

# TRUSTRADIUS 2020 WOMEN IN TECH REPORT



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# INTRODUCTION

This is the second annual Women in Tech Report published by [TrustRadius](#) to celebrate International Women's day (and women in tech every day).

Last year, we showcased the stories of [163 amazing women in tech](#) and published an infographic with [women in tech statistics](#). We explored the reasons women are drawn to the industry, the fact that women are still outnumbered 3:1, and perceptions of the gender pay gap in the tech industry.

This year, we focused on topics that shape the experience of women in tech in 2020, including:

- VC funding gap
- Gender pay gap
- Confidence
- Opportunities for growth
- Mentorship
- Work/life balance
- Flexible scheduling
- Parental leave & benefits
- Visibility
- Leadership
- Recruiting
- Company culture
- Diversity/Intersectionality
- Unique challenges
- Advice

We got responses from employees at IBM, Expedia, Dell, HPE, Microsoft, Indeed, Zenefits, Palo Alto Networks, eBay, Groupon, Clari, WP Engine, Autodesk, Dun & Bradstreet, Sprinklr, Nokia, HEB Digital, Payscale, Bazaarvoice, Accenture, Calendly, SurveyMonkey, Lifesize, Workday, Epicor, BigCommerce, Act-On, LeanData, and many more companies.

Use this report to get informed, get inspired, and advocate for change. Your team, your company, and your industry have potential the potential to be better places, for you and the women around you.

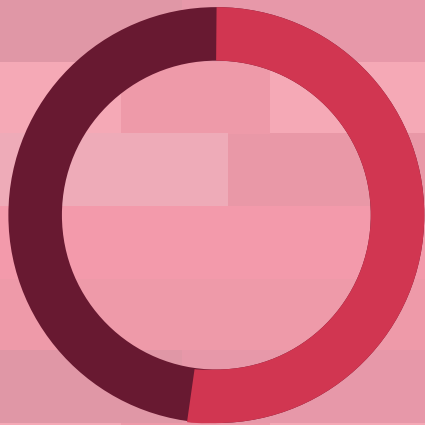
## METHODOLOGY

The TrustRadius 2020 Women in Tech Survey was open to everyone who works in the tech industry—women, men, and people of all other gender identities. TrustRadius invited its global audience and their networks to take part via email and social outreach. Respondents had the option to remain anonymous. TrustRadius offered a nominal incentive to thank respondents for their time (\$50 donation to nonprofit organization [Girls Who Code](#) for the first 100 responses, for a \$5,000 total donation). You can find [detailed demographic information on survey respondents here](#), followed by a complete list of all respondents who allowed us to include their names.

# MONEY

## VC FUNDING GAP


Recent studies show a serious gap in venture capital funding for women-owned startups. Last year, women-founded companies received only **2.3% of total VC investment**, and Harvard Business School, Wharton School, and MIT researchers found investors prefer **itches from male entrepreneurs** (and it doesn't hurt if they're attractive). Since 2018, there has been some positive movement, with the launch of **specific funds for women entrepreneurs** and increasing investment in ventures co-founded by men and women. But women still receive far less investment from VC firms than men.



51%

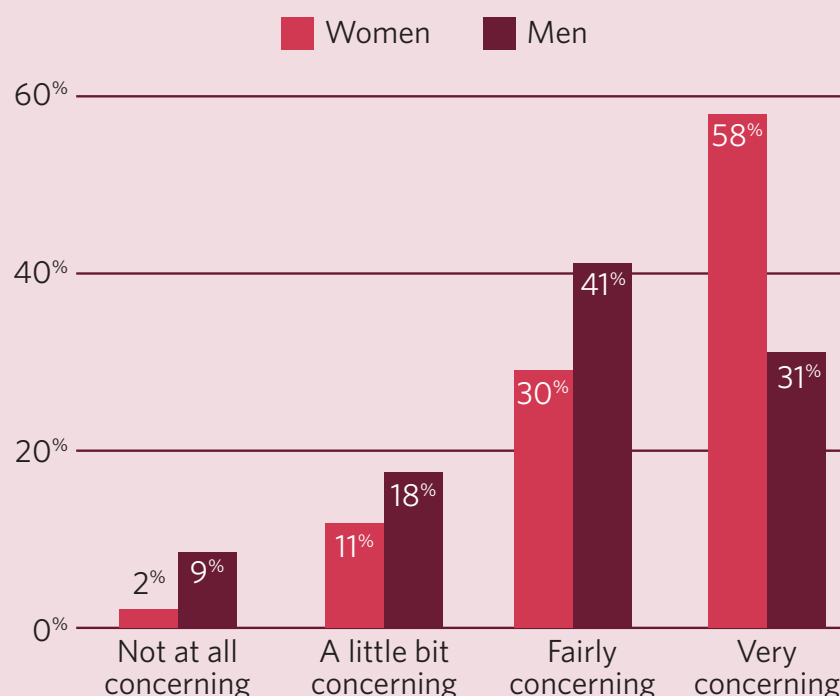
OF TECH PROFESSIONALS,  
**REGARDLESS OF GENDER,** ARE  
VERY CONCERNED ABOUT  
THE GAP IN VC FUNDING FOR  
WOMEN-OWNED STARTUPS.

Source: TrustRadius 2020 Women in Tech Report

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In terms of how seriously tech professionals take this issue, there is a marked difference along gendered lines. Nearly twice as many women found this very concerning, compared to men.

## Recent studies show a gap in venture capital funding for women-owned startups. How concerning is this, in your opinion?



Source: TrustRadius 2020 Women in Tech Report

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## WHAT CAUSES WOMEN-OWNED STARTUPS TO RECEIVE LESS FUNDING?

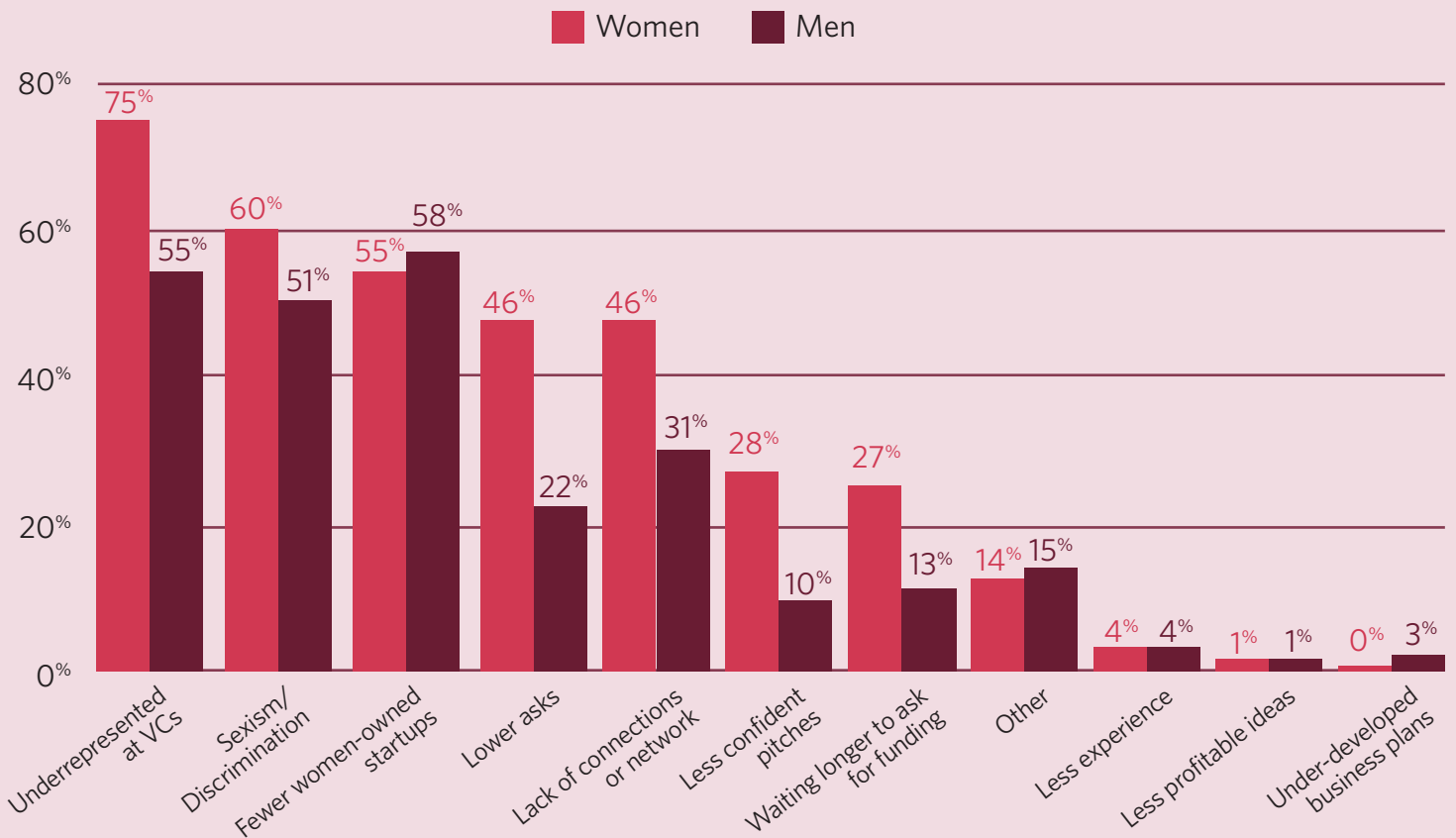
Here are some of the reasons that have been suggested to explain the funding gap:

- Women are underrepresented at VCs
- Sexism/Discrimination
- Fewer women-owned startups
- Women ask for less funding
- Women don't have the same connections/network
- Women are less confident in their pitches
- Women wait longer to ask for funding
- Women have less experience/education/history of success
- Women have less profitable ideas
- Women have less well-developed business plans

We asked survey respondents to weigh in on which of these factors cause the disparity. Men are less likely to acknowledge most factors that may be behind the VC gender funding gap, with two exceptions. The men we surveyed believed that the root cause of the VC funding gap is that fewer women-owned startups are being founded. Men are also more likely to say that women have less well-developed business plans—though neither men nor women see this as a major cause of the gender funding gap (3% of men vs. 0% of women).

Women think underrepresentation at VCs is the main reason there's a gap in venture capital funding for women-owned startups. However, the distribution shows women think a lot of factors have combined to cause the gender funding gap.

## Why do you think there is a gap in venture capital funding for women-owned startups?



Source: TrustRadius 2020 Women in Tech Report

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- Women are 36% more likely to cite **underrepresentation at VCs** (75% vs. 55%).
- Women are 18% more likely to cite **sexism/discrimination** (60% vs. 51%).
- Women are more than 2x as likely to cite **lower asks** (46% vs. 22%).
- Women are 48% more likely to cite **lack of connections/network** (46% vs. 31%).
- Women are nearly 3x as likely to cite **less confident pitches** (28% vs. 10%).
- Women are more than 2x as likely to cite **waiting longer** (27% vs. 13%).

"I think women-led companies lose out and the cycle perpetuates itself. Many people talk about how we're losing out on the best ideas. And while I think that's true on the margins, I think many good ideas are had by more than one person at a time. Some of those people are women. The men with the same ideas are the ones who get the bulk of the funding, so more men get opportunities to become successful founders. And then they go on to become investors who invest in founders that remind them of themselves. The answer, of course, is simple. Investors should take responsibility and invest in women. If you are looking at your portfolio and less than 1% of your companies are led by women you are the problem. Be like the founders you like to invest in and figure out a solution."

— **NICOLE DELEON** Founder, North Star Inbound

"If the status quo will not fund women-owned start ups then a new status quo needs to be created that prioritizes this and is supported and funded by this like a microloan structure crossed with a cooperative/collaboration approach."

— **ANONYMOUS** IT Security Governance, Risk, and Compliance Analyst

"Inequality in funding means women are less likely to start a business or have the appropriate funding to be successful, it's a vicious cycle. Funding should be based on business needs, gaps in the marketplace, risk analysis only. Never the person asking for the funding. I would isolate the details of the requester from the business proposal to make it truly equal."

— **ANONYMOUS** Director of Marketing

"It impoverishes innovation by silencing ideas. It causes injustice to get hardened into algorithms that affect the public (eg when bro culture makes unilateral ethics decisions that find their way into social media or hiring algorithms)."

— **ANONYMOUS** Director of Engineering

"It sends a message that being an entrepreneur is a 'man's job.' VCs need to have equal representation of men, women and POC deciding who gets money."

— **ANONYMOUS**, Software Engineer

"Really broadly speaking, tech is supposed to innovate to make the world a better place. Simply put, if we're not representative of the world (ie. more women than men) AT ALL, how are we going to offer solutions that affect all people equally? We're perpetuating a cycle that excludes women and caters to men, that's so sad. It's also proven that women start ups are often times more successful!"

— **ANONYMOUS** Implementation Specialist

Based on the long-form responses women provided, there is some concern that if the gender gap in VC funding continues, it will perpetuate increases in the individual pay gap and prevent more women from entering the industry or trying to attain leadership roles. They also see this funding gap as limiting society's potential for innovation—in particular, innovation focused on/geared towards women and other minorities.

“Until LPs stop writing checks to these funds unless they improve upon their diversity, nothing will change. Follow the money.”

— ANONYMOUS CMO

Women suggested many ideas for addressing this gap, such as:

- More male allies
- Education about the funding gap
- STEM programs supporting female students in secondary school and college
- Earmarked funds
- Quotas (requirement for women on boards, exec teams, and at VCs)
- Anonymous/templated pitches
- Mentorship programs
- State subsidies for women and minority-owned businesses.

