



# Women in tech

<are we there yet?>

A 2021 research report by **Talent**

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# Foreword

Talent

## **Women in tech. We're still talking about this?**

Yes, we are. And for good reason.

Despite many conversations about gender diversity in tech, women are still underrepresented, underpaid and too often discriminated against in the tech sector.

I've been to many events for women in tech throughout my career. I've always found them to be incredibly supportive environments, however it has often felt like important learnings have stayed right there in the room.

At Talent, we are frequently sought by businesses who want to increase the number of women in their tech teams. To do our part on both fronts, we decided to create an event for women in tech with a difference.

Hosted by Georgie Dent and featuring speakers Angela Lam, Emma Jones and Rebecca Chenery, our event "Women in Tech: Are we there yet?" looked at the roadblocks that continue to impact women in tech roles.

Throughout the discussion, we captured first-hand experiences from attendees to produce this report that we will share with our 9,000+ clients around the world.

The online chat throughout this event was like nothing we had ever seen before. Our attendees shared deeply vulnerable experiences of discrimination, bullying, harassment, and general obstacles that were distressing to read and swiftly challenged any assumptions that these issues are a thing of the past. Some of these comments have been included in this report.

Talent's vision is to empower people to build a better world of work for all. Our goal with this report is to help companies around the world level the playing field for women in tech. As you read the report, you'll see a number of clear recommendations that any business can implement today to ensure that they attract and retain top talent who happen to identify as female.

Thank you to our wonderful event speakers and the many women who shared their thoughts and experiences for this project.



**Kara Smith**

Managing Director,  
Talent Auckland





**The** research  
={An insight to our study}



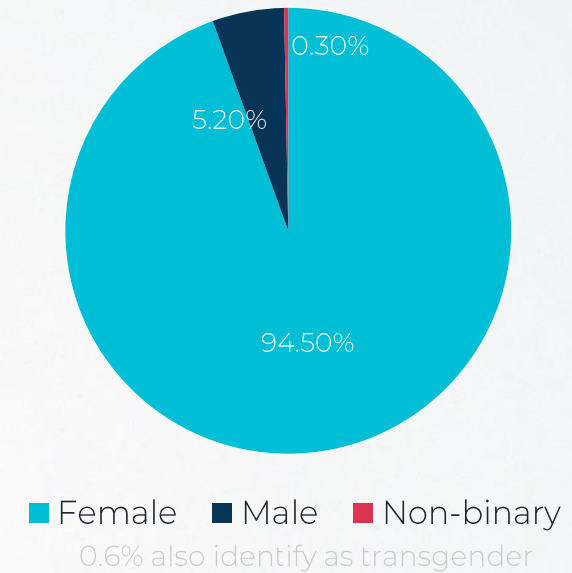
# Our study

On June 23, 2021, 300 women in tech came together for “Women in Tech: Are we there yet?”, a conversation designed to drive real action. The event involved a live panel discussion with an added interactive component, whereby attendees answered poll questions in real time.

