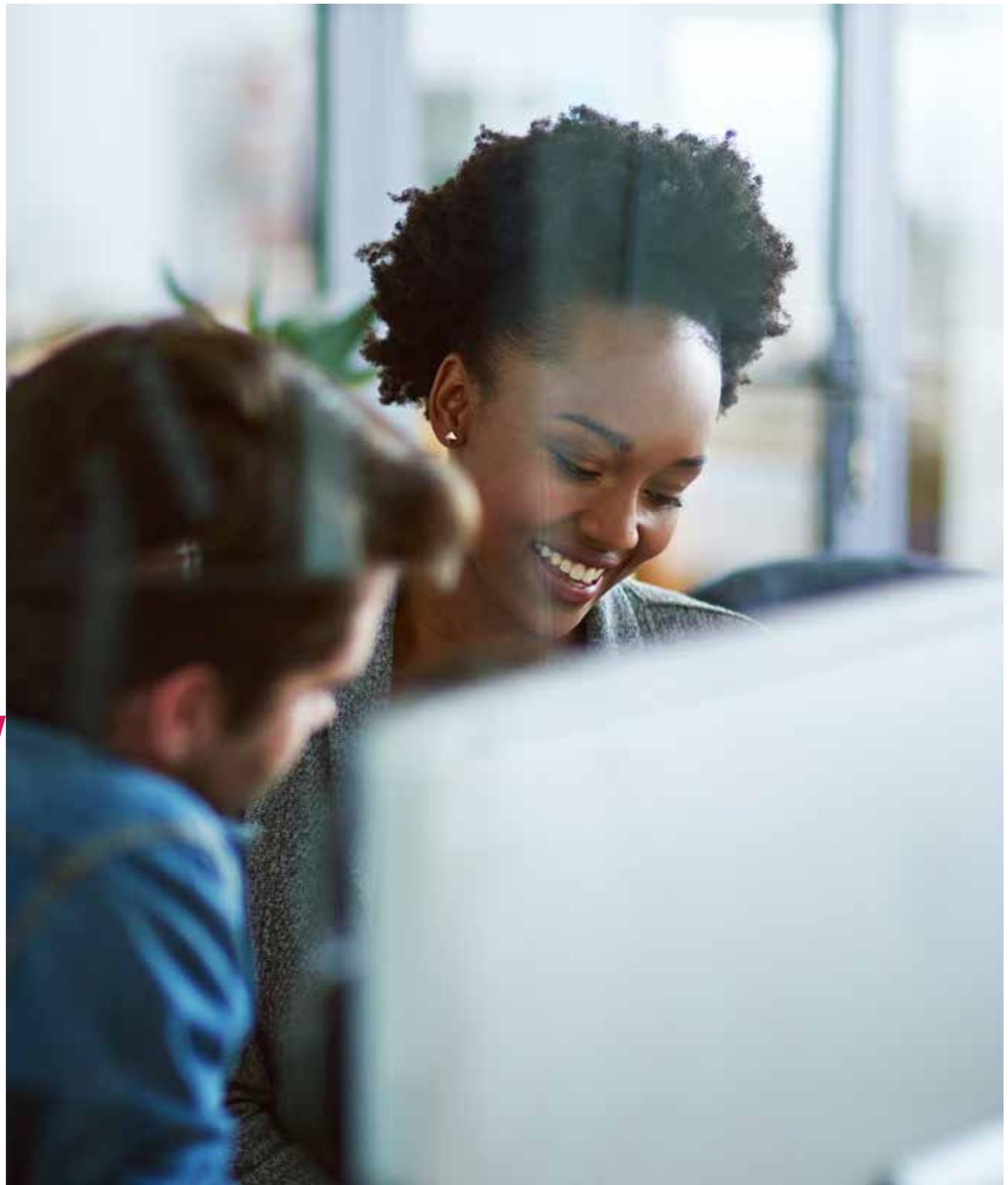
30%

**“Creating a more supportive work environment transcends gender issues. Exposing yourself to people who are different than you—culturally, racially, and even technically—better prepares you to adapt to constant changes in technology and handle stressful situations.”**

Kevin Glynn, CIO, DSC Logistics

FINDING

# STRENGTHS



Keeping up the skills to do the job ranks as a top challenge for IT professionals, equally among women and men (44%). However, women discount their skills more than men; 28% count technical skills as an area of weakness compared to just 12% of men. Last year, the gender gap was less pronounced, with a 10-percentage point difference compared to a disconcerting 16 percentage points this year.

### **TENURE BOOSTS COMPETENCE**

Differences also appear between junior female IT professionals and those with more experience. By the time they get to a senior level position, 22% percent of women cite technical skills as a weakness, compared to 63% of early-career women. “Over time as they accumulate more on-the-job training, women become more assured in their technical abilities,” says Jane Hamner, Vice President of National Enterprise Sales, Harvey Nash and ARA Co-Founder. “Early career technologists know they have a lot to learn, and they’re looking for support and training wherever they can find it.”

### **THE SEARCH FOR SELF-ASSURANCE**

Confidence remains an area ripe for attention among women in IT. More than twice as many women rank lack of confidence as an area of weakness than men (26% vs. 12%). An earlier onset of interest in an IT career doesn’t make much difference; there’s little variance in confidence ratings among women who got interested in school versus at their first job. On the bright side, women are more positive than men on their self-evaluations of project management and communication skills.

Why do women in IT struggle with their confidence levels? Respondents cite a number of potential factors, from women not being encouraged to pursue careers within technology to not being taken seriously. Overwhelmingly, the number one piece of advice most respondents—both women and men—give to women seeking to advance in their career is to “be more confident.” It’s the same top recommendation as last year.

**“Ask for what you want, but also don’t be afraid to ask for help. It’s incumbent upon employers to enable women to regularly and openly address their career concerns and goals. If you can’t find the support you need at your own company, an engaged mentor or coach can provide a gut check to help you tackle skill gaps and hurdles.”**

Anna A. Frazzetto, Chief Digital Technology Officer & SVP, Harvey Nash

## OWNING UP

Increasing competence and being your own advocate are tactical ways to increase confidence, according to one respondent. She reinforces that anyone looking to get ahead in technology should invest “lots of dedication to training and really mastering their craft...fundamental to understanding of how computers work ‘under-the-hood’ is everything in the tech world.”