“It’s a Catch-22 situation, I believe in order for gender gap issues to be less prevalent, we need more women owned or women funded businesses. If we don’t have a woman at the helm who can champion the cause, it won’t happen. I think practically speaking we need some successful men to step up as allies and help women who are taking the initiative. I don’t mean women need saving, but we need the right champions for our causes and in a male dominated industry we need some on our side. Equally important is for more women to get tech degrees and become experts in their fields. Encouragement for girls for STEM topics needs to start as early as elementary levels - both in schools and homes.”

— ANONYMOUS Director of IT



# GENDER PAY GAP

The funding gap makes it harder for women to launch successful tech companies of their own. But for the average woman working in tech, a more immediate concern is her paycheck.

In 2019, women working in the tech industry earned **94.6 cents for every dollar** earned by a man working in the tech industry. The gender pay gap exists across industries with tech coming in below average. The average for all industries is women earning 95.1 cents on the dollar, based on Glassdoor Economic Research.

“Most companies strongly discourage having that discussion with coworkers. Some make it ‘against policy’ despite the fact Federal law prohibits this ban. Between that, and a general social value that says ‘keep it private,’ mostly to avoid upsetting those paid less, in most cases **I had no idea where I stood in relation to coworkers at the same level.**”

— **ANONYMOUS** Co-Founder and Ecommerce Consultant

In our **2019 Women in Tech research**, we learned that men’s and women’s perceptions differ on the wage gap. 45% more women think discrimination and bias is the cause of the wage gap in tech. Men are **3x as likely** as women to think that the wage gap is because of a difference in job performance. Only 8% of women agree!

Not all women who took our survey have been personally affected by the gender pay gap (that they know of). But those who have mention that they’ve experienced difficulty negotiating and noticed a lack of visibility into what their male peers are making.

When women do discover a pay gap, it’s typically awkward and unsettling. Often, they find out by accident: sometimes when viewing an open job posting with starting salary, other times when

starting to manage a male peer. This experience came up several times as a particularly humiliating and visceral experience of the gender pay gap.

“I was made a team lead at a previous company. That allowed me to see that someone who reported to me made more than I did, **despite the fact that I had been at the company longer and had more experience.** I brought it up with my leader, who laughed and said ‘He’s a better negotiator.’”

— **ANONYMOUS** Sales Engineer

Another factor women mentioned is that the pay gap snowballs over time, especially when raises are based on prior salary.

"I make \$20,000 less/year than male colleagues with similar experiences, and men who have worked the same job for less time and with smaller results make the same as me. I've been called 'emotional, sensitive, vindictive, and bitter' in conversations about salary regardless of how data driven, professional and direct I try to be. If I speak up for myself and say I'm not taking it personally, does that come off as defensive and therefore emotional? I don't know how to handle a situation where my boss is calling me names he probably wouldn't call my male colleagues, and often times I stay silent as a result and settle with the lower salary."

— **ANONYMOUS** Sales AE

"I was making the classic '80 cents on the dollar' at my past, bro-centric company. Seriously, I found team documents by accident confirming my male VP peers' compensation. Yes, the gap over time widens at top levels."

— **ANONYMOUS** Marketing Consultant

"Early in my career, I was offered a job that was \$10k more than the newly promoted position I was currently in. I was stoked! Until I joined at the same time as a male with less experience than I had and another woman with more experience than either of us. When reviews came around I was accidentally given one of his pages in my packet only to find out he made 10%+ more than I did. When I asked about it I was told it was because he negotiated and I didn't. Lesson learned. I've never not negotiated since then ;)."

— **ANONYMOUS** Director of Operations

"Yes, I've been personally affected by the gender pay gap... also in promotions and titles. I have watched men at the same experience level and background as myself, hired around the same time as me or after, receive higher base pay to start and accelerated promotions, bonuses, and title changes. I've had this happen multiple times at multiple companies."

— **ANONYMOUS** Product Manager

"Yes, I've experienced the gender pay gap. I asked for a raise. HR determined I was being paid 9% less than my male peers. My executive mgmt then declined to improve my pay. \$@%# these assholes."

— **ANONYMOUS** IT Manager

Some women describe getting a salary review and adjustment due to the gender pay gap. Others have asked for a review but did not receive adjustments—even when gender discrepancies were uncovered.

“I actually was and didn’t know it! My company undertook a comprehensive plan to address the pay gap last year. They hired an outside consultant to determine the gap and then paid it. A really fantastic effort on their part. Yet it did make me aware just how much pay I have lost out on over the years. In a country like the US where there’s likely to be very little safety net when I reach a traditional retirement age, this income loss will probably mean even longer working years. My pay gap was substantial- about \$55k/ year.”

— **ANONYMOUS** Director of Engineering

“In my last in a manufacturing focused tech company, I was the technical lead of the most profitable product in the company for a few years. When I was promoted to a manager, I realized I was not properly compensated - my team were all male and even the least experienced engineer on the team was paid 20% more than I was. I was furious and went to HR for sex discrimination. I got a pay raise, putting me only at 5% over the lowest paid male engineer. Needless to say, I left the company.”

— **ANONYMOUS** Engineering Manager

Some women mentioned that they work in fields that are female-dominated, and make less money than the men at their companies for that reason. They’re frustrated by systemic pressures and biases that shape the job market in this way.

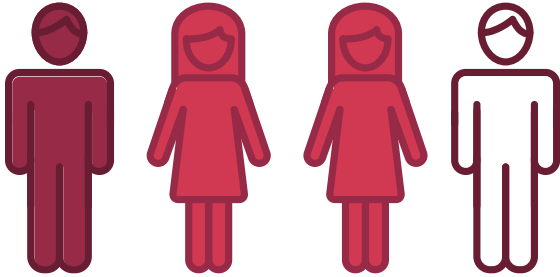
“I make less than a man in my company on the same hierarchy level because of the field I work in (which is more female-heavy) vs. other higher-paying fields where more men work. I believe also men feel more comfortable to ask for a higher salary.”

— **ANONYMOUS** Operations Manager

# CONFIDENCE

## IMPOSTER SYNDROME

Self-confidence is a key requirement for success, no matter who you are or what you do for a living. Imposter syndrome (the feeling that you're out of place, don't belong, or don't deserve to be where you are professionally—whereas others do) is fairly common in the tech industry. 3 out of 4 respondents (all genders) say they've experienced imposter syndrome at work at one time or another.



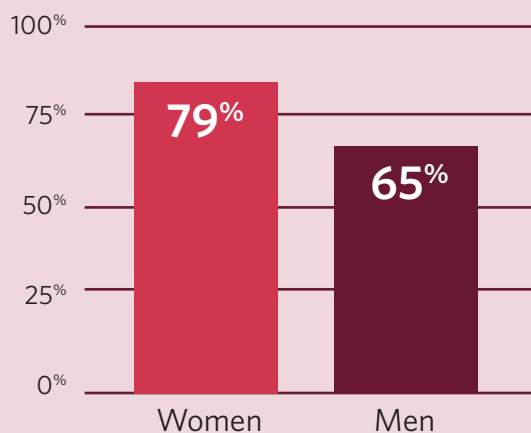
**3 out of 4** tech professionals have experienced imposter syndrome at work.

Imposter syndrome doesn't impact every tech professional equally. **Women are 22% more likely than men** to experience imposter syndrome at work (79% vs. 65%).

Source: TrustRadius 2020 Women in Tech Report

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### Have you ever experienced imposter syndrome at work?



Source: TrustRadius 2020 Women in Tech Report

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Do women see technology as an accessible field in 2020? Most articles covering women in tech still mention women “breaking into the industry,” “trailblazing,” or being “change-makers” from “non-traditional backgrounds.” Women have been achieving great things in the industry for a while now. Hopefully, the feeling that they don't belong in tech is fading. Earning equal pay, seeing other women lead companies and receive funding, getting recognized for their ideas and accomplishments—these issues are critical because they help women see a path forward for themselves, inspiring confidence they do belong.

# OPPORTUNITIES FOR GROWTH

The data shows women in the tech industry are optimistic about their opportunities for growth. Women are about as confident as men that they'll be earning a higher salary/title in the next two years, either working at their current company or a different company within the tech industry. Around 3 in 5 women feel fairly or very confident that in the next two years, they will be promoted.



62%  
OF WOMEN IN TECH  
ARE CONFIDENT THEY'LL  
EARN A PROMOTION  
WITHIN 2 YEARS.

Source: TrustRadius 2020 Women in Tech Report

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Note that women who aren't confident may leave, or may have already left, the industry (and therefore might not be participating in this survey). Women who stay are likely inspired by the rising tide and the growing movement around women in tech in recent years. However, comments from both men and women across the survey continue to express concerns that women's opportunities for growth in tech feel limited.

Based on survey responses, some of the things that **build confidence for women in tech** are:

- Being included
- Being recognized verbally and publicly for contributions
- Trust and autonomy
- Having a clear career path
- Opportunities to grow and take on more responsibility
- Votes of confidence
- Being given feedback
- Being asked for feedback
- Being recognized financially with raises and promotions
- Encouragement from mentors and role models
- Completing successful projects

Some of the things that **detract from their confidence** are:

- Being left out
- Not getting credit for ideas or contributions
- Not being able to see themselves in leadership demographics
- Not being given training/enablement (i.e. getting a new opportunity, but with no support or guidance to build skills and knowledge)
- Changing goal posts
- Being passed over for a promotion
- Lack of face time with management
- Personality feedback
- Failed or abandoned projects

**“Build my confidence:** When I feel heard, I get credit for my ideas, I’m celebrated for the success I have with customers, people ask for my advice/opinion, and when I’m given extra responsibilities. **Biggest factors that make me feel less so:** When those things don’t happen, when I’m interrupted, when someone talks over me, when someone takes credit for my idea/or my work, when I can’t see anyone who looks like me in a leadership role, that I don’t have anyone who can relate to me from a culture or gender perspective to mentor me or sponsor me.”

— **ANONYMOUS** Implementation Specialist

“More confident: Verbal affirmation of my successes by my superiors. Less confident: Criticism from clients that don’t pertain to my actual skills, but rather how the client ‘feels’ about my personality, ex. I am abrasive, non-nurturing, etc.”

— **ANONYMOUS** Implementation Project Manager

“Factors that lead to confidence: positive feedback from peers and leadership.  
Factors that lead to less confidence: lack of mentorship, having to learn on the fly and feeling behind from industry trends and best practices, self doubt in my own abilities.”

— **ANONYMOUS** Director of Product

“Having successful projects, and getting positive feedback and recognition make me feel confident at work. I feel less confident when ideas are squashed, projects flop, or I am (intentionally or unintentionally) left out of conversations and decisions.”

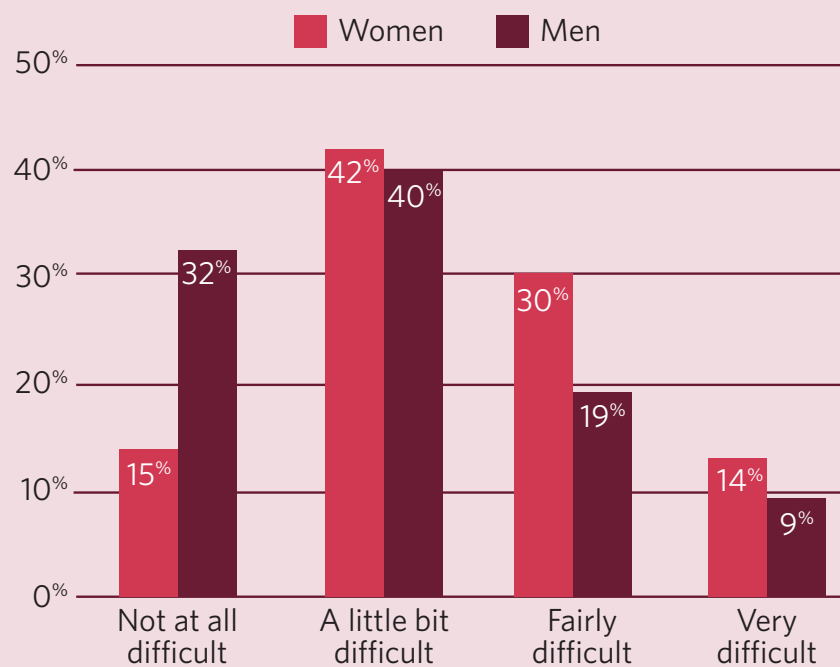
— **ANONYMOUS** Marketing Manager

# MENTORSHIP

Whether it's office politics, career path/development planning, salary negotiations, setting boundaries, making decisions about work/life balance, or something else—having a mentor to learn from and bounce ideas off of makes all the difference.

It's more difficult for women to find mentors and role models in the tech industry than it is for men. Just under half (44%) of women found it fairly or very difficult to find mentors/role models in their field. Only 28% of men (less than 1 in 3) found it fairly or very difficult.

## How difficult is it for you to find mentors/role models in your field?



Source: TrustRadius 2020 Women in Tech Report

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More than twice as many men found it easy to find a mentor/role model in their field (32% vs. 15%). 72% of men found it not at all difficult or only a little bit difficult to find mentors/role models in their field.

Some of the most common mentors and role models for women are their bosses and executive leaders, based on survey answers. But not everyone connects on that level with their boss, and not everyone has access to form close relationships with leadership. A few lucky women also mentioned learning from their moms or other close female relatives who have created their own paths in the tech industry.

Many women said they've never had a female mentor in the industry. Either they had only been mentored by men or hadn't been able to find a mentor they felt comfortable with.