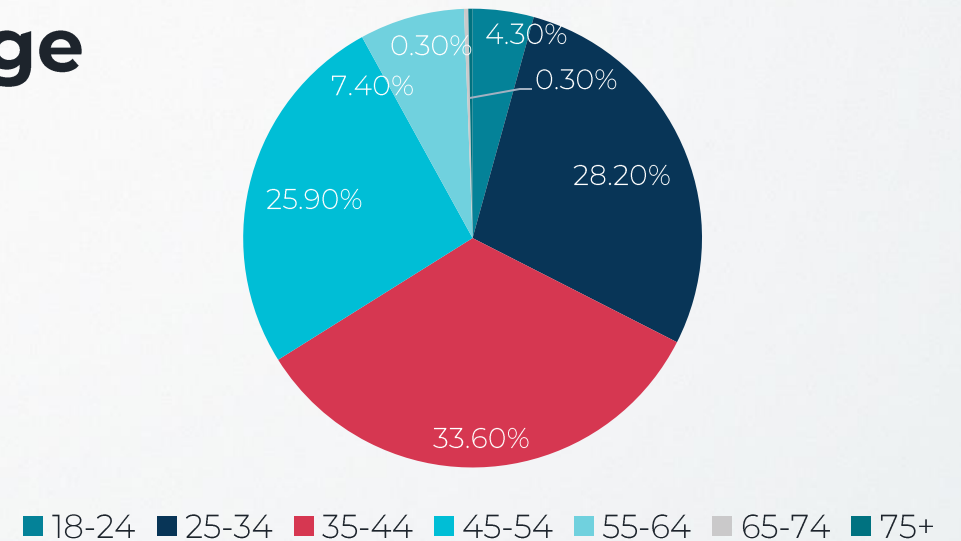
Those that weren’t able to tune in to the live event were also offered the opportunity to partake in our polls and have their voice represented through an online survey. 100 people in tech globally took up this offer and were candid about their experiences. The insights gathered paint a clear picture of how much further we still need to go to achieve real equality for women in tech.

Here is what 400 voices have to say.