Another female respondent gave this advice:

**“Expect to be treated with equal respect from the start and when you don’t get it, call them on it. Focus on the action that needs to be solved/taken and not on the fact that you are a woman.”**

## WHEN IN DOUBT, SPEAK OUT

The same principle holds true for discussing career opportunities. More than half of women (51%) advise women to follow a strategy of having more conversations with leadership about advancement opportunities compared to 39% of men who said the same. Women who are just a few years into their IT career are even more likely to recommend conversations with leadership as a way to get ahead, as well as women under 40 (70% and 72%, respectively).

Anna A. Frazzetto, Chief Digital Technology Officer & SVP, Harvey Nash of notes that while millennials may have bolstered an expectation of access to leadership in the workplace, speaking up is a strategy that works for everyone: “Ask for what you want, but also don’t be afraid to ask for help. It’s incumbent upon employers to enable women to regularly and openly address their career concerns and goals. If you can’t find the support you need at your own company, an engaged mentor or coach can provide a gut check to help you tackle skill gaps and hurdles.”

### WHAT IS THE BEST WAY FOR A WOMAN TO ADVANCE IN HER IT CAREER?

1. Be more confident
2. Follow opportunities related to what she’s most passionate about
3. Don’t get discouraged at stumbling blocks along her career path
4. Clearly define what she wants and ask for it
5. Have more conversations with leadership about advancement opportunities

## RESPONDENTS' ADVICE TO WOMEN IN IT

When you can't get support to advance, find it elsewhere (likely at a different company who would love to have you!).

Step up and do the job you want. Most companies recognize initiative.

Seek out good projects that help you grow, even if it means dropping out of safe projects.

Find a company that fosters the advancement of women.

Ask for the money you want upon hire!!

Find allies, be resilient.

Be visible.

Find a mentor. Network effectively. Read business pubs. Review industry blogs.

Have an unquenchable desire. You do what you love.

Change jobs often to build a personal portfolio of experience.

Work smart and hard. Have intelligent and productive conversations with leadership.

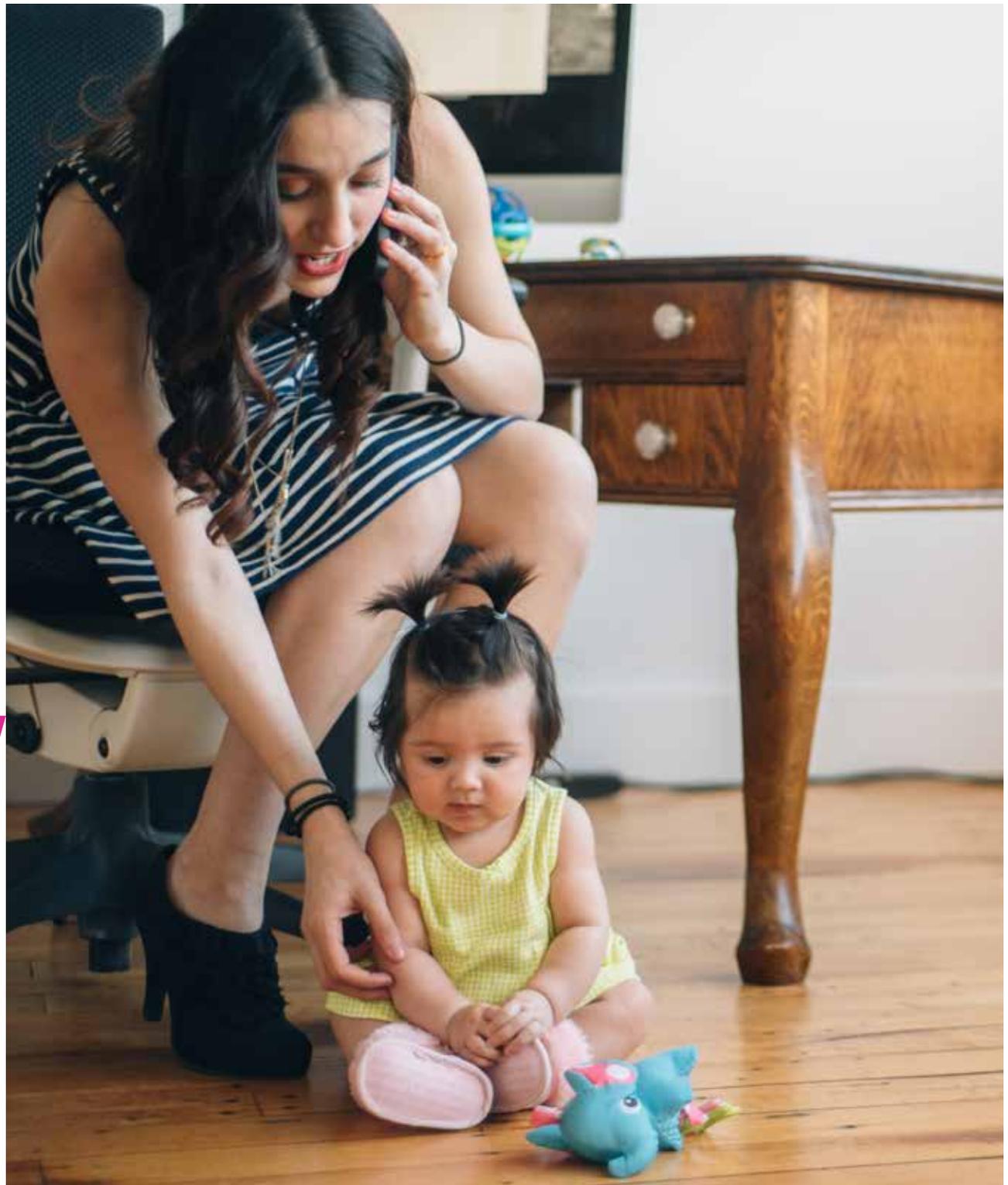


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IN SEARCH OF

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About a third of all respondents (34%) say it's harder to balance life pressures with a technology career versus another career choice, and a similar range express concern with the lack of flexibility (34%) and long hours (38%). As one female respondent put it, "Tech is fast-paced, high pressure, cutthroat, not stable."