Women who took our survey recommended industry events (like conferences) and local user groups as good places to meet a mentor. They also pointed out that a manager in a different part of the organization, or even just a coworker/peer you respect, may be willing to be a mentor. The key thing is to ask. Not everyone has the time and energy to be a mentor, but they will certainly be flattered by your request. More people than you might expect are willing to give the gift of mentorship.

Here are a few shoutouts to some awesome mentors from women in the survey:

"I am lucky enough to have several female mentors, most of whom I have met at work. To date they have all been older than me and have been great at two key things - helping me with life perspective (what is worth getting worked up over or going after aggressively) and navigating politics (a personal achilles heel). I cannot imagine my professional - and even personal life - without my amazing, brilliant, beautiful, spiritual and formidable mentors!"

— **RANA KAH** VP Sales

"My CTO was brilliant and she was a bad ass. I would watch her command a meeting that was composed mostly of men and they respected her. She and I got to know each other when I was a senior dev. She mentored me on how to be an effective servant leader. She showed me that it was possible to be aggressive without compromising your ethics. Because of her, I am now a director of software engineering."

— **ANONYMOUS** Director of Engineering

"I have female family members who have had roles as CIO, product manager, engineer, and developer. From a young age, I saw what things they struggled with and also what they achieved. It's helped me forge a career that I'm proud of and also gain confidence in an industry so dominated by men. The impact each of them has had is immeasurable. I am incredibly fortunate to have such a successful group of role models to look up, to ask advice from, and to make proud."

— **ANONYMOUS** Marketing Manager

"It was my first boss. She's amazing. I call her my real-life fairy godmother. She got to know me as a person and helped shape my career."

— **ANONYMOUS** Startup Founder

"I met my female mentor when she was the other woman in a weekly business meeting of 30 men. She has helped validate the issues I have faced, provided support. It has been a significant impact."

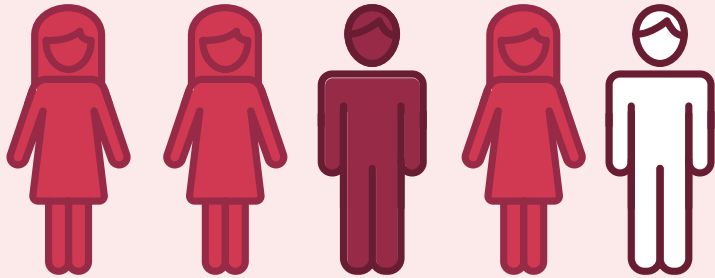
— **ANONYMOUS** IT Manager



# WORK/LIFE BALANCE

## EXPECTATIONS FOR EXTRA WORK

Regardless of gender, long hours and overtime are seen as the norm in the tech industry. (83% of men and 85% of women said they somewhat or strongly agree.)



**4 out of 5** tech professionals agree long hours and overtime are the industry norm.

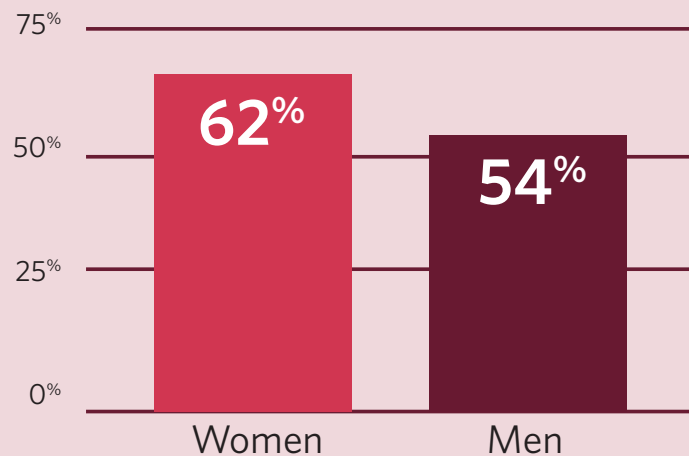
This affects men and women differently on a personal level. Women in tech are **15% more likely** than men to feel they're expected to work more than 40 hours/week.

Source: TrustRadius 2020 Women in Tech Report

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Do women shoulder the burden of extra hours more than men? Or do women feel disproportionately affected by expectations, since they may feel more scrutiny and pressure to prove their worth? Whether the difference lies in the reality or the perception of how much work is expected, men and women are not quite on equal footing here.

### Tech professionals who feel there's an expectation to work more than 40 hours per week at their current job.



Source: TrustRadius 2020 Women in Tech Report

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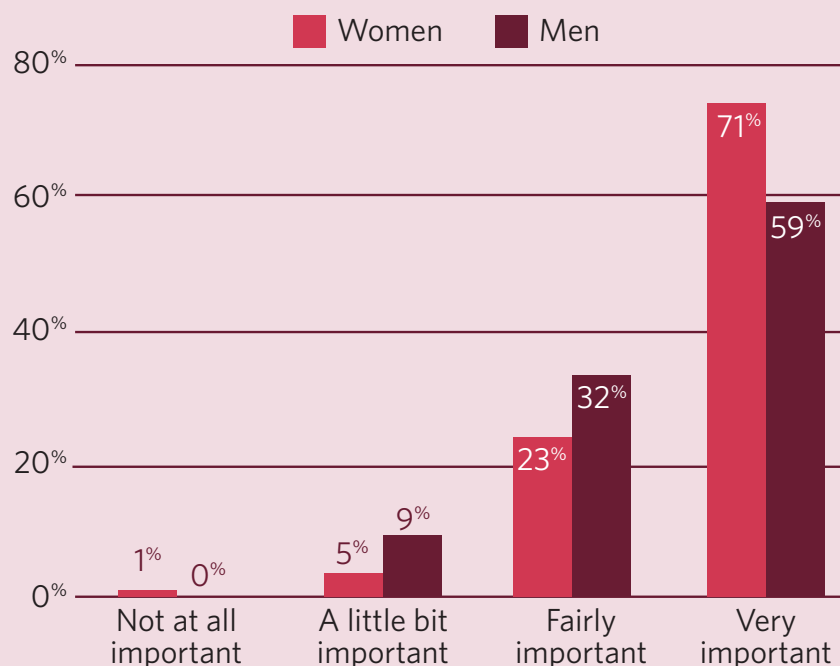
# FLEXIBLE SCHEDULING

Flexible scheduling is becoming increasingly important to workers across industries. A Gallup study found 54% of office workers say they'd leave their job for one that offers flexible work time.

This is especially true for workers in the tech industry. Men and women in the tech industry both value flexible scheduling very highly. However, flexible scheduling may be slightly more important to women in tech. 71% of women said flexible scheduling is very important to them; 59% of men said flexible scheduling is very important.

Women are 20% more likely to consider flexible scheduling a must-have.

## How important is flexible scheduling to you?



Source: TrustRadius 2020 Women in Tech Report

TrustRadius Copyright TrustRadius 2020

Flexible scheduling and the ability to work remotely have a big impact on women's work/life balance. This flexibility also shapes how women view company culture. They feel more confident and supported knowing their employers trust them to be somewhat autonomous. Particularly for women who have family obligations, or are thinking about starting a family, flexible scheduling is a key part of what attracted them to the tech industry and/or the specific company they work for.

"As I start to plan a family, it's become even more important to find an employer that understands work/life balance. To me, that means working from home, going to doctor appointments during the day, and valuing mental health - all without scrutiny or doubt. At my previous job, I was employed for over 4 years and was working roughly 60-70 hour weeks. I realized that I would never be able to have the type of work/life balance I needed with a family, so I left. As I search for new opportunities, I am always doing research into the company's culture and how they display their commitment to work/life balance."

— **ANONYMOUS** Marketing Manager

"Your schedule doesn't have to look like everyone else's, 9 to 5 is a guideline, number of hours in a seat doesn't equal value, sometimes you work more than 40 hours, flexibility in schedule to accommodate the life stuff that comes up — all while not feeling guilty or a less than employee."

— **KRISTI BJORNAAS** Director of Marketing

"Prioritizing results and allowing people to be flexible to get work done from where they need, how they need, to prioritize life as well. Not one without the other, which makes a case for strong intentionality around cultural leadership from the top, clear expectations, and lots of communication."

— **ANONYMOUS** COO

"Work life balance means I not only have the flexibility to modify my work schedule if needed but also the understanding from my peers and managers. I believe if an individual is kicking ass and getting their job done then they should be given that flexibility and understanding so their overall work/life balance can be less stress inducing."

— **ANONYMOUS** Marketing Manager

"Work/life balance means a lot! The tech industry allows me to work remotely and attend to the multitude of demands that women tend to shoulder in their personal lives."

— **ANONYMOUS** IT Security,  
Governance, Risk, and Compliance Analyst

# PARENTAL LEAVE & BENEFITS

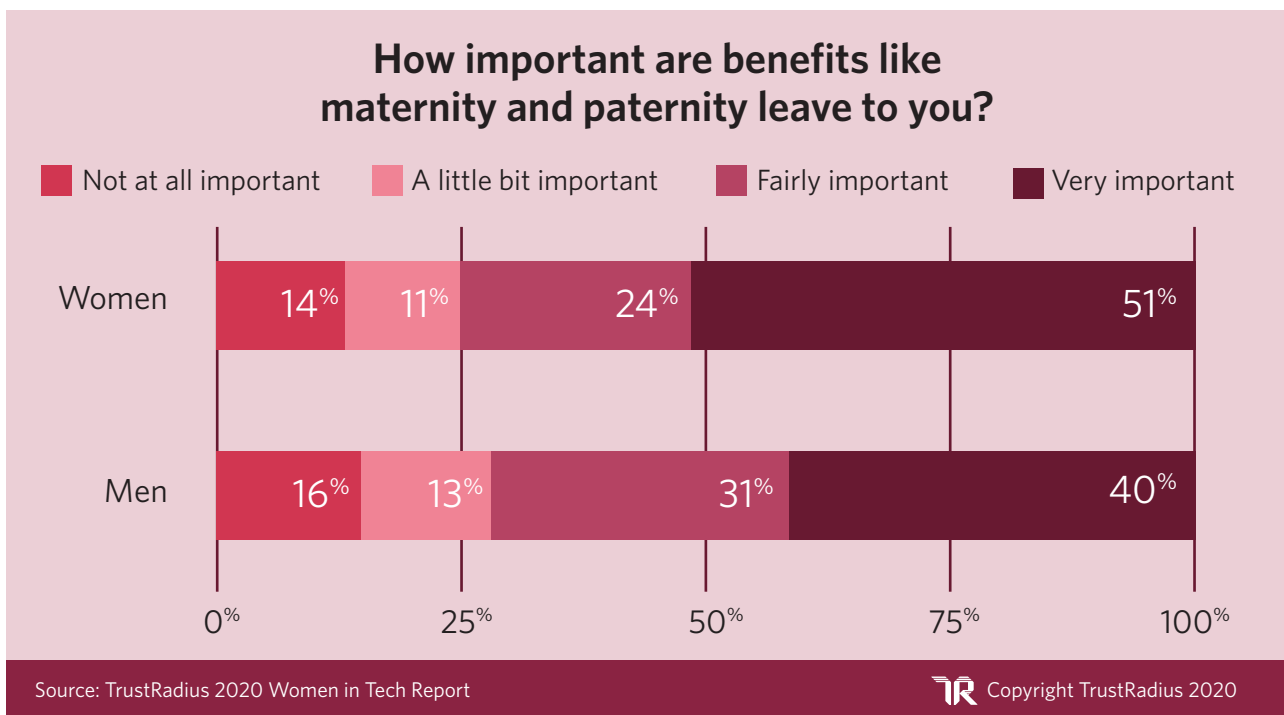
Benefits like maternity and paternity leave are fairly important to tech professionals, though not quite as important as flexible scheduling. Women value these benefits somewhat more than men do—which means they're more likely to use parental leave as a basis for making decisions on accepting or rejecting a job offer, or submitting an application or not.

**Around 3 in 4**  
(75% of women and 71% of men)  
say parental leave and related benefits  
are a **fairly or very important factor** in  
deciding where they really want to work.



Source: TrustRadius 2020 Women in Tech Report  Copyright TrustRadius 2020

When considering a new job opportunity and evaluating potential employers, 51% of women consider parental leave very important; 40% of men consider parental leave very important. **Women are 28% more likely** to weigh parental leave benefits very strongly in their employment decisions.



The good news is that all genders seem to be fairly satisfied with their company's parental leave policies—perhaps because they were diligent in evaluating those policies up front, before signing on with the company. Around 2 out of 3 respondents said they were fairly or very satisfied with their company's policies, with no significant difference along gendered lines.

Of course, there is always room for improvement. 14% of all respondents said they are not at all satisfied with their company's maternity/paternity leave policies, and another 20% said they were only a little bit satisfied. One major way respondents see their companies being able to improve is simply having a standard, written policy that is distinct from general FMLA and disability leave.

Here were some of their other concerns and suggestions for improving benefits:

"Better insurance coverage for supportive healthcare treatment during pregnancy such as acupuncture."

"Fathers and non-birth partners must be \*incentivized\* and supported to take \*as much time\* off after the birth or adoption of a child, or the burden of the career pause and hiring discrimination will always fall on women."

"There should be a universal policy for the primary caregiver so that parents that choose adopting, surrogate, etc. can have equal time."

"More paid time off and/or part-time or flexible hours when coming back to work."

"More time off & more wfh flexibility."

"At my current company, it's definitely best of breed as far as time for both mothers and fathers. At my former company, additional time and pay would have been extremely beneficial. After 6 weeks, pay was stopped."

"12 weeks fully paid is certainly better than most, but I think my company could provide greater benefits, especially flexibility as women and men are coming back from parental leave."

"Our policy was recently changed from 8 weeks paid maternity leave to 3 weeks paid parental leave. I am all for equality and I think it's great that new fathers are being considered; however, I don't think women should be 'penalized' to make men 'equal.'"