## Gender

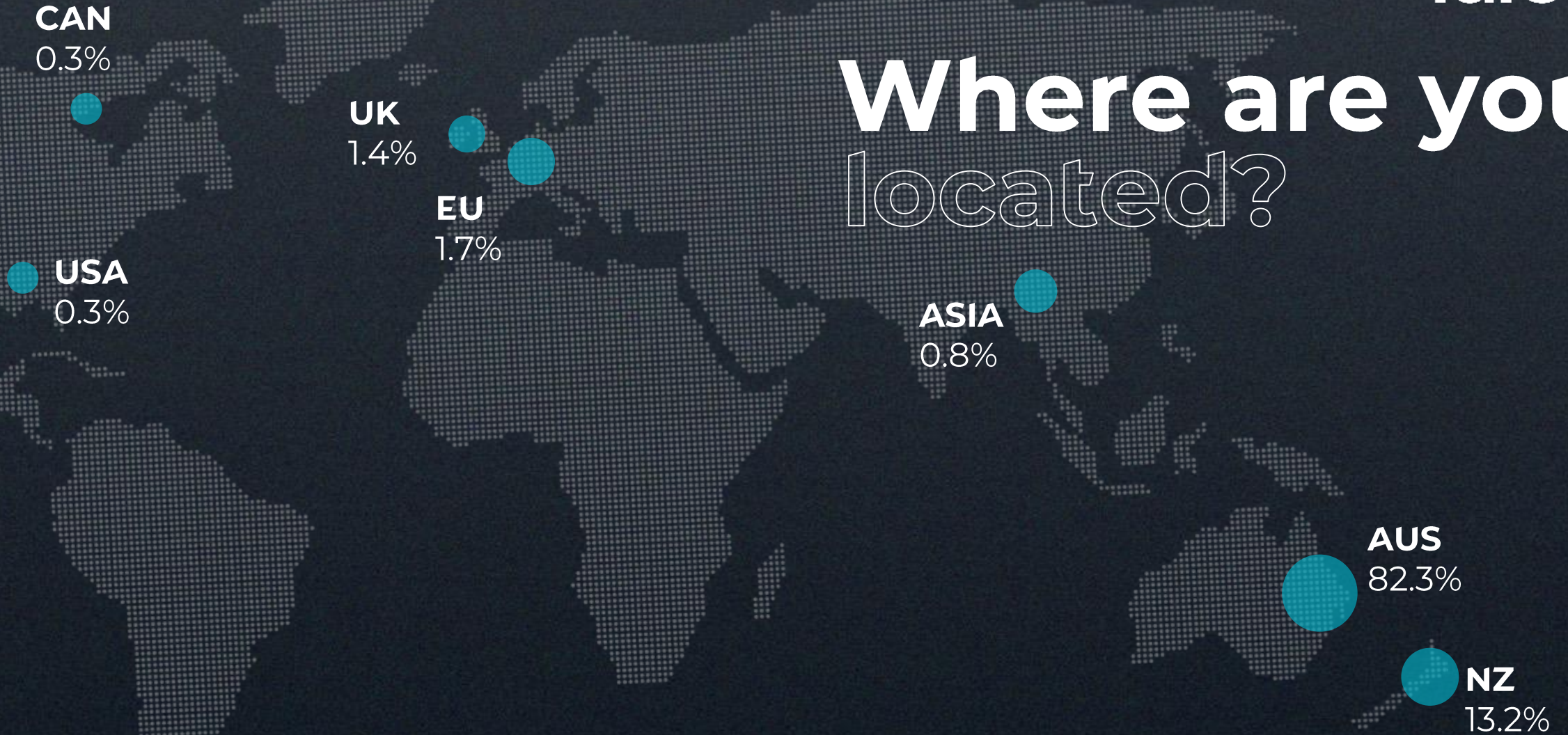


## Age



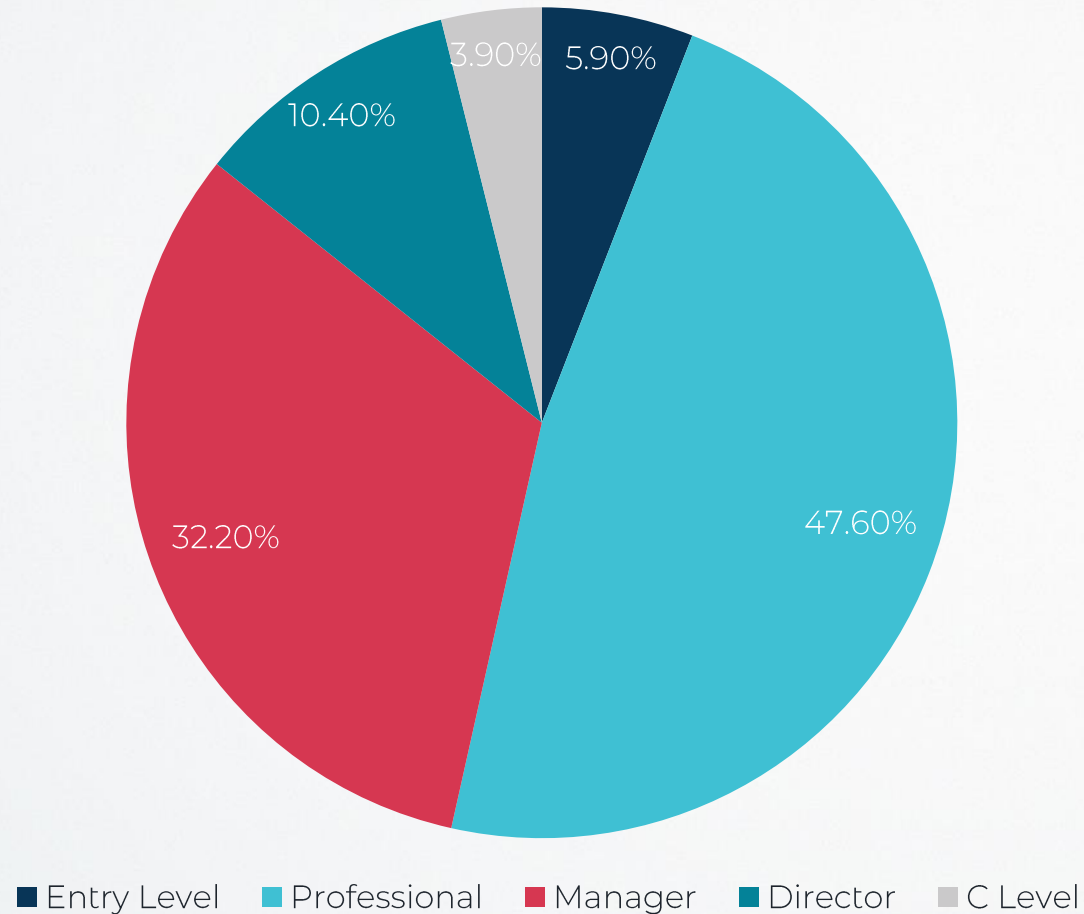


# Where are you located?





# What is your professional level?



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**I could write a book on how my tech career has survived against the odds.**

- Event attendee



# Key findings

**38%**

cite 'self-deselecting based on feeling that they don't meet 100% of the criteria' as the biggest hurdle they face in the hiring process.