In fact, both women and men rank balancing other life commitments with work as their top area of weakness, for the second year in a row. It's a pervasive issue that directly impacts retention; 18% of men and 17% of women left their last job in part to seek better balance.

**"The challenge of work/life balance is not exclusive to the technology field, but with severe talent shortages, it is riskier for employers to turn a blind eye to their IT employees' concerns. Employers need to give employees the flexibility and tools to succeed in all aspects of their lives before they walk out the door."**

Jane Hamner, Vice President of  
National Enterprise Sales, Harvey Nash  
and ARA Co-Founder

## **MULTI-TASKING AS A WAY OF LIFE**

About 20% of both genders (22% of women and 18% of men) say outside responsibilities make them more efficient and driven to succeed. Many respondents view dual responsibilities as an inescapable fact of life that they must work around. “My drive to keep learning, challenging myself and finding success will not go away just because my personal responsibilities increase,” says one female respondent, “so I’ll have to create clearer boundaries, delegate, and become more efficient.”

One male respondent clarifies, “I have outside responsibilities and still have been very successful in my career. To succeed, one has to face reality and move on.” Or, as another female respondent paraphrases, “Like my grandmother would say, ‘Suck it up Buttercup.’”

## **A REAL DRAG**

More prevalent, though, are concerns that outside responsibilities will impinge upon career growth. Forty-one percent of women say those responsibilities threaten to slow their career advancement, compared to 31% of men.

Christine Stone, Technology Change Leader, GGP, shares her own personal story. “I turned down two promotions with relocations and stayed in a project management role with lower pay so I could have aggressive flex time when my four kids were young. I wouldn’t change it for the world, but I know it slowed my earnings and progression.” As another respondent notes, “Taking care of an elderly parent did take a hit on advancement in my career. I could have avoided that if work/life balance were taken seriously by my employer(s) and not just given lip service or not even mentioned at all.”

Others noted that society assumes women will deal with family issues, even in households with two working parents. Says John Higginson, Chief Technology Officer, Enova International, “One example is the myth of the 100-hour-a-week engineer. Women—who mostly still shoulder family responsibilities—can’t always do that. That turns into bias against them.”

## **WORKER-FRIENDLY POLICIES**

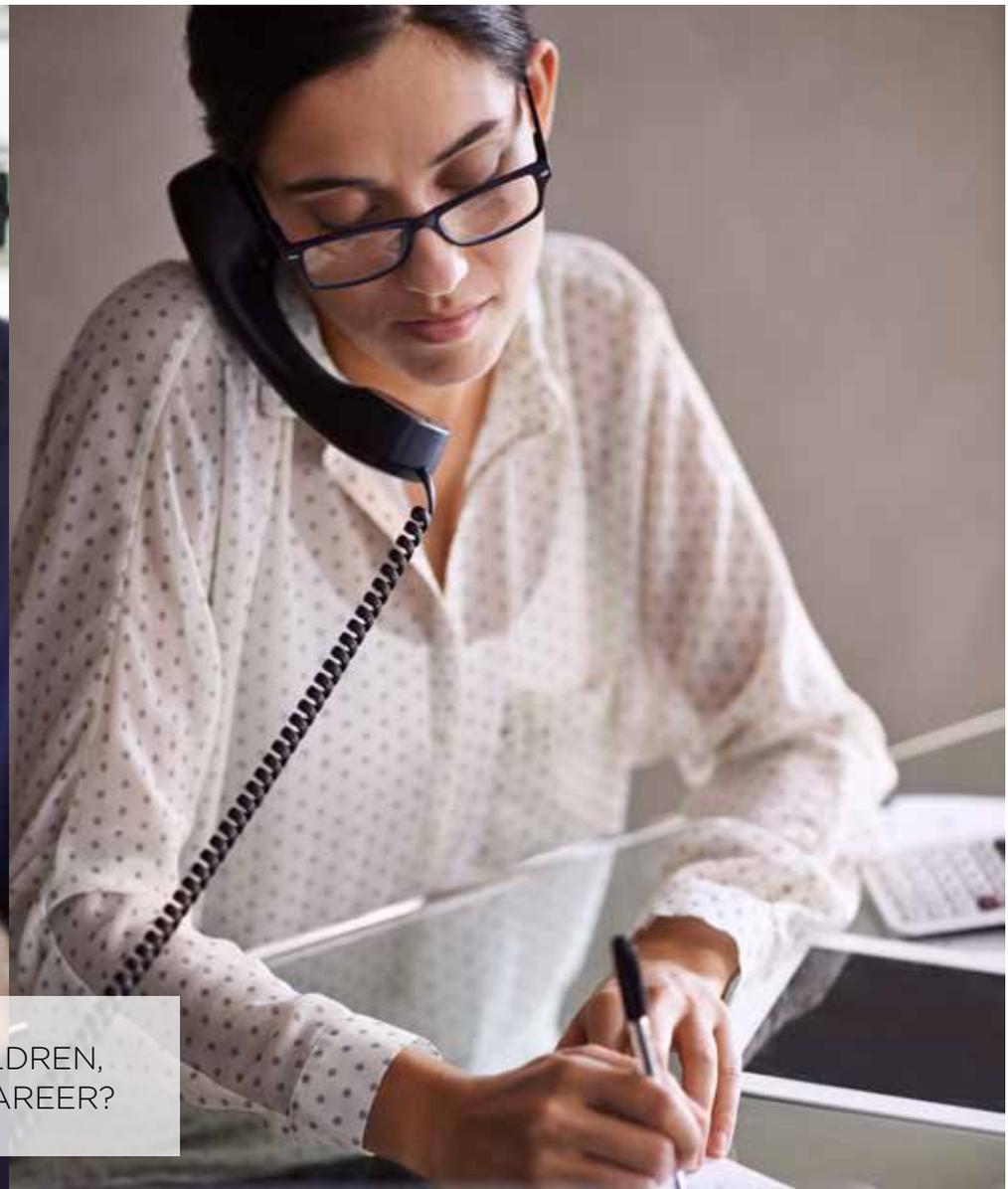
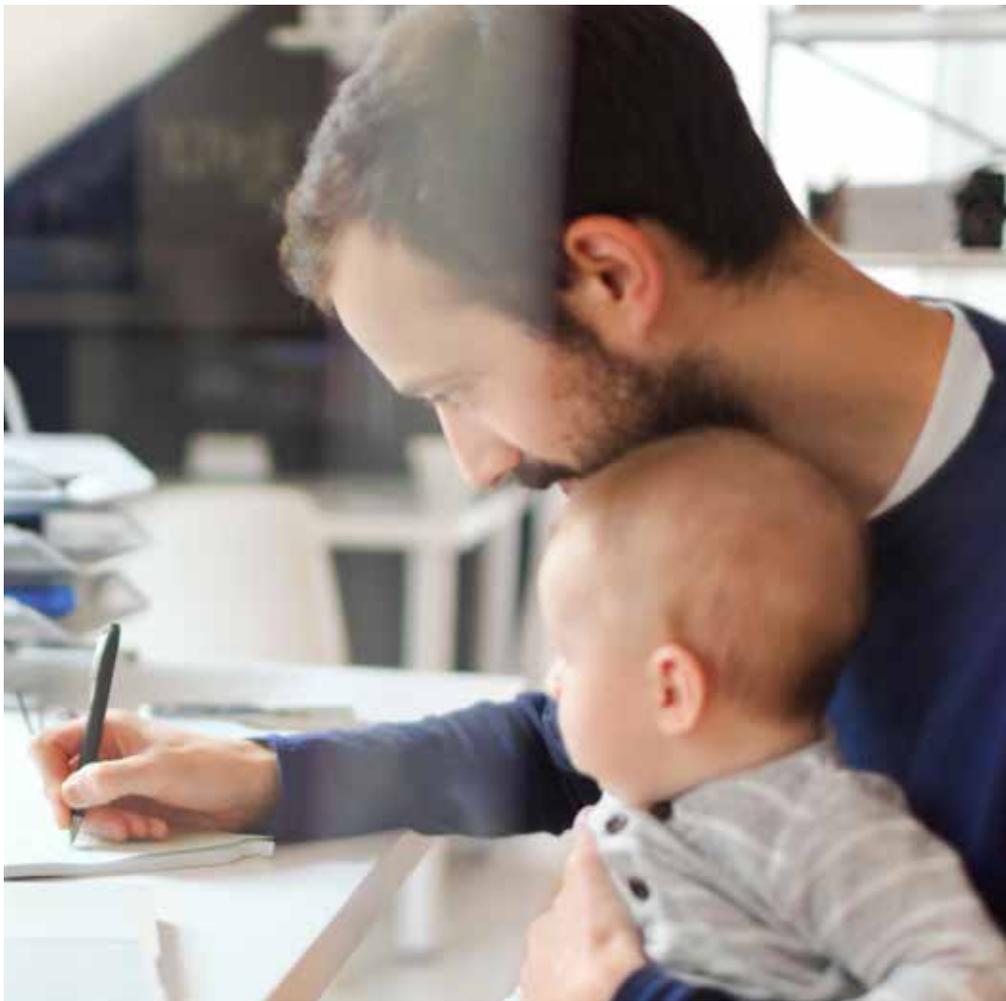
Company policies can ensure that every employee, regardless of gender, has the resources and support to deal with responsibilities outside of the workplace. Some companies, like Netflix, have adopted an unlimited paid time off policy to promote work/life balance, whereas others such as FlexJobs offer a built-in flexibility for every job, such as telecommuting, a part-time schedule, or a flexible or flextime schedule.