Some respondents brought up that European countries tend to have longer paid family leave than the US. Since many tech companies have a global presence and remote work is so common, offering unequal benefits based on country was perceived as unfair by some respondents. These respondents said they hoped their companies would adopt European-inspired parental leave policies.

"I work for a US company with offices throughout the world. Maternity benefits for our employees in other countries that mandate generous paid leave are MUCH better off than employees in the United States."

— **ANONYMOUS** Marketing Director

"A 4 week paid parental leave was recently implemented where I work. It was a big win from the nothing we had before, but still pretty pathetic considering what other companies and even countries offer."

— **ANONYMOUS** Product Manager

"We get 12 weeks paid, no matter if you deliver vaginally or have a c-section. For both delivery methods, you have to take 10-11 days of PTO (we only start with 15 you get 20 after 5 years) before short term disability kicks in. While this is still better than many companies, 12 weeks is really barely enough time to adjust to a new baby and having to take the majority of your PTO really puts pressure on the rest of your year. That being said, compared to what the men in our company get, 12 weeks is GREAT. They get one week - ONE - unless they use PTO. That is ludicrous. If their partner has a c-section, she can't even drive herself for 4-6 weeks! As a whole, our country needs PAID maternity/paternity leave policies that are more in line with what is provided in Europe."

— **ANONYMOUS** Marketing Manager

Company size was another factor that influenced whether or not survey respondents felt satisfied with their parental leave benefits. Smaller tech startups often can't offer the same benefits as larger companies—but it can work in the opposite direction as well. When a small company with a very supportive culture built on great benefits gets acquired by a big enterprise, benefits may become more formal and can feel restricted, particularly when it comes to remote work and flexible scheduling after returning from parental leave.

"We used to have fantastic benefits for both maternity and paternity, but we just got acquired by a giant company headquartered in an area where the job market and expectations are a little different. Where I am located, I am sure that our new benefits are going to make our recruiting team's job very, very difficult. More fully paid leave for both parents would be a big improvement. I've also found that some mothers coming back to work are struggling with the transition, and want to work remotely more. Many of these women are in roles where remote work is totally fine, but our company is fostering a culture where remote work is the exception, not the rule."

— **ANONYMOUS** Product Manager

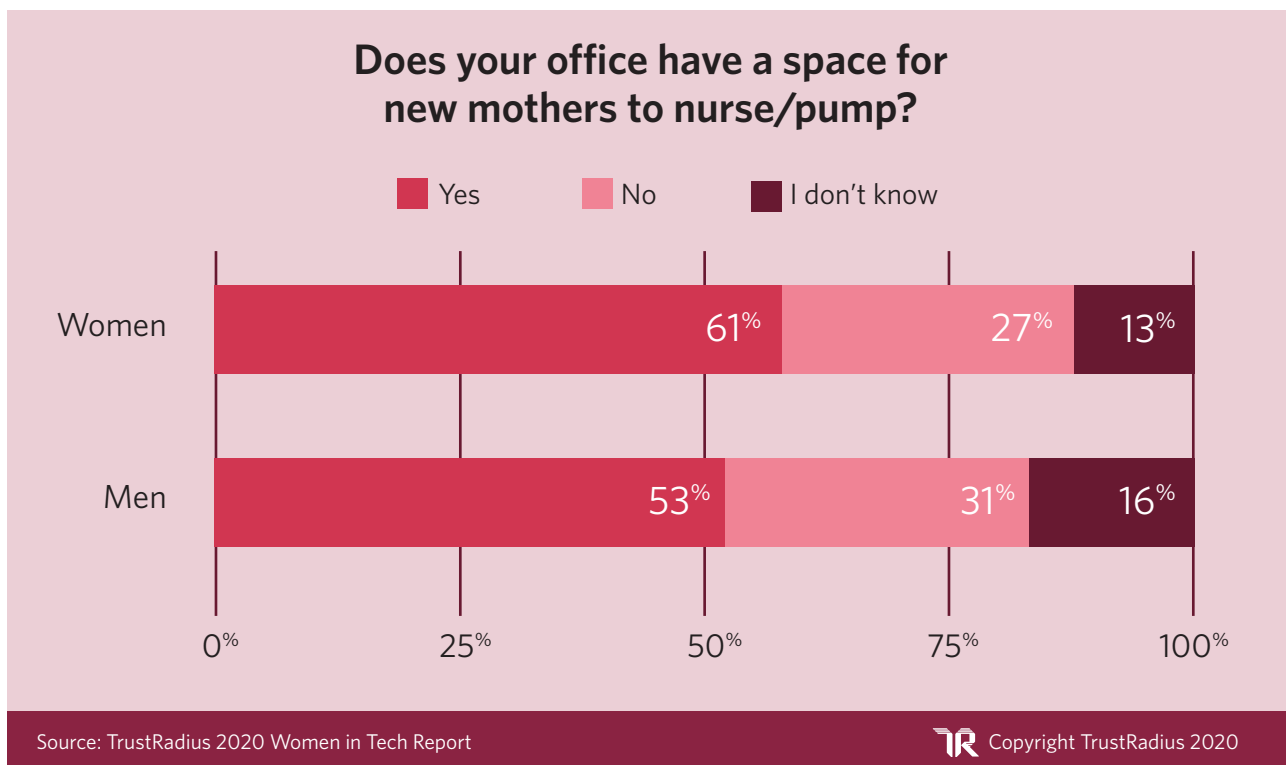
# PRIVACY FOR NEW MOTHERS

Some respondents mentioned remote/WFH options, scheduling flexibility, or part-time strategies helped them ease back into work after a new baby. But for women, breastfeeding can pose a challenge for months after coming back to the office from parental leave.

A lot of tech companies use an open-office plan. Legally, they're required to provide a private space for new mothers to nurse or pump, but not all do (even if they do, these spaces are not always publicized, so not all employees are aware of them).

More than half of respondents confirmed that their offices **do offer a private space** for nursing/pumping.

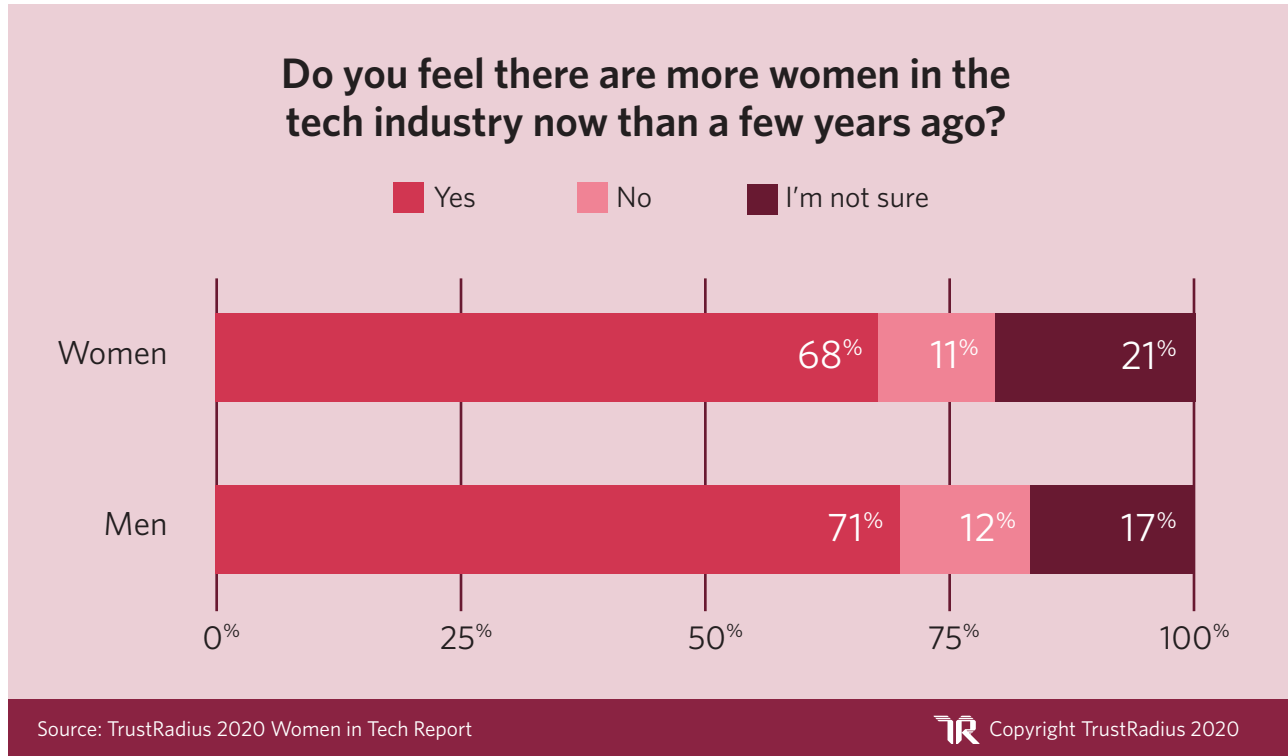
But men are more likely than women to work in an office without a private space for new mothers to nurse/pump, and they're more likely not to know whether their offices have such a space—which makes sense, as they don't personally need to use the space themselves.



# VISIBILITY

## REPRESENTATION

Men and women agree that there are more women in the tech industry now than a few years ago. Men are slightly more sure of this than women are—maybe because fewer women have been in the tech industry long enough to know. (1 in 5 women said they're not sure if there are more women in the tech industry now than a few years ago.)

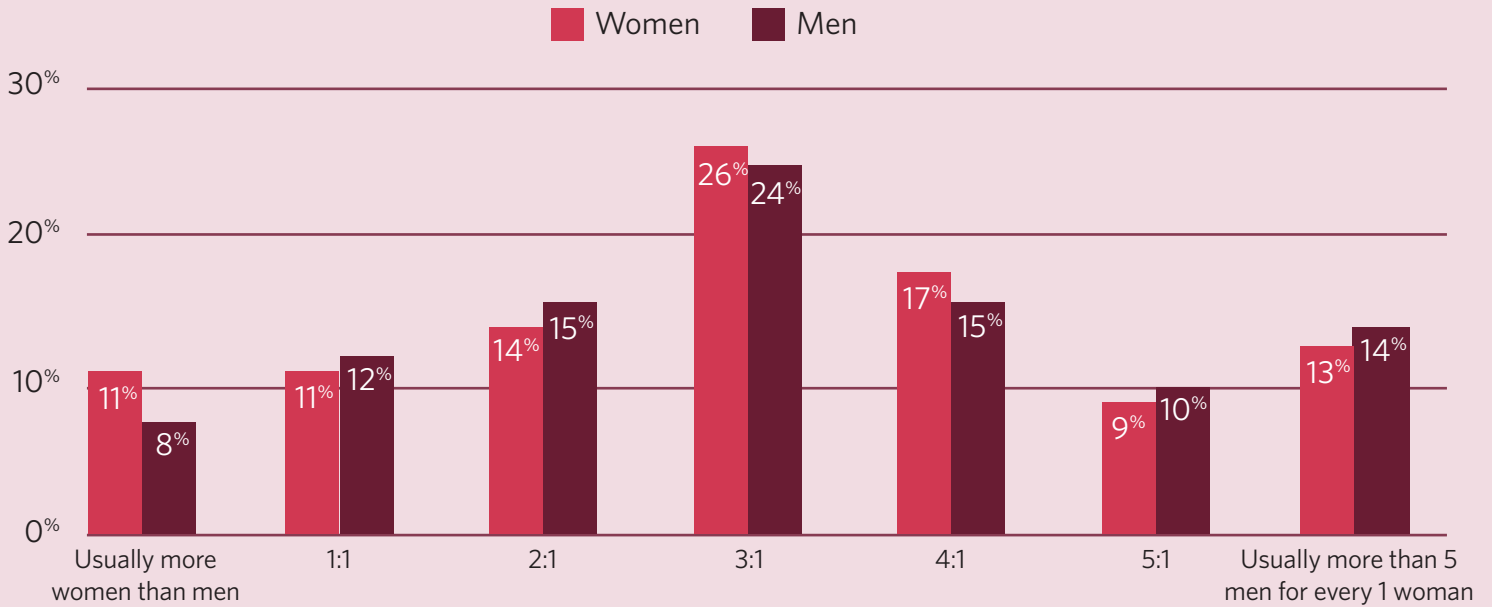


Despite the rising tide of more women entering the tech industry, women are still vastly outnumbered by men. This is true on a macro level, in terms of the number of women employed in tech vs. men. It is also felt on a more personal level every day when it comes to who's in the room and who gets a seat at the table during meetings.



4 out of 5 men acknowledge that women are not equally represented in meetings. The typical meeting for our survey respondents has a ratio of 3 men to every 1 woman.

### In a typical meeting (with coworkers, clients, and/or partners), what is the ratio of men to women?

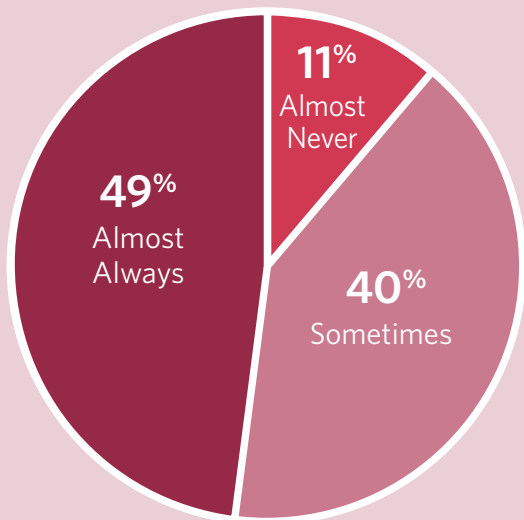


Source: TrustRadius 2020 Women in Tech Report

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Less than 1 in 4 women who took our survey experience equal gender representation in meetings. Only 1 in 10 (regardless of role or department) have meetings where women outnumber men.