**45%**

feel that they are not paid exactly the same as male colleagues at their level.

**44%**

feel that they have been overlooked for promotions due to their gender.

**57%**

believe that family responsibilities either have a negative or strongly negative impact on women's careers in tech.

**56%**

don't see a clear path for their career at their current employer.

**35%**

cite 'not having a seat at the table/being included in decision-making conversations' as the biggest challenge encountered in the workplace.



# 01: Let's take it back

= {Getting a job in tech}



# Why are women still so outnumbered in tech roles?

The gender gap is immense in this industry. Of the 19,456,000+ professionals working in tech globally in 2021, only 28% are female according to LinkedIn. The percentage of women in tech roles also dropped from 35% in 1984 to 32% in 2018, while demand for these roles grew by over 300% in that same time (Accenture).

It's clear that demand is there, so why do women need to jump through hoops just to land an opportunity?

Our research has revealed that women in tech are faced with constant hurdles in the hiring process. 38% of participants mention that 'self-deselecting based on feeling that you don't meet 100% of the criteria' is the biggest challenge they face, followed by 'negotiating a salary worthy of your experience' (18%), and 'difficulty articulating/selling your achievements' (17%).

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**Men can be in positions where they have the opportunity to hire their mates. That relationship can take precedence to the exclusion of others.**

- Event attendee

# What has been the biggest hurdle you have faced in the hiring process?







**I've been working as a tech/engineer for 20+ years and I have seen very little change in the blokey culture over that whole time.**

- Event attendee

## **From Entry Level to C-Suite: What does professional level have to do with it?**

Taking a deep dive into what these challenges look like for women at each stage of their professional career, our research has revealed some interesting results.

Starting at the top, those at C Level identify the largest hurdle as being the 'perceived 'culture fit' with a predominantly male team' (57%).

At the Director and Managerial levels, the majority cite 'self-deselecting based on feeling that you don't meet 100% of the criteria' and 'negotiating a salary worthy of your experience' as the most significant issues, while for Professionals, the top two

hurdles are 'self-deselecting' (36%) and 'difficulty articulating/selling achievements' (24%). At Entry Level, 'self-deselecting' is the front-runner at 82%.

It's evident that as women climb up the corporate ladder, salary negotiations and cultural fit become increasingly larger hurdles to overcome, while across the board, self-deselecting is the most prevalent challenge.

This calls to question, why are women limiting themselves in applying for roles in tech, and once they have climbed the ladder, why do they still feel like they need to fight to fit in?



**In and out groups can be dangerous...In tech it is normally centred around drinking, sport, gaming. If you are not part of those groups, you miss out on informal involvement and introductions to people who can help you in your career. This really does affect women's ability to progress and creates favouritism.**

- Event speaker Emma Jones // CEO & Founder, Project F



# What has been the biggest hurdle you have faced in the hiring process?

<based on professional level>



# Talent

## <So, what can you do about this?> Removing roadblocks

It's time to make the road to success in tech a smooth one, and that starts with the hiring process. Whether that's through wording job ads in a way that encourages women to apply or ensuring your interview panel is gender diverse to limit any bias that may be prevalent, it's about making a career in tech accessible to all.

Moving beyond, it's also about ensuring there is female representation at all levels. A male-dominated team can be a deterrent for top female tech candidates who are applying for roles at all stages of their career, with research by Glassdoor supporting our findings, revealing that 67% of job seekers look at a company's workforce diversity when evaluating an offer.

So, if you want the best in tech to join your team, especially at the executive level, it's time to make a change in this space.