The beauty of the tech environment is that it’s well suited to adopt progressive policies. “Tech embraces alternative ways to accomplish goals, even if it is working from home or using tech to automate processes and provide a more meaningful day.” According to one female respondent, “Technology enables me to work from any place at any time. The ability to be able to work from anywhere allows me more flexibility to manage outside pursuits.”

## **ALWAYS “ON”?**

But that flexibility represents a bit of a double-edged sword. “‘Hyper-connectivity’ and ‘always on’ often translates to the perception that there are no office hours boundaries,” says Rachel Glickman, Chief Digital Officer, Playbill. “Because personal and professional contributions tend to blur, it’s important for both employees and employers to explicitly state expectations.”

According to Anna A. Frazzetto, Chief Digital Technology Officer & SVP, Harvey Nash, striking the right balance requires a concerted effort among employees and employers alike: “Getting ahead in IT requires diligence and, let’s be honest, a readiness to go above and beyond on a regular basis. But getting burned out doesn’t help you or your company. You have to take responsibility for your own well-being and advocate for policies that improve both flexibility and productivity.”



WHAT EFFECT WILL OUTSIDE RESPONSIBILITIES (E.G. CHILDREN, ELDERLY PARENTS, CARETAKER ROLE) HAVE ON YOUR CAREER?

**18%**

Outside responsibilities will make me more efficient and driven to succeed

**31%**

Outside responsibilities will slow/stall my career advancement

**36%**

No impact. Outside responsibilities, don't affect my career

**22%**

Outside responsibilities will make me more efficient and driven to succeed

**41%**

Outside responsibilities will slow/stall my career advancement

**25%**

No impact. Outside responsibilities, don't affect my career

5

MOVING  
U P  
O R  
O U T



The principal things respondents love about their IT careers include: the challenging work (75%), the variety of tasks (57%), and the opportunity to be creative (53%). And then there's the freedom to "dress like a weirdo and still make money," as one respondent shares. It's no wonder then that IT employees are largely satisfied in their current jobs; the largest proportion of both women and men indicate a desire to stay in their current role (32% of women and 38% of men).

Entrepreneurism is also alive and well, with more than a quarter of respondents expressing some aspiration to start their own companies. One respondent also touts the advantages of seeking out more risky projects to avoid "'safe' jobs that lead to short, boring tech careers." Even with seemingly unlimited career possibilities, several factors inhibit long-term tenure, particularly for women.