### Are there typically other women in meetings with you?



44% of women say there are almost always other women in meetings with them. About 1 in 10 women say there are almost never other women in meetings with them. 2 in 5 say there are sometimes other women in meetings with them.

This ratio can have a big impact on women’s job satisfaction, the likelihood they’ll encounter sexism and discrimination (ranging from serious to casual), and even their performance—both how they’re evaluated, and how much of their potential they’re able to achieve.

"I have felt that my role has been downplayed, I'm expected to keep everyone on track and/or take notes, and when I challenge ideas, I have to do it very strongly in order to be heard, and even then someone will say what I just said in different words and 'get the credit.' If I am too strong about it, I get feedback that I guarantee no man receives. So I would say that it has impacted me quite a bit."

— **ANONYMOUS** Product Manager

"It can be discouraging and frustrating. It sometimes feels like having to be extra brave, extra confident, extra serious, and extra sure before you present a new idea or ask a question. I think it causes me to overthink about the way I'm presenting myself and I'm constantly overanalyzing ways I'll be perceived. When I try to mention this to my overwhelmingly male coworkers, it's pretty hard for them to understand."

— **ANONYMOUS** Implementation Specialist

"The lone woman is at a significant disadvantage in terms of socializing, team style, and sometimes just conversation that happens on the way to the mens' restroom etc."

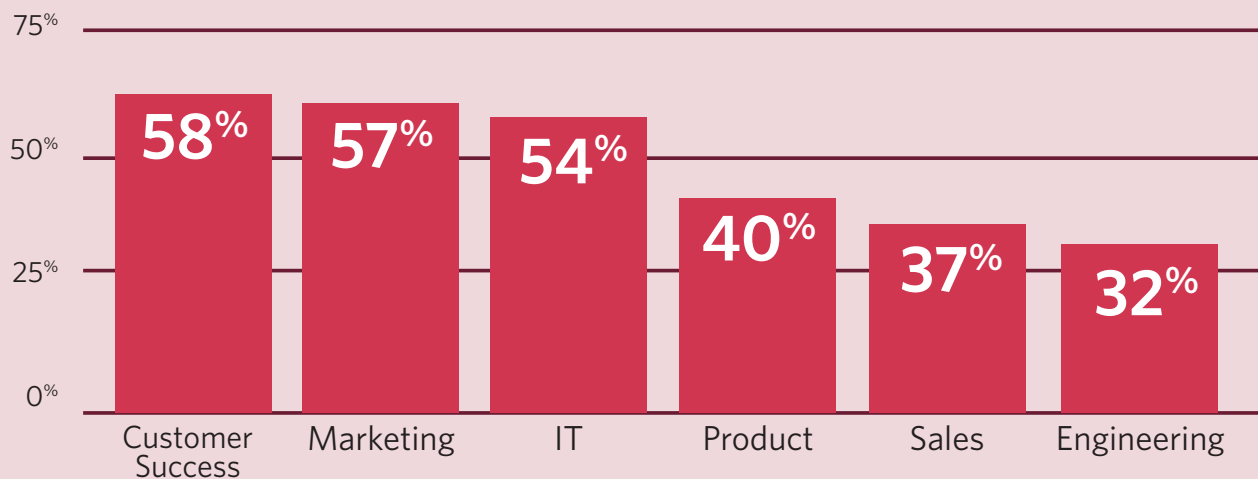
— **ANONYMOUS** Product Team member

"It's sometimes awkward to be the only woman in the room. At past companies, that has meant that I get asked to get coffee, take minutes, or gather food orders."


— **ANONYMOUS** Software Engineer

Of course, the ratio of men to women differs based on department and role. Women in Marketing, Customer Success, and IT departments are much more likely to work closely with other women. Women in Engineering, Product, or Sales are the least likely to work closely with other women.

### Percent of women in tech who almost always have other women in meetings with them (by department)



Source: TrustRadius 2020 Women in Tech Report

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Women on Engineering teams are the most heavily outnumbered. More often than not, women engineers are **outnumbered** by a ratio of **5:1 or more.**



Source: TrustRadius 2020 Women in Tech Report

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51% of women engineers say there are 5 or more men for every woman in their meetings.

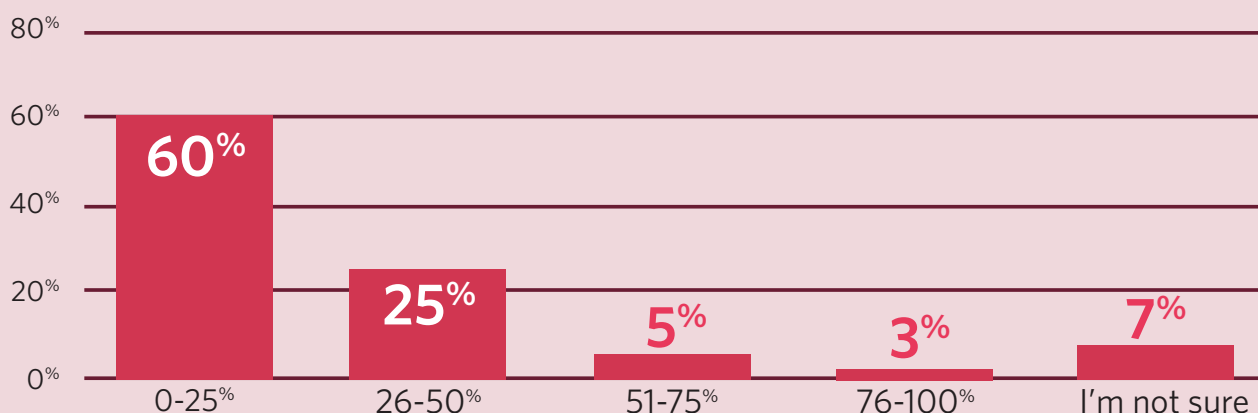
Women in entry-level, individual contributor, and manager roles are more likely to work closely with other women than women in director-level and VP-level positions, as well as women founders and consultants. 25% of women Directors, VPs, and C-level executives say there are typically 5 or more men for every one woman in their meetings.

## LEADERSHIP

McKinsey's [Women in the Workplace 2019](#) report highlights the “broken rung” phenomenon, whereby professional women are more likely to get stuck after their first promotion. Women get promoted from entry-level to managerial positions but are less likely than men to get promoted from middle management to the executive level.

Our 2020 survey showed that about 1 out of 10 respondents work at a company with a strong representation of women in leadership positions. But more than half of respondents said their companies have few to no women executives, and 60% (3 out of 5) respondents said women make up 0-25% of the leadership in their companies.

### What share of your company's leadership (executives) are women?



Source: TrustRadius 2020 Women in Tech Report

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Here are a few voices from among the many women leaders who participated in this study, sharing their mission, their challenges, their advice, and their vision for the future of the tech industry:

"I'm the senior-most woman in my organization, second in command to the CEO. It is my primary objective to make our work environment support as many different groups as possible, women in particular. I consider it a responsibility and privilege to make this a priority."

— **CORY MUNCHBACH** COO, BlueConic

"I stand out. I like standing out. Today, I want more women to have the opportunities I've had."

— **JILL ROWLEY** Fund Advisor, Stage 2 Capital

"In today's world, women still have to work twice as hard to get half the credit as the guy who just showed up. Do the work, take the credit and build your network. Be the next boss so that the next woman will be on equal footing."

— **TANYA AVILA** Co-founder and Chief Legal Officer, Bigfork Technologies, LLC

"I continue to often be the only woman in the room - I have to be louder and more assertive to be allowed to speak, let alone be heard. And I am still being asked to order snacks for meetings."

— **RANA KAHL** VP of Sales  
Appirio, a Wipro company

"The only ratio that impacts me is when I'm literally the only woman in the room. For the most part, that's not a problem, because the men I work with are fantastic. The only time being the only woman in the room felt wrong was when we were, as a leadership team, discussing the experiences of women at our company. In that scenario, I felt that I was inadequate, as one person with one perspective, at advocating for all women at our company. It feels much better now that we have two more woman leaders at our company, both of whom are amazing."

— **MEGAN HEADLEY** VP of Research  
TrustRadius

"Find a bunch of women you can trust to be your personal board of directors. I know who I can call for help negotiating my salary to figuring out what to ask for, or advice working through a problem. As you rise up the ranks, take the time to mentor other women. Work to promote other women and help their careers along."

— **CYNTHIA BALUSEK**  
VP of Customer Success, Revionics

# RECRUITING

Women feel more lukewarm than men about the efforts their companies are making to recruit, interview and hire more women in response to gender equality concerns in the tech industry. More than half of men (56%) say their company is making good efforts to recruit women and address gender inequality in the industry. Not quite half of women agree (48%).

**56% of men**

say their company is making good efforts to recruit women and address gender inequality in the industry.

**Only 48% of women agree.**

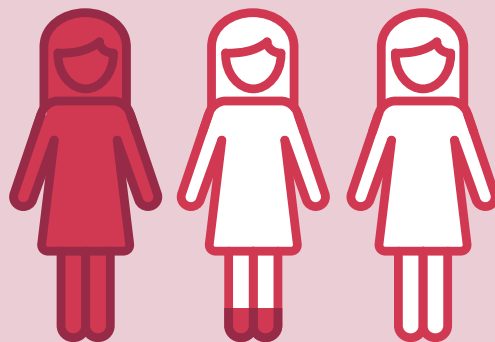


Source: TrustRadius 2020 Women in Tech Report

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Women are more likely than men to say they're not sure their company is trying (or trying hard enough) to address gender inequality in recruiting. Over a third of women expressed this doubt.

More than **1 in 3 women** (36%) said they're not sure their company has made an effort to address gender equality concerns in the tech industry.



Source: TrustRadius 2020 Women in Tech Report

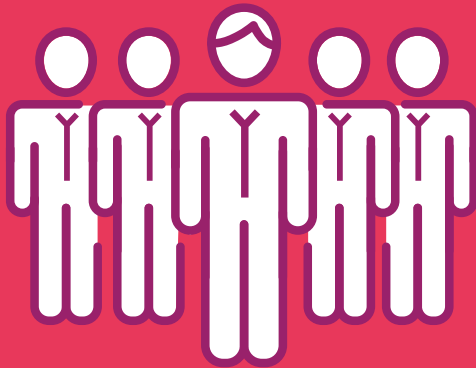
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It's clear that companies still need to do more to address the gender gap in recruiting. There may also be a need to make woman-focused recruiting efforts clearer within companies, to employees and prospective employees alike. Still, employers need to be careful not to come off as giving "lip service" to issues around women in tech. Publicizing your company's efforts to recruit women more may open you up to criticism that your efforts are not sufficient/effective. Doing something may not be doing enough.

# CULTURE

Most women in tech have experienced “bro culture” firsthand. “Bro culture” is the tech variant of the corporate “boy’s club” mentality, with a fratty twist. It involves office benefits like beers and ping pong, water cooler talk, interrupting or talking over women, off-color jokes, binge drinking with coworkers, etc. that can exclude women or make them feel uncomfortable and even in some cases unsafe. Nearly 3 out of 4 women (71%) say they’ve worked at a tech company where “bro culture” was pervasive.

71% of women have worked at a tech company where “bro culture” was pervasive.



Source: TrustRadius 2020 Women in Tech Report

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The examples set by management set a tone for company culture. Often, women in tech say the way their leaders behave and the messages they broadcast have a big impact on their experience. Leadership either makes them feel supported or like they’re up against a culture that doesn’t value them equally and treat them fairly.

Unequal gender-based expectations for communication and performance are one example of a cultural dynamic that leads women in tech to feel unsupported by their company. Gendered language, lack of representation in leadership, panels, and other events, as well as “empty” policies and PR pushes around diversity and inclusion lead women in tech to feel similarly uncomfortable and marginalized.

“Culture tends to be incredibly competitive, confrontational, openly aggressive at times. This behavior from men is tolerated and even encouraged. When I as a woman try to get my voice heard in the fray, I am interpreted as “shrill” or “bitchy” and penalized for the same behavior encouraged in male colleagues.”

— **ANONYMOUS** Director of Operations

“My company is struggling with a lack of women in leadership positions (exec team, board). The all-male leadership seems to not know how to be inclusive in avoiding male-specific language (“Mr Customer”, “Sales guys”, “Techboi”). They also routinely fail to ensure gender balance in industry specialists and customers invited to speak at our events. All of these things can make female employees feel like we simply don’t belong.”

— **ANONYMOUS** Product Team member

“My new company (coming up on first 30 days) has a very customer- and employee-centric culture. I see our leaders leading by example and there are many women leaders. In contrast, my immediate past company was rife with bro culture and bias. Culture was based on access, relationships, whom you know and perceptions/whims of high-ranking people. There was a show of developing “women in tech” group and featuring photos of women publicly - but behind the scenes, women there don’t have a seat at the table, participate in key decisions, etc. Even from some of the better leaders, there was “benevolent” sexism. Women could only do well up to a certain point (culture was probably ok up until you become a director; from VP onward, it is exclusionary). I found there were double standards for performance and what was acceptable for women vs. men. Previously, I was often the only woman in the room as a VP. I’m in a much better place now with representation, respect, positive culture, flexible work arrangements, leaders who are genuine and conscious of their own actions, and I have opportunities to work with GREAT customers - and propose new ideas that are acted upon.”