# 02: The broken rung

= {Promotions & development}





**It's a man's club. If you speak out as a woman or are not 100% positive about everything a male has put in place, you are labelled as negative.**

- Survey participant

## Climbing the career ladder shouldn't be this tough

According to NP Group, women in tech are 4x more likely than men to see gender bias as an obstacle to promotion.

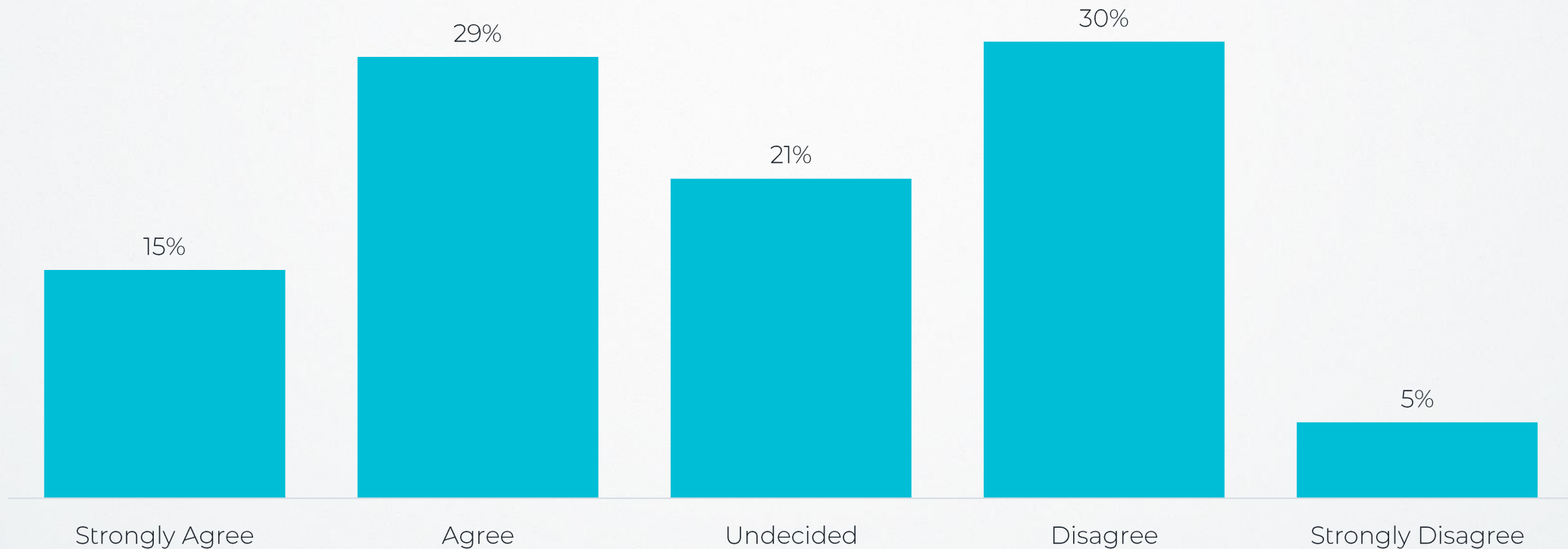
Our research supports the notion that gender bias is prevalent in the tech space, with the majority of participants (44%) agreeing or strongly agreeing that they have been overlooked for promotions due to their gender.

56% also don't see a clear path for their career at their current employer, with reasons ranging from limited opportunity for progression to a "boys' club" culture.