**"I've watched many women at the beginning of their careers go for extra pay at big companies that can't take risks. These 'safe' jobs led to short, boring tech careers that most of them (women and men) abandoned. Those of us who took the dicier jobs at start ups learned more and are still working."**

| Survey Respondent

## START WITH EQUAL PAY

More men identify compensation as a rewarding aspect of working in tech than women (59% vs. 48%), although last year the gap was more stark (52% men vs. 35% women). “We’re pleased to see positive trends in ratings of compensation, benefits, and company perks,” says Bob Miano, President & CEO, Harvey Nash USA. “It’s one thing for companies to offer formal support programs, but those are not likely to pay dividends unless transparent and gender-agnostic pay policies are also in place.”

## READY TO ADVANCE

The survey also uncovers dramatic differences in perceived career opportunities by women and men. Forty-three percent of women cite lack of advancement opportunities as a challenge of working in IT, compared to 26% of men. Women with more tenure (eight plus years’ experience or in a leadership role) find lack of advancement opportunities to be more pervasive than early career women in tech (44% vs. 28%).

Advancement opportunities—or lack thereof—play a strong role in retention. Thirty percent of women and 26% of men left their last job in part due to inadequate career paths. “Companies who focus on the status quo run the risk of losing top technical talent, particularly more tenured performers and consultants,” according to Bob Miano, President & CEO Harvey Nash USA. “Ambitious IT employees thrive on tough challenges and constructive feedback, so employers must be ready to step up or lose out.”

## RECOGNIZING INEQUITIES

Overall, the similarities between why men and women leave jobs are striking. Similar proportions moved on due to both positive reasons—promotion, better work/life balance, personal reward, and salary increase—and to negative ones, such as an unsupportive environment and job elimination.

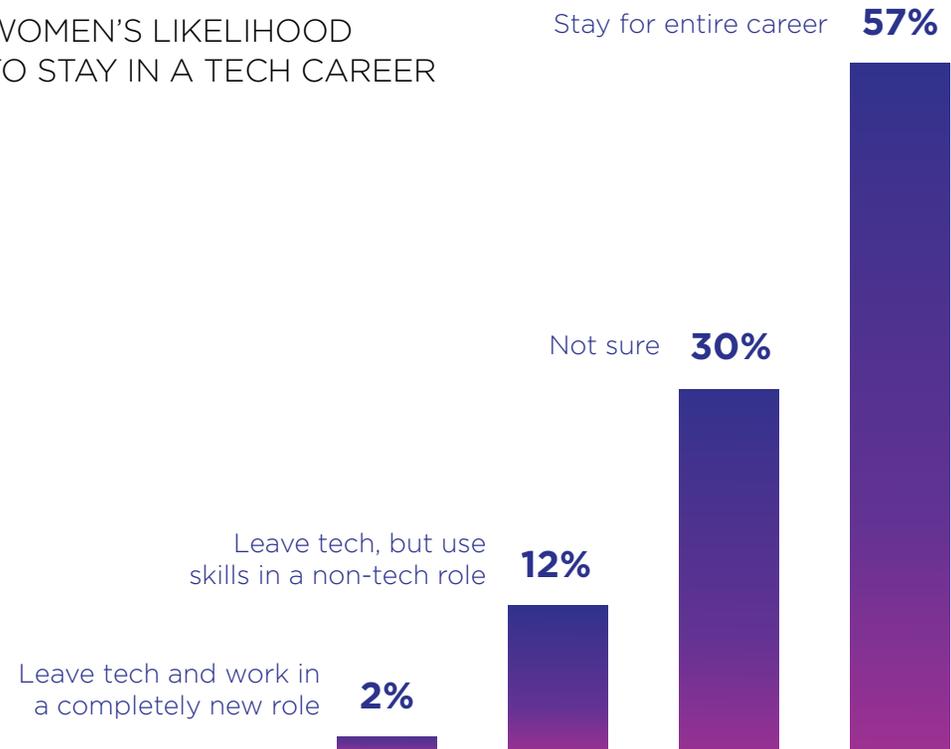
All things are not equal, though. More than twice as many women than men say they left their last job in part due to unfair treatment by their team or manager—26% versus 11%. As one female respondent shares, “Female developers I know are not treated the same way as male developers and face different sets of standards, as well as different pay scales.”