— **ANONYMOUS** Marketing Consultant

Here are a few of the other interesting things we learned about what makes a company culture feel supportive (or challenging) to women in tech:

- Women feel like their company culture is supportive when they’re offered **opportunities for growth and development**, when they develop strong relationships with their managers, and when they see recruiting policies geared towards equality.
- **Flexible scheduling** and the option to work remotely help some women to feel that their company culture is more supportive; however, some women feel that the “always on” expectation is not compatible with their reality as wives, mothers, and people with personal social lives.
- **Being heard** can be a challenge. When you feel you’re heard, valued, and respected, you feel the culture is more supportive.
- A few women specifically mentioned that their companies provide **free period products**, which helps them feel supported (and less stressed)—though this in and of itself doesn’t make for a sufficiently supportive culture.
- Some women want **gender to be a non-issue** and don’t want to have to think about it or discuss it. Others want gender differences and inequalities to be recognized, talked about, etc.
- **Women’s groups** (whether formal or grassroots) are another popular way companies are supporting women.

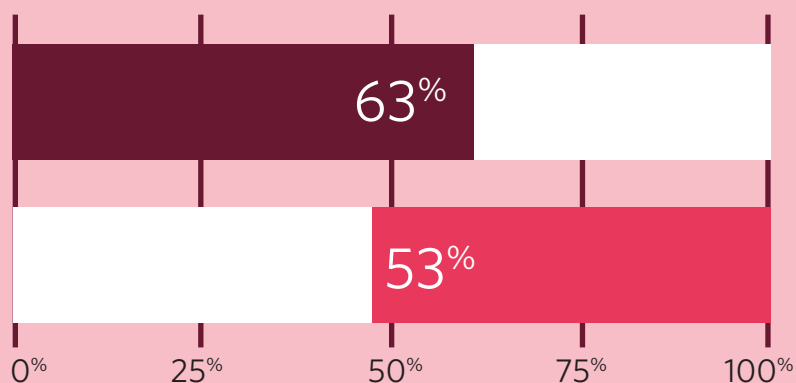
# DIVERSITY/INTERSECTIONALITY

Gender isn't the only demographic factor linked to inequality in the tech industry. We took an intersectional view on diversity for this study by asking respondents to evaluate their companies not only in terms of gender but also race, age, ability, sexuality, and veteran status. We also looked at the perspectives of respondents who are in the minority in multiple ways.

When considering factors like gender, race, and age, men are more likely than women to see their companies as diverse.

The majority of men consider their companies **fairly or very diverse**.

The majority of women consider their companies **not at all or only a little diverse**.

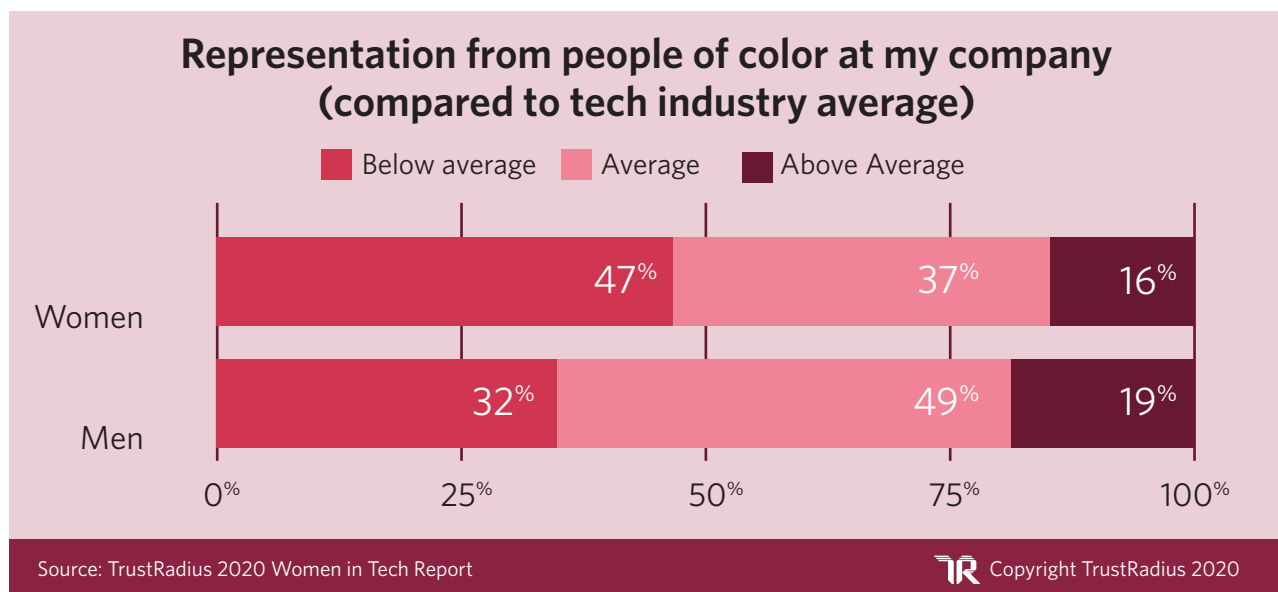


Source: TrustRadius 2020 Women in Tech Report

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The handful of gender non-binary respondents in this survey tended to consider their companies as diverse as or more diverse than men or women respondents. This may be because they've chosen more diverse companies to work at, where they feel more comfortable.

Looking at a range of underrepresented groups in the tech industry—including LGBTQIAP people (Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual, Pansexual), people of color, people with disabilities, and veterans—women are more likely to say their companies have below-average representation. Men, on the other hand, tend to think their companies are at or above the industry average for diversity.

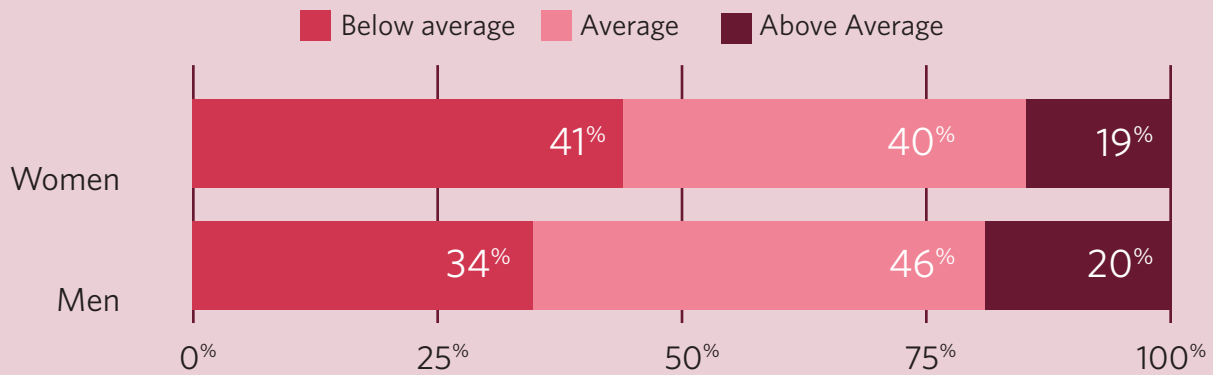


Source: TrustRadius 2020 Women in Tech Report

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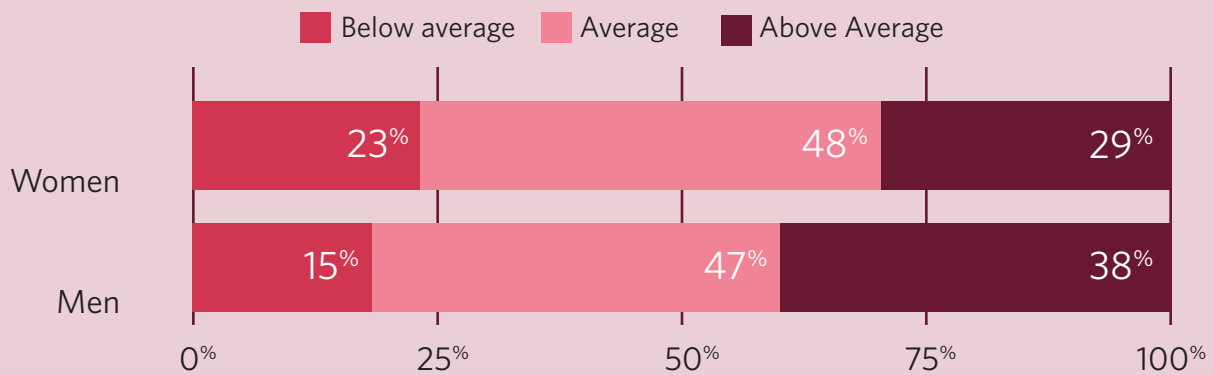
## Representation from LGBTQIA people at my company (compared to tech industry average)



Source: TrustRadius 2020 Women in Tech Report

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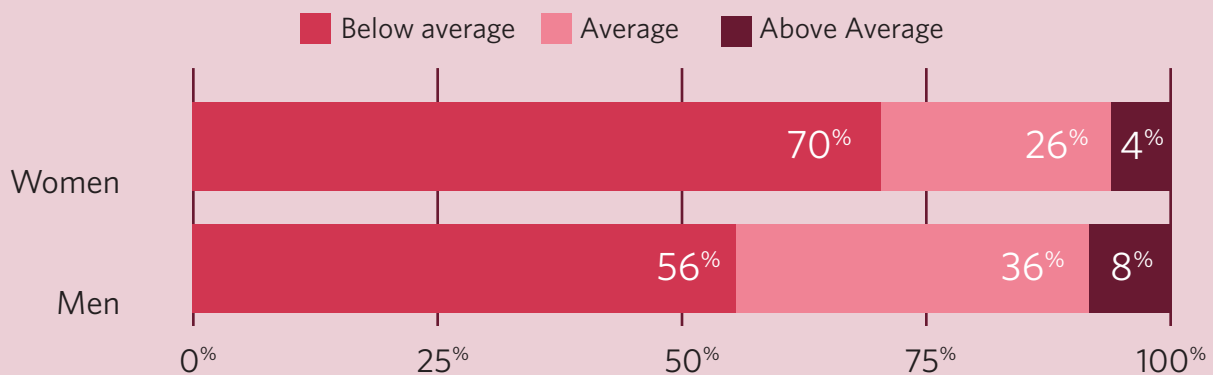
## Representation from women at my company (compared to tech industry average)



Source: TrustRadius 2020 Women in Tech Report

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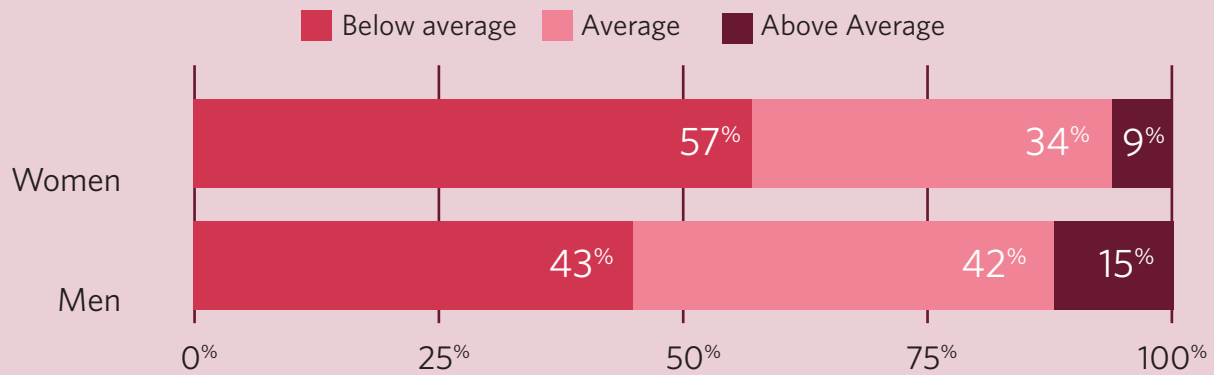
## Representation from people with disabilities at my company (compared to tech industry average)



Source: TrustRadius 2020 Women in Tech Report

TR Copyright TrustRadius 2020

## Representation from veterans at my company (compared to tech industry average)



Source: TrustRadius 2020 Women in Tech Report

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As seen above, men and women pretty much see eye to eye on the ratio of men to women in meetings. Men usually outnumber women by 3:1, and 4:1 in some cases. However, based on responses about diversity, men and women clearly have a different understanding of what's "average." They may have different perceptions of the status quo and how it has changed. They may also have different expectations for diversity.

This difference is illustrative. It gets at the heart of the problem when it comes to a range of intersectional concerns. Are we on the same page with our aspirations for diversity?

"Work life balance means being able to bring your whole self to work. It means being able to live and work through shared values where trust is mutual. It means creating space for diverse individuals to contribute and thrive."

— **ANONYMOUS** VP of Product

"My biggest challenge is being a black woman in a predominantly white and East Asian space. I constantly have to fight to make space for the way I approach things & bringing my authentic self to work."

— **ANONYMOUS** Director, UX Research

"In my previous company, I was often the only woman or the only Hispanic woman in the room; it was intimidating. I had to overcome fears and understand I brought a different perspective to the table that wouldn't always be popular."

— **MONICA MAY**  
Senior Program Manager, Expedia Group

"We have regular meetings on inclusion and diversity. Our company highlights our hiring metrics to encourage minority demographics into the organization. We have a strong LGBTQ pride community."