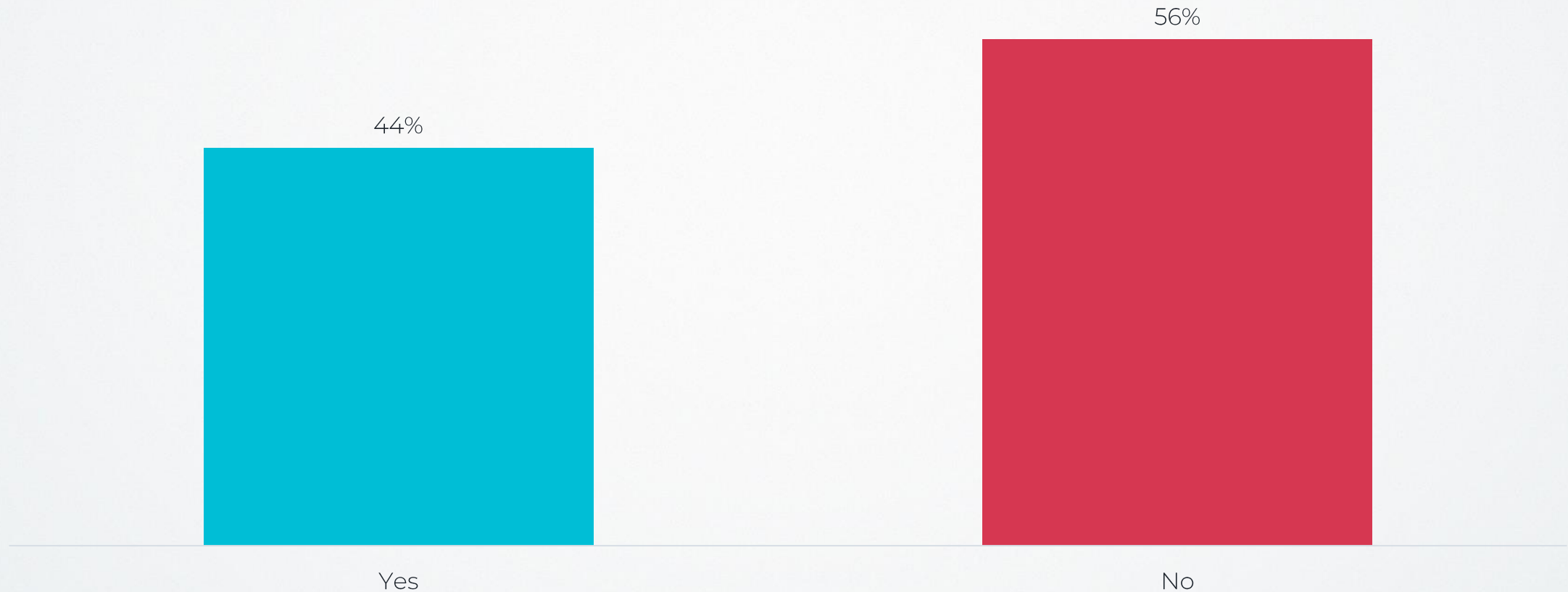
For those women who are promoted to the higher ranks, this male-dominated theme prevails, and while conforming to established ways is a sure-fire way to get ahead, at what cost?