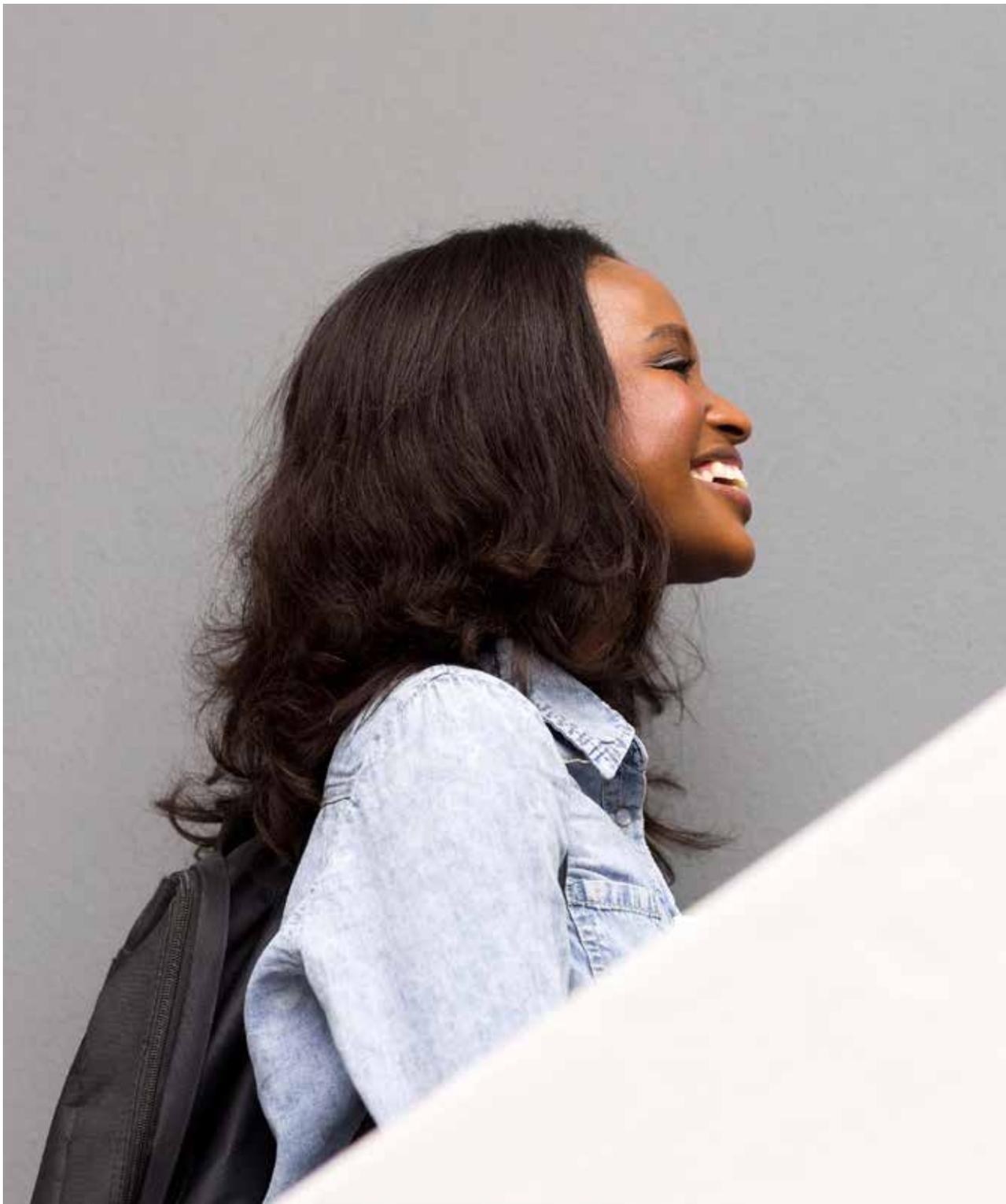
## THE LONG HAUL

Perhaps unsurprisingly, women are less likely than men to be committed to the technology industry for the long term. More than two thirds of male respondents are planning to stay in the field for their entire career (69%) compared to 57% of women. Thirty percent of women aren’t sure how long they’ll last, compared to 17% of men.

“Not every IT career path looks the same, but we heard from many women who are tired of fighting the good fight at work every day,” says Leslie Vickrey, CEO and Founder, ClearEdge Marketing and ARA Co-Founder. “Employers who recognize the unique contributions and priorities of each employee are better positioned to keep them around longer and build a vibrant employment brand.”

### WOMEN’S LIKELIHOOD TO STAY IN A TECH CAREER





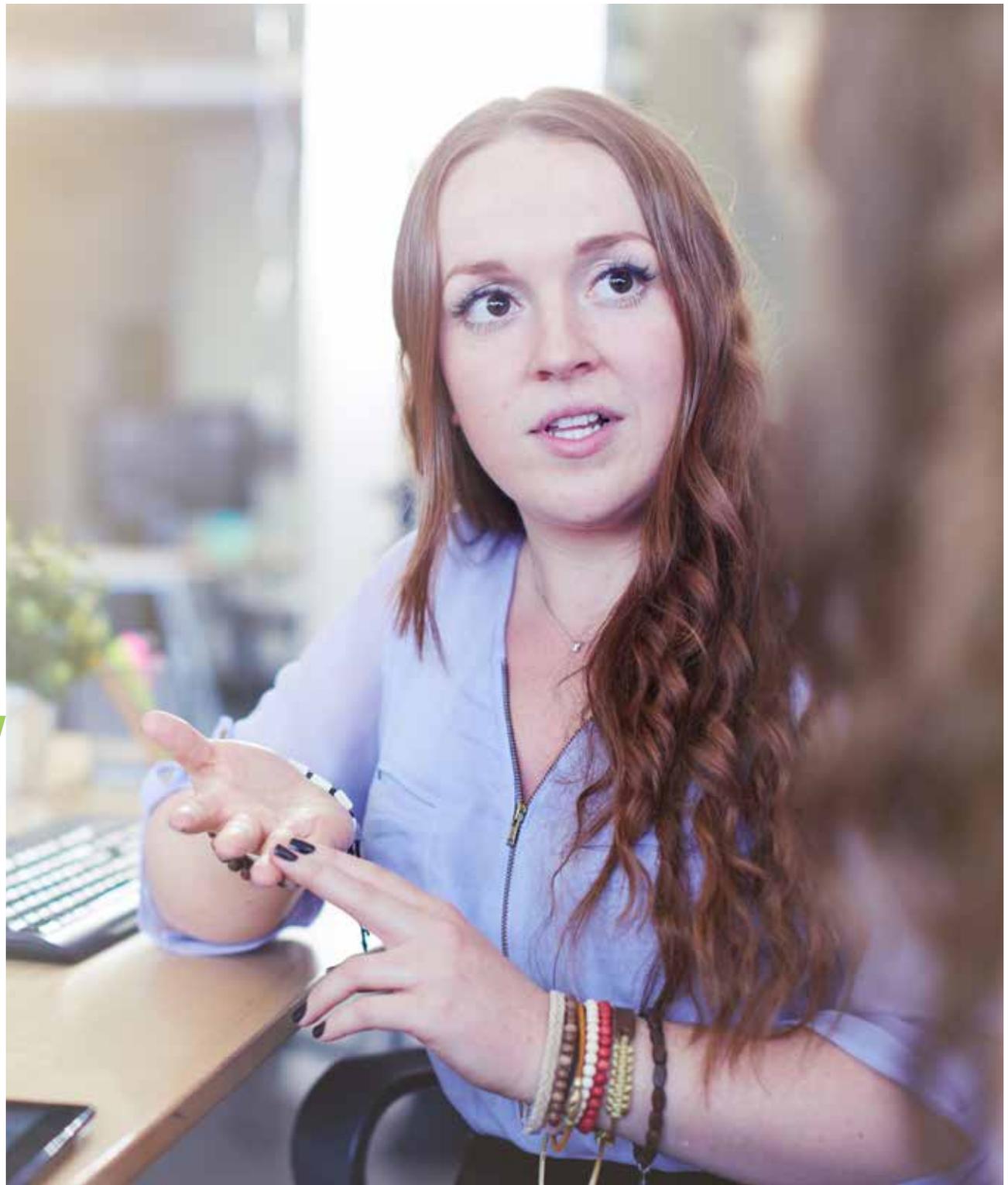
**“Companies who focus on the status quo run the risk of losing top technical talent, particularly more tenured performers and consultants. Ambitious IT employees thrive on tough challenges and constructive feedback, so employers must be ready to step up or lose out.”**

Bob Miano, President & CEO,  
Harvey Nash USA

5 WALK

ING

THE TALK



Like last year, this year's Women in Technology survey respondents report a scarcity of formal programs to promote women in technology. For the past two years, more than three quarters (78%) of represented employers did not offer any programs. Similar to patterns last year, men are more likely to assert that their firms do have formal programs than women (31% vs. 19%).