— **ANONYMOUS** Product Owner

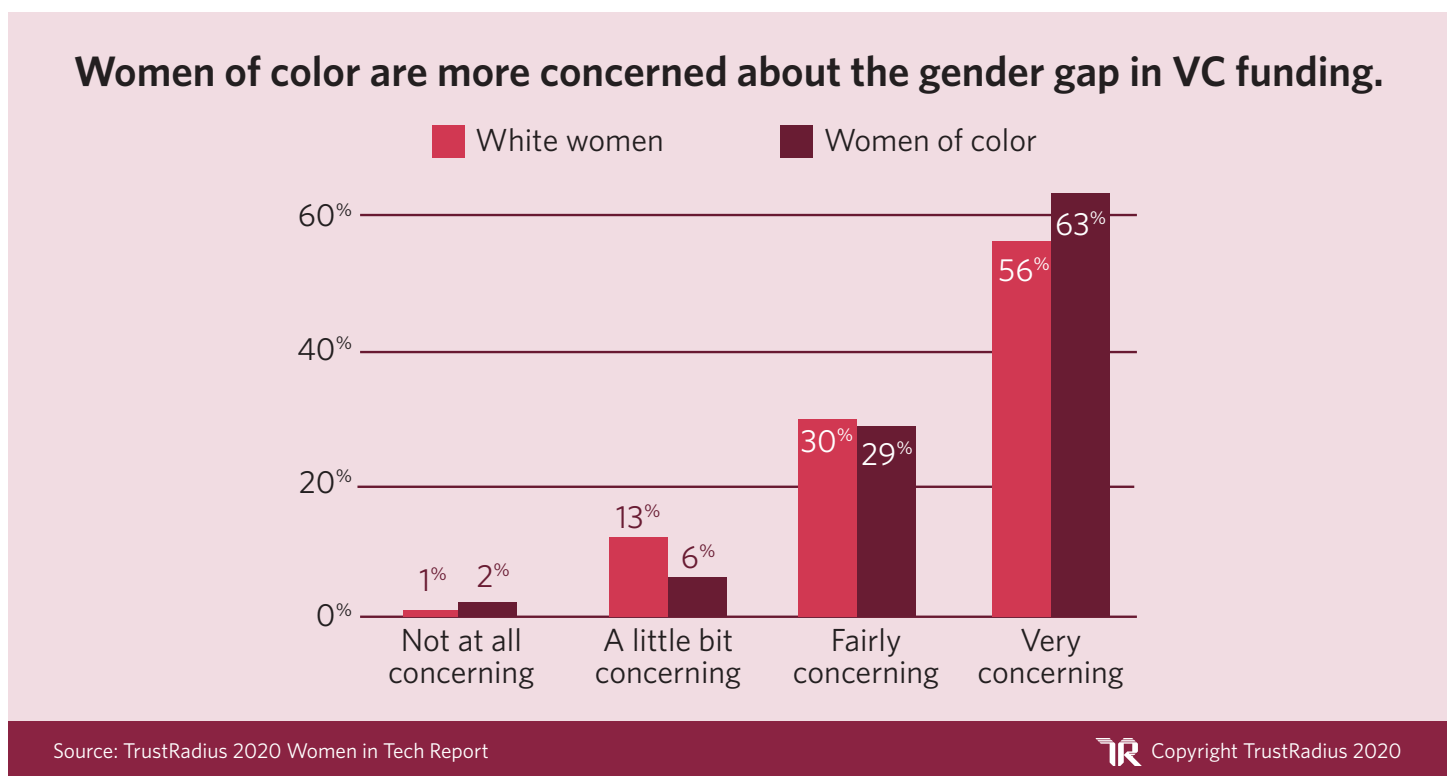
"I like being given a lot of responsibility and trust. I dislike feeling like I am just a diversity hire. When I see many women and minorities who never seem to get ahead, it makes me think it's a cultural problem." — **ANONYMOUS** Marketing Manager

Men are more often found in leadership positions in the tech industry. They may not understand what women, people of color, and other marginalized groups expect, nor how different aspects of identity impact their experiences.

It's important to take an intersectional view when gathering input to inform goals and programs that foster diversity. Which people get a seat at the table matters. For a truly diverse company, ask for the opinions of women of color, women veterans, LGBTQIAP people, etc. Designing recruiting policies and forming an inclusive company culture that works for them will not exclude others. Rather, it will make your company more welcoming for everyone, and more resilient to change.

## WOMEN OF COLOR IN TECH

Here are a few interesting findings about the priorities of women of color, compared to white women in the study:



Opportunities for growth feel even more limited for women of color, as does support for entrepreneurial endeavors. Those are areas for improvement for all women, but it's important to think about women of color specifically when discussing access to VC funding and career planning/development resources.

Women of color are around 10% less confident about their opportunities for growth in the tech industry. Only 58% of women of color feel fairly or very confident they'll be promoted within two years, compared to 63% of white women.

That means around 2 out of 5 women of color doubt their opportunities for growth in the tech industry, whereas only 1 in 3 white women has this concern.

**2 out of 5 women of color** doubt their opportunities for growth in the tech industry.



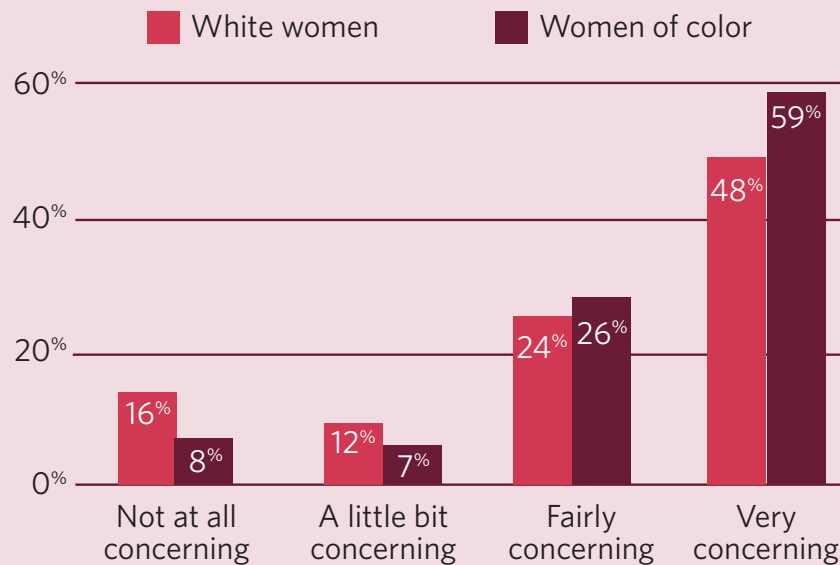
Only **1 in 3 white women** has this concern.



Source: TrustRadius 2020 Women in Tech Report

TR Copyright TrustRadius 2020

### Benefits like maternity and paternity leave are more important to women of color when considering new job opportunities



Source: TrustRadius 2020 Women in Tech Report

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Employers trying to recruit women of color should note their interest in vetting benefits like maternity leave. (Note that women of color are about as satisfied as white women with the parental leave benefits offered by their current employers.)

Women of color who took the survey did not have a harder time finding mentors than white women, though both groups have had a harder time finding mentors and role models in their field than men do. Nor were women of color more likely than white women to report experiencing imposter syndrome at work.

# CHALLENGES

We asked all respondents to weigh in on the biggest challenges for women in tech in 2020. Men and women agree that the gender pay gap, work/life balance (which sometimes involves children, and sometimes and sometimes does not), company culture, representation, equal opportunity for growth, and recognition are major challenges facing women in the industry right now.

CHALLENGES NOTED BY BOTH MEN & WOMEN	EXAMPLE OF HOW WOMEN VIEW THE CHALLENGE	EXAMPLE OF HOW MEN VIEW THE CHALLENGE
<b>Gender pay gap</b>	"Trying to get the same salary as the men in this field with the same level of experience that I have."	"A majority of women have higher expectations on them coupled with lower pay. Some women have broken through and some companies (like Salesforce.com) streamlined pay across the board. Why don't more companies do this?"
<b>Work/life balance</b>	"Finding a balance for myself where I can be inspired but not overworked." "To feel like it's okay to say 'no' so that I can put my child first and not get dinged for it."	"Harder to find a work life balance in some cases." "Staying relevant during a career break"
<b>Company culture</b>	"There's a sense of powerlessness when you see women silenced in an executive meeting. For example, there is a male executive on the leadership team (who has a documented history of bullying) talk over women at a weekly standing meeting. It's hard to accept that this is business as usual but it appears to be widely accepted as this repetitive behavior continues."	"A woman who has a job with good work/life balance and culture fit is less able to experience upward mobility due to the risk of not being able to find a community at their new employer if a higher salary job became available. Men, especially white, have almost no need to question whether there's a culture fit if he is going to work at one of the largest tech companies where monoculture dominates."
<b>Representation</b>	"Finding a company with a leadership team that is actively working to remove the gaps, not just giving lip service to a diverse workforce."	"Trying to break into, and feel at-home in, male-dominated departments like Development."
<b>Opportunity</b>	"I don't feel like I'm growing as fast as my male counterparts (promotions, raises, opportunities)."	"Not being given the same opportunities as men. I've had several women colleagues apply for management roles where they were absolutely qualified, and in my opinion, the best person for the job - but the role was given to a man with less qualifying attributes. This sort of discrimination is not fair."
<b>Recognition</b>	"Getting investment for my team. Being heard."	"Getting credit for their ideas (a woman has an idea and no one pays attention until a man says the same idea) and speaking up/defending themselves."

Women also experience major hurdles with finding mentorship/role models, receiving personality feedback, and keeping up self-confidence. Men may have more difficulty recognizing these experiences. Here's how some women described such challenges:

"Getting visibility is not enough. We need to stand up and get our voice heard at the table. Right now the hardest thing for most women in the corporate world is to find the allies or mentors who are necessary to do this."

— **ANONYMOUS** IT Director

"Keeping women in tech. We can hire them, it's keeping them long enough to get them promoted and in leadership positions. Easier to do in almost every other industry."

— **ANONYMOUS** CMO

"Not being taken seriously because people write me off as sensitive/emotional for pointing out process improvements (even when I'm doing it directly and using data)."

— **ANONYMOUS** Sales AE

"Imposter syndrome. I've had it for years and can't get rid of it, despite being very successful, and despite understanding intellectually how ludicrous it is. I am in a senior/leadership position, but I don't do a lot of panels/public speaking because of my imposter syndrome."

— **ANONYMOUS** Engineering Manager

Plenty of men who responded to the survey recognized that bias makes it hard to acknowledge and sympathize with problems faced by their women colleagues. Here's how a few men described the biggest challenges they see for women in tech in 2020:

"Resistance by men - who cannot seem to admit collectively there is a problem, and so do not exhibit patience or understanding of any/all 'remedies.'"

— **MICHAEL C. BARNES, PH.D.**  
Founder, Radical Equity Fund

"Having leadership who refuse to acknowledge their subconscious bias. We all have biases, they are normal. What is not normal is pretending that we don't. Admitting you have a bias isn't a failure, it's vulnerable and endearing."

— **ANONYMOUS**  
IT Project Manager

"The glass ceiling is alive and well. There is still quite a bit of discrimination in this industry, with executives and hiring managers quietly making it clear that they believe that men are better than women for tech jobs."

— **JASON SANTOS**  
Sr. End User Support Analyst  
CDK Global

# BACKLASH

Some men fell on the opposite end of the spectrum. They don't feel women in the tech industry are facing any special challenges. They're worried that advocates for gender equality are making a mountain out of a molehill. Although most of the people we reached out to were enthusiastic about participating in this research, the backlash from those who don't support women in tech—or recognize the history of gender inequality in the industry—was disturbing. They ranged from sexist jokes to comments about women not “naturally” belonging in tech, to misogynistic concerns about men losing their foothold in the economy.

Don't believe us? Check out a few of our anti-favorites:

----- Forwarded message -----

From: [REDACTED]  
Date: Tue, Jan 28, 2020 at 7:08 AM  
Subject: Re: It's time to speak up for women in tech  
To: <[meganh@trustradius.com](mailto:meganh@trustradius.com)>

I will, just waiting for my stupid wife to finish ironing my shirts and get my breakfast ready.

From: [REDACTED]  
Date: Tue, Jan 28, 2020 at 7:18 AM  
Subject: Re: It's time to speak up for women in tech  
To: Megan Headley <[meganh@trustradius.com](mailto:meganh@trustradius.com)>

Hi Megan,

I cannot support such a biased cause in a time when men are increasingly losing footing in workforce participation and access to college education. Having close relationships with many women in tech I can affirm this to be an exaggerated embellished cause without much critical thought by its advocates. Please remove me from this mailing list.

From: [REDACTED]  
Date: Wed, Jan 29, 2020 at 1:56 AM  
Subject: Re: It's time to speak up for women in tech  
To: <[meganh@trustradius.com](mailto:meganh@trustradius.com)>

You are incorrect. And I do not know how you got my email address.

It is not true that differences in male/female representation in various careers inevitably have root cause in gender discrimination. It shouldn't be necessary to say this, but men and women tend to have different inclinations and skill sets. In a 100% fair world, it would be inevitable that men and women would tend to gravitate to somewhat different careers. You do not accomplish a social good by telling young females that they must desire tech careers and any inclination to the contrary has root cause in sexist males. You are guilt-tripping some young females into believing that they want something which otherwise would not cross their minds.

Please remove me from future mailings. Better yet, don't email anyone with this propaganda. And stop the nonsense about celebrating a "Women's Day."

- [REDACTED]

The fact that we received these **angry, discriminatory responses** proves the need for more research like this and more conversations about how we can normalize and support women in the tech industry.

Source: TrustRadius 2020 Women in Tech Report

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These men were (thankfully) in the minority.

Most men said they do think women in tech still face significant discrimination and unique challenges—and that they'd like the industry, their companies, and their peers to help work towards change. Thank you to all men who took the survey for being willing to engage in difficult conversations!



# ADVICE

Not that women in tech need unsolicited advice...but for those looking to be inspired, here's a collection of our favorite pieces of advice shared by women in the study. Enjoy, carry on, and prosper!