**“I feel I have been overlooked for promotions due to my gender.” To what extent do you agree with this statement?**



**Do you see a clear path for your career at your current employer?**





# <So, what can you do about this?>

## Promote, don't demote

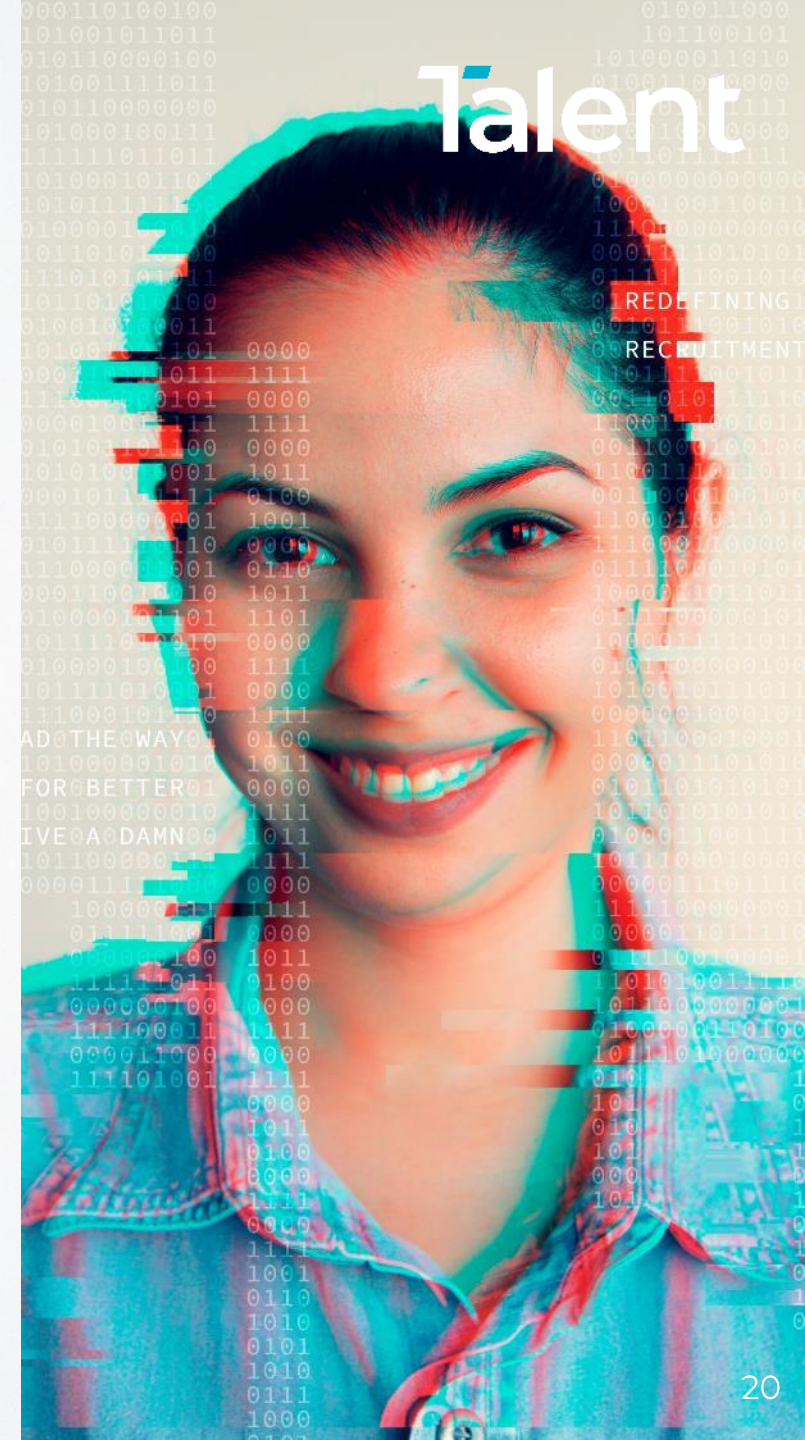
What are you doing to make sure there is career progression and opportunities for growth for women in tech? Are there systems in place to ensure a fair decision is made on promotions and pay rises? Measuring to KPIs and not personal relationships or presenteeism is the first step towards greater equality.

Emma Jones, event speaker and CEO & Founder of Project F, an organisation helping companies achieve gender-diverse tech teams, shares that:

“Women are quite often the ones who are working more flexibly or part-time, and what that means is they often don't have access to opportunities for development or promotion. We need to look more closely at systems and processes to disrupt that.”

According to our Global Digital & Technology Hiring Market Snapshot 2021, flexible work arrangements are a non-negotiable for candidates when accepting an offer, and as flex work continues to become the norm, it's important that women are not penalised for leaning into this. Judging performance based on physical presence in the office is outdated, and if we can take anything from COVID, it's that measuring outcomes is more important than anything.

And as for women in those positions of power, it's about throwing the ladder down to help other women climb up. Fighting for greater equality, opening up opportunities, and advocating for women from the inside is key in making a real difference.