### **MISSED OPPORTUNITIES**

Even large enterprises (more than 1,000 employees) fail in this regard. Although almost twice as likely as smaller and mid-sized firms to offer formal programs (28% vs. 15%), a majority of large firms still don't make the grade. "When it comes to supporting women in tech, bigger doesn't always mean better," explains one female respondent. "Progress can be achieved at any size organization, but because larger enterprises have access to more resources, they should set a positive example among their peers."

"Harvey Nash is thrilled to support our female tech employees through our sponsorship of ARA, as well as established mentoring programs," says Bob Miano, President & CEO, Harvey Nash USA. "These programs reinforce the concept of mutual partnership and translate into a win-win for everyone."

### **NOT JUST SMOKE AND MIRRORS**

Employers who do commit to formal initiatives must take care to invest sufficient resources to ensure their success, according to a female respondent. "Too often, companies underestimate the commitment required to move the needle, so their programs may end up just being lip service—frequently referred to as 'pinkwashing.' A true commitment to inclusivity takes a combination of programming, adequate funding, policy, and ongoing analysis." Pay, promotion, and retention rates all represent critical components of a metrics-based approach to implementing an accountable program.

**“Competent women and minority candidates in the executive team attract more diverse talent throughout the ranks and can facilitate and enhance a company’s ability to be agile and embrace strategic transformation—critical to winning in the tech space.”**

Alistair Robinson, SVP & Managing Director, Harvey Nash Executive Search

## EXECUTIVE SPONSORSHIP

Respondents agree that top corporate strategies to increase female representation in tech include “embracing a policy of inclusiveness and advancement of women,” and “the C-suite needs to take action in promoting the hiring and retention of women.” Almost twice as many women than men recognize C-suite executives’ responsibility to take a stand (51% vs. 26%).

Says one female respondent, “Because women are perceived as being less technical, they need upper management to take an active approach to promoting a culture that supports women in technology.” The responsibility to create and promote formal programs shouldn’t fall directly on employees themselves, says Rhonda Lemke, Global IT Operations Director, JLL. “Advancing the cause is not a part-time job, it’s a shared responsibility among the C-Suite, HR, IT, and Operations.”

Alistair Robinson, SVP & Managing Director, Harvey Nash Executive Search, also notes that diversification at the highest levels of a company supports more inclusive recruiting and retention efforts. “Competent women and minority candidates in the executive team attract more diverse talent throughout the ranks and can facilitate and enhance a company’s ability to be agile and embrace strategic transformation—critical to winning in the tech space,” he says. “In our experience, clients recognize that starting at the top demonstrates their wholehearted commitment to creating a welcoming, positive, and agile workplace.”