"Lean on your coworkers and leadership team, and be very transparent on what you have to offer - and what you want to learn."

— **MONICA MAY** Senior Program Manager  
Expedia Group

"If you bring a problem to your boss, bring multiple solutions and explain which solution you recommend and why."

— **HEATHER TURNER** IT Director

"Carve out time to build your personal brand. Please claim your space. Best advice - 'if you don't ask, you don't get.'"

— **RANA KAHL** VP of Sales  
Appirio, a Wipro company

"Find a mentor early.  
Ask hard questions.  
Challenge yourself.  
And when a group of  
people are going to grab  
lunch, invite yourself."

— **ANONYMOUS** Director of Marketing

"Force yourself to say something in big meetings where you don't feel comfortable. Even if your goal is to just speak up about 1 thing, do it."

— **ANONYMOUS** Product Team member

"I've received two extremely valuable pieces of professional advice from other women. (1) You don't have to have a fully formed idea or thought to say something in a meeting. The men around you certainly don't! Trust your gut, and share your opinions even if they are still developing. (2) Don't be afraid to ask for the time of your peers or those above you. Spend time with them to understand their worlds, and figure out how you can support them and vice versa."

— **MEGAN HEADLEY** VP of Research  
TrustRadius

"I would advise women in tech to be chameleons. If you can adapt to your surroundings and find ways to work with different types of people, you will make your way to the colleagues that lift you up instead of holding you down. It's easier to promote positive change with relationships, credibility, and solid work behind you."

— **ANONYMOUS** HR Analyst

"You **HAVE** to speak up. It's not fair that women have to make more noise about their salaries and benefits than men do, but we do, and you have to get real comfortable real quick sticking up for yourself."

— **ANONYMOUS** VP of Marketing

"Be a Unicorn. Don't try to fit the mold of a cookie cutter person. Instead, stand out and let your strengths shine. Go to where you are most passionate and do one thing every day that makes you happy/enjoy your job."

— **ANONYMOUS** Marketing Operations

"Be bold. Don't worry about sounding too direct. Don't feel like you need to add that extra exclamation mark or emoji to soften up your message."

— **ANONYMOUS** HR Manager

"Don't be afraid to swear. Seriously! It's a confidence booster and makes people listen. It also shows that you're not afraid to share what you think and that you have a d-mn opinion. Also, don't convince yourself that you have to always be technical and understand every nuance. Many people you work with in the tech industry don't, especially in a business where there have been multiple acquisitions and legacy systems."

— **ANONYMOUS** Operations Manager

"Engage a mentor early on. When you're surrounded by sharks, stay calm and strong. You've got this!"

— **ANONYMOUS** Marketing Manager

"You lose nothing by asking so don't tell yourself no, let someone else tell you no. This is especially true for applying to jobs that you think you're 'under-qualified for' as well as in negotiating for salary/raises."

— **ANONYMOUS** Product Team member

"Make yourself heard, demand a seat at the table, demand to be part of the decision-making, ask questions, if you find any comment/joke/statement offensive or sexist then ask the person to explain it - usually makes them shut up."

— **ANONYMOUS** Product Manager

"Set boundaries. Don't let work become your life."

— **ANONYMOUS** Operations Manager

"Listen to everything. Take initiative outside of work. Attend seminars, watch videos, play with the tools you want to be paid to use. Don't be afraid to say no, and don't be afraid to ask questions. Always learn."

— **ANONYMOUS** IT professional

"Get a mentor and be a mentor. Whatever level you are at, there's someone who can learn from you and may just need a safe space to say what they need to say. This also enables you to be an advocate. Have the courage to ASK someone to be your mentor (many people may be willing but aren't actively going around asking for mentees.) The best advice I have received is to put something new on my resume every quarter. A win, a KPI achieved, a new project, and keep a running list of those wins. If you're not constantly adding to your resume, you aren't growing and this is a good way to keep in check with yourself and remember to advocate for your own opportunity to grow in your career."

— **ANONYMOUS** Marketing Director

"If a job interview gives you a bad impression, do not join the company, regardless of the \$\$\$ or title they dangle. If you interview with 5 men, your day to day will be with 5 men. Always, always ask for more money, vacation or bonus than what is initially offered."

— **ANONYMOUS** Marketing Manager

"Don't be a perfectionist. We all have more to do than can possibly get done. Do a good job to accomplish the objectives, but don't overdo it to make it perfect. You're just stealing time from another project that deserves your attention. Besides, it doesn't add enough value to the company and you won't be rewarded for it."

— **ANONYMOUS** VP of Marketing

"Do it!! you can do anything you want and you don't need an MBA."

— **ANONYMOUS** Product Manager

"Best advice I've ever gotten was to use the phrase: 'Can you help me understand...?' Instead of explaining it to them, it asks them to explain the situation to you. It means you have to be open and act a little dumb, but the solutions and support that come from leading my boss to my conclusion by asking them why over and over has been invaluable. This process exposes them to the problem, verses you just 'complaining.'"

— **ANONYMOUS** Sr. Consultant / Marketing Analyst

# RESPONDENT DEMOGRAPHICS

GENDER	PERCENT OF RESPONDENTS	NUMBER OF RESPONDENTS
Men	24%	180
Women	75%	553
Other	1%	5

## JOB TITLE

Entry Level	4%	32
Individual Contributor	35%	259
Manager	25%	182
Director	13%	97
Vice President	7%	52
C-Level Executive	6%	46
Owner / Founder	4%	31
Consultant	5%	39

## DEPARTMENT

Sales	12%	88
Marketing	26%	191
Operations	8%	61
Support	2%	12
Accounting / Finance	1%	11
Information Technology	13%	95
Product	9%	63
Engineering	11%	84
Customer Success	6%	41
Human Resources	2%	18
Research & Development	3%	22
Corporate	4%	32
Consultant	3%	20

# RESPONDENT DEMOGRAPHICS

	PERCENT OF RESPONDENTS	NUMBER OF RESPONDENTS
<b>RACE/ETHNICITY</b>		
White	75%	556
Hispanic, Latino, or Spanish origin	7%	53
Black or African American	2%	14
Asian	10%	71
American Indian or Alaska Native	0%	2
Middle Eastern or North African	1%	8
Native Hawaiian or Other Pacific Islander	0%	3
Some other race, ethnicity, or origin	4%	31

## AGE

22 or younger	1%	5
23-38	57%	423
39-54	35%	259
55-73	7%	50
74 or older	0%	1

## Thank you to all of the people who took our survey, and especially to the hundreds of tech professionals who allowed us to print their names.

Abel Lomas	Arpine Babloyan	Cristian Klein	Georgia Steele-Matthews
Abigail Rose Baez	Ashley	Crystal	Georgina Elizondo
Abigail Whited	Ashley Hyun	Cynthia Balusek	Ginger Ausloos
Adam Croissant	Ashley Spencer	Céline Felan	Gus Zeidman
Adelle Rodriguez	Aubrey Miles	Daisy Hinding	Habeeb akbar
Aimee Jurenka	Autumn Manning	Darcy Knapp	Heather Davis
Aisha Baker	Avery Falkenstein	David Lievense	Heather Granato
AJ Magsaysay	Bailey Steinhauser	Dena Upton	Heather Robinette
Alex Mastrianni	Becky Jewell Laughton	Denise van Rossum	Heather Turner
Amanda Christensen	Beki Scarbrough	Diana Cappello	Hedvig Ederyd
Amanda Cross	Ben Wiechman	Diane Buzzeo	Heidi Bullock
Amanda Myers	Benedic Jonathan AJ	Diego de Oliveira Lopes	Holly Barker
Amber Fallon	Benjamin Duvall	Pacheco	Hollyanne Norrid
Amber Kleine	Benjamin Schell	Doris Schlaffer	Hope Matheson
Amy Garland Heng	Beth Fischi	Dustin Ghia	Ian Hansen
Amy Noack	Betina	Echo Green	Ian Hoeffler
Amy Tupper	Betsy Carlton-Gysan	Ed Burns	Ileana Rodriguez Bautista
Ande Kempf	Bhavna Guglani	Effy Pafitis	Isabel Novais Machado
Anderson Duncan	Bijay Mathew	Ela Gavrilova	Isabelle Van Campenhoudt
Andrea Curry	Blake Johnson	Elena López	Jack Borland
Andrea Mooney	Brad Snedeker	Ellen van Aken	Jack Kroger
Andrew McMath	Brandy Reppy	Elsa Dithmer	JaCoby Marston
Andrina Kelly	Brett Edmond Carlock	Elyse Vest	Jan Ryan
Andy Caron	Brooke Weinbaum	Emily C.	Jason Santos
Andy Fogarasi	Cadi Hawkins	Emily Kurze	Jean Franco
Andy Wamstad	Caitlin Smallwood	Emily Liu	Jeanette Kreutner
Angela Mulligan	Cameron Stenmark	Emily Nicoletta	Jeanne Hopkins
Anita Stoffer	Chandni Sanariya	Emily Ricketts	Jeff DeSurra
Anke Heckhoff	Chava Vietze	Emily Teachout	Jen Jones
Anna Blake	Chelsea M Robinson	Erica Lanyon	Jeni Asaba
Anna Kouznetsova	Cherrice Browne	Erik Hlavaty	Jenn Goble
Anna Kovalenko	Chris Henkel	Ethan Fenichell	Jennifer Adoretta
Anne Chitkara	Chris Hunter	Evan Bailyn	Jennifer Olguin
Annie Klomhaus	Chris Werner	Evelyn Rosas	Jennifer Pardi-Cusick
Anthea Chlebek	Chrissy Wojtewicz	Fabio	Jenny Taylor
Anthony Figgins	Christy Marble	Fabiola Bonelli	Jeremy Grant
Antonio Tombari	Cierra Tingley	Frenchez Pietersz	Jess Greenfield
Ariana Tsouris	Claudia Negrete	Gabriella Di Fazio	Jessica Lin
Ariel Katen	Cory Munchbach	Garima Rai	Jessica Moore

Jill Rowley	Kristin Anne Carideo	Marion Balandra	Ryan Bruss
JL Needham	Kristin Moore	Marissa Harbath	Ryan Manougian
Joel Chan	Kristyn Bryan	Martina Grom	Sabrina Nielsen
John Ferguson	Krysta Gahagen	Mary Ellen Dugan	Sabrina Szeto
John Kuempel	Lacey Miller	Mary Ellsworth	Sara DePriest
John Southard	Lakshmi Madabhushanam	Maryann Pagano	Sarah Eilefson
John Steinert	Laura Gannon	Meagan	Sarah Kim
Jonathan Scott	Laura Graham-Brown	Meg Collings	Sarah Neal
Jordyn Fahey	Laura Ipsen	Megan Boshuyzen	Sarina Samson
Jose F. Gomez	Laura Kendall	Megan Donaldson	Scott R Brittain
Joshua Soltis	Laura Kokkarinen	Megan Headley	Seth Paskin
Julia Foster	Laura Layton	Meghan Horvath	Shaheen Bandedali
Julie Scott	Laura Patrick	Melanie Crissey	Sherrie Mersdorf
Justin Roberts	Lauren Culbertson	Meredith Fay	Somit Vishwakarma
Kacyn Goranson	Lauren Forbes	Michael C. Barnes, Ph.D.	Stacey Branham
Kaitie Trout	Lauren Schwartz	Michele Sullivan	Starr Stephenson
Kara Banosian	Lauri Y.	Mindy Regnell	Steve Collins
Karan Gujral	Leah Myers	Miriam Makshanoff	Steve Redman
Karen Meyer	Lekshmi Unnithan	Molly Cariker	Summer Phillips
Kate Adams	Leonardo Barbosa Corrêa	Monica May	Susan Butler
Kate Lynch	Linda Bradshaw	Natalie Gaysinsky	Suzanna Ortiz
Katelynn Schumitsh	Lindsey Fletcher	Nathalia Moran	Sydney Kebbe
Katherine Davies	Lisa Atwood	Nichole Marsano	Sydney Strzempko
Katherine Walsh	Lisa Perry	Nicole DeLeon	Sylwia Lindén
Kathleen Julien	Lisanne Norman	Nishant Rana	Taina Price
Katie Carty Tierney	Liz Hill	Patricia Masterson	Tamar Weinberg
Katie Kyle	Liz L.	Patty Angeles	Tanialee Gonzalez
Katie Pariseau	Liz Leslie	Penelope Coventry	Tanya Avila
Katrina Liu	Loretta Beaty	Penney Berryman	Terri Hiskey
Katrina Parsons	Lori Freeman	Prashanth	Theresa
Katy Campen	Louise van der Bijl	Rachel Romba	Tim Mirro
Kaylin Gilkey	Lyndsey Hoover	Rajaletchmi achary	Tracy Quah
Kelley Rios- Arifi	Lynn Powers	Rana Kahl	Tracy Schlabach
Kelly Flones	Lynne Capozzi	Rebecca Jerndahl	Trish Keenan
Kellyn Gorman	Lynne Murdoch	Renee Trepagnier	Vicki Lesage
Kerry Matre	Lyza S. Latham	Renu Vittolia	Victoria Bloyer
Kerry Stivaletti	Maddie Gregg	Rick Bryant	Vinay Bhagat
Kiere Shaffer	Mandi Sadler	Rob Clewley	Vitor Manuel Marques Colaco
Kim Soleng	Manuel Ayala	Robin Young	Wade DeLap
Kimberly Storin	Marc Shaffer	Ron Mexico	
Kinkini Sarkar	Marie Katherine Zigankoff	Rumiko Matsumoto	
Kristi Bjornaas	Castro	Russell Steed	

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