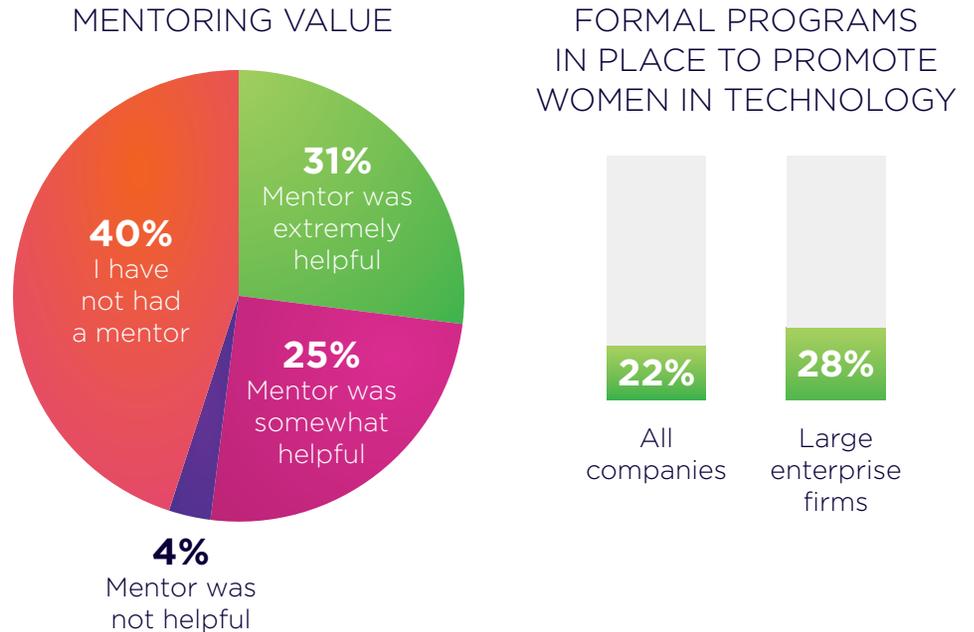
## THE VALUE OF MENTORSHIP

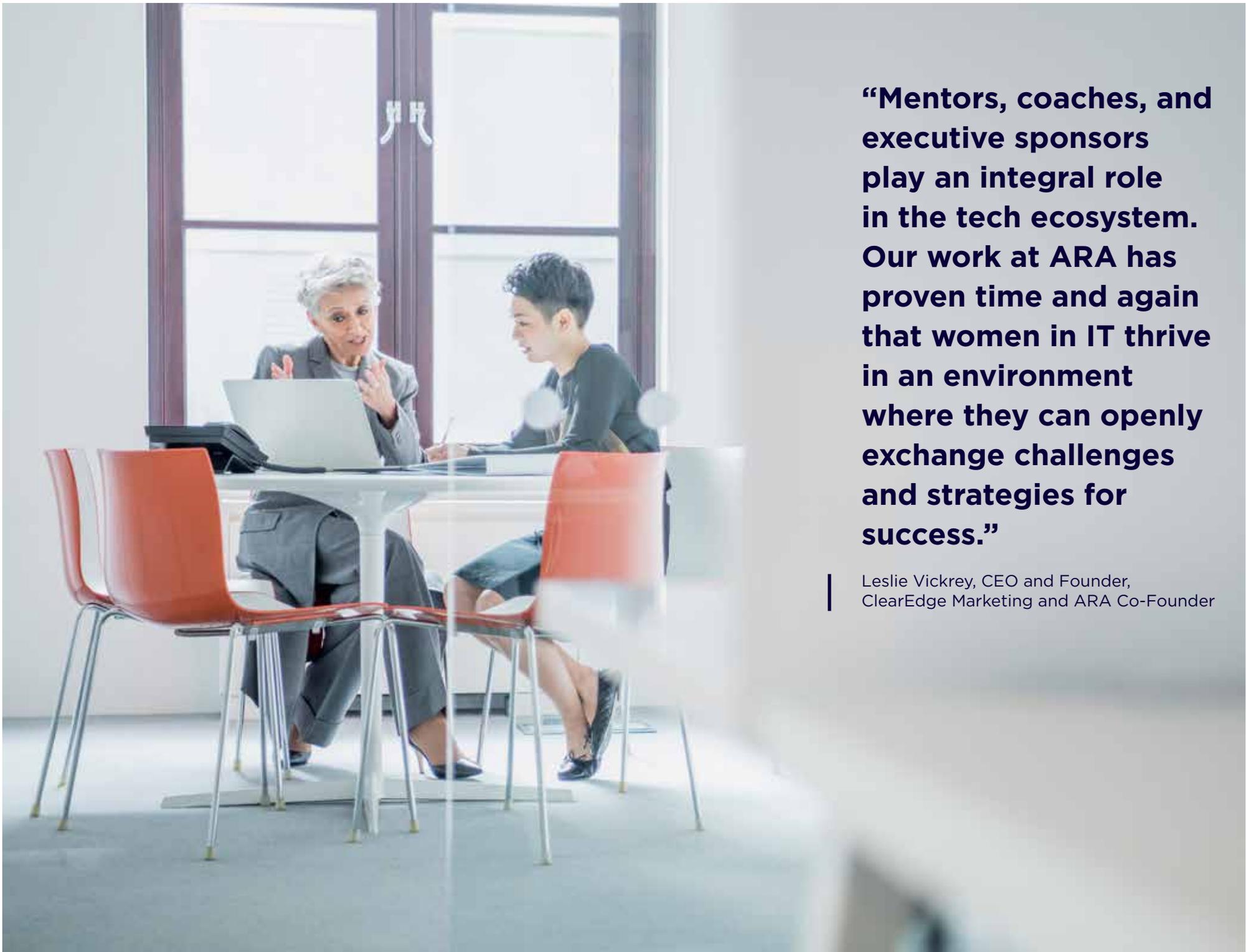
Among formal programs, a well-developed (and well-promoted!) tech mentor program appears to be a worthwhile investment. Among female participants who have had a mentor at some point, 57% say they helped improve their career. More than half who currently have a mentor say they are extremely helpful (62% of men and 53% of women).

However, finding a mentor is easier said than done. Even among companies who have formal support programs in place, 32% of their employees say they don’t know how to go about finding a mentor. Only a small percentage of both women and men (6%) say they would go through their company to find a mentor, and more than half don’t know how to go about finding one at all (54%).

## MORE WORK AHEAD

Despite disappointing numbers of formal programs, we at Harvey Nash and ARA are constantly impressed by the women in technology who have an “unquenchable desire” to do what they love, as one respondent notes. We’re proud to recognize the successes, support the visibility, and promote the interests of women across all technical fields.





**“Mentors, coaches, and executive sponsors play an integral role in the tech ecosystem. Our work at ARA has proven time and again that women in IT thrive in an environment where they can openly exchange challenges and strategies for success.”**

Leslie Vickrey, CEO and Founder,  
ClearEdge Marketing and ARA Co-Founder

# KEY FINDINGS

Women are underrepresented in the tech sector and they feel less welcome and less supported on the job. Companies that embrace diversity in IT stand to benefit from greater collaboration and retention.

**94% of women and 67% of men think that women are underrepresented in the technology sector.**

Working in tech is hard; the challenge of balancing outside responsibilities makes it harder—for both genders. Women worry more about the impact of outside commitments on their career trajectory.

**Both women and men rank balancing other life commitments with work as their top weakness.**

## SPARKING Interest

Early exposure and the STEM factor

Males hone in on IT careers much sooner than females, highlighting an opportunity to engage and inspire young women. With the support of forward-thinking employers, women can make up for lost time.

**69% believe the key to getting more women in tech is encouraging females to pursue technology in high school or college.**

## GAINING Ground

Building a career and breaking stereotypes

## Finding STRENGTHS

Boosting competence and confidence

Women question their technical abilities and express less confidence than men. Respondents recommend a dose of confidence, alongside more inclusive corporate policies.

**The number one piece of career advice most respondents give to women is to “be more confident.”**

## In Search of BALANCE

Work/life balance tradeoffs and tactics

## MOVING Up or Out

IT career rewards and advancement

IT careers deliver challenge, variety, and creativity. But when it comes to advancement opportunities and fair treatment, women and men report different on-the-job experiences.

**43% percent of women cite lack of advancement opportunities as a challenge, compared to 26% of men.**

## WALKING the Talk

The vital support role employers play

Few companies invest the necessary resources, budget, and attention to actively support women in technology. Formal programs take more than good intentions.

**78% of represented employers lack formal programs to support women in technology.**

## ABOUT THE SURVEY

Sponsored by Harvey Nash in partnership with ARA, the 2017 Women in Technology survey utilizes data from an online survey of individuals working in the technology field. Results are based on 658 responses from both women and men fielded from July 20 through August 12, 2017.



The Power of Talent

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What is your company doing to attract & advance women in tech? Tell us on Twitter!

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