**There's one set of rules for the male engineers and founding team members and a very different set for the women.**

- Survey participant



# 03 : Money

matters

= {Remuneration}





**I have men who work FOR me who get paid about \$30k more than me. My male managerial colleagues get paid about \$40k more than me. And I'm not shy about asking why that's a problem. "We don't have the budget to fix it", but we have the budget to blow on pet projects and catering.**

- Survey participant

## Closing the pay gap

Why is the gender pay gap largest for women in tech compared to other industries?

According to Business Insider, the gender pay gap for women in tech in Australia is 20%, compared to the general pay gap of 13%.

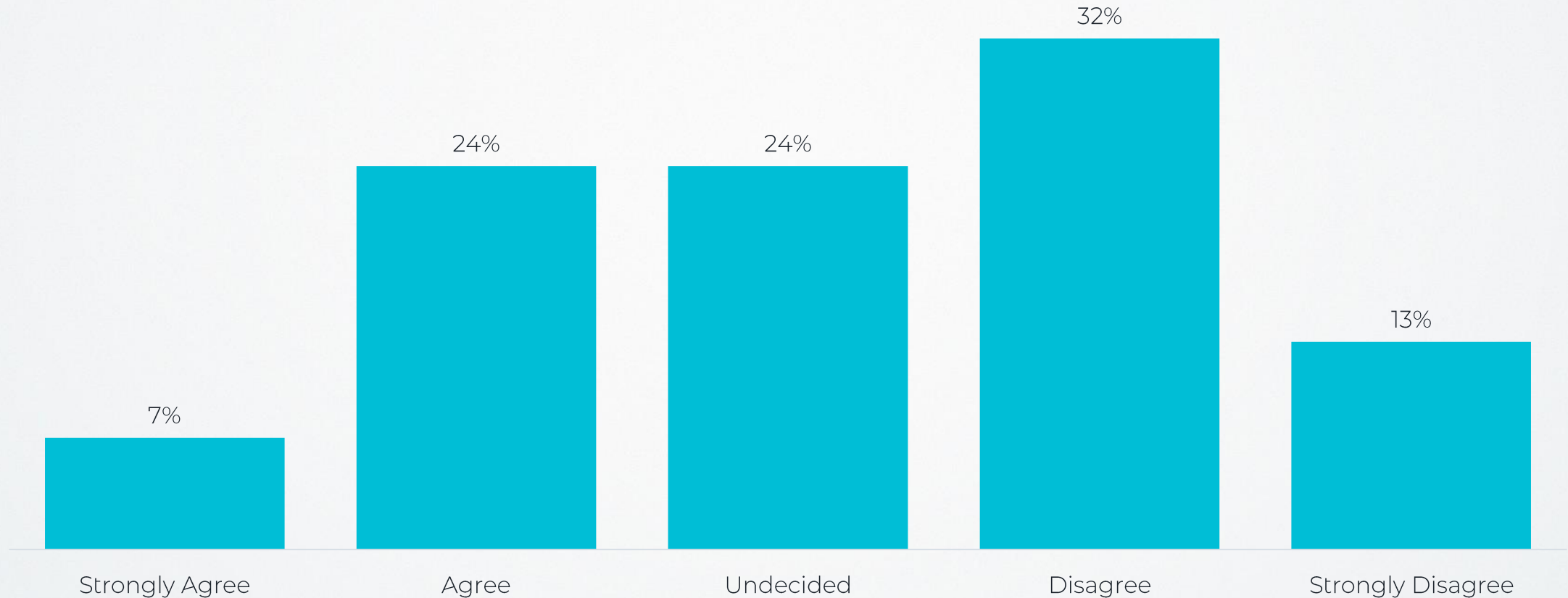
Our research has also revealed that 45% of participants disagree or strongly disagree with the statement "I feel I am paid exactly the same as male colleagues at my level."

So where are we going wrong?

With gender bias at play in limiting women in tech's career progression, it's time we start challenging why qualified and high-performing women are being overlooked for the promotions they deserve.



**“I feel I am paid exactly the same as male colleagues at my level.” To what extent do you agree with this statement?**



## <So, what can you do about this?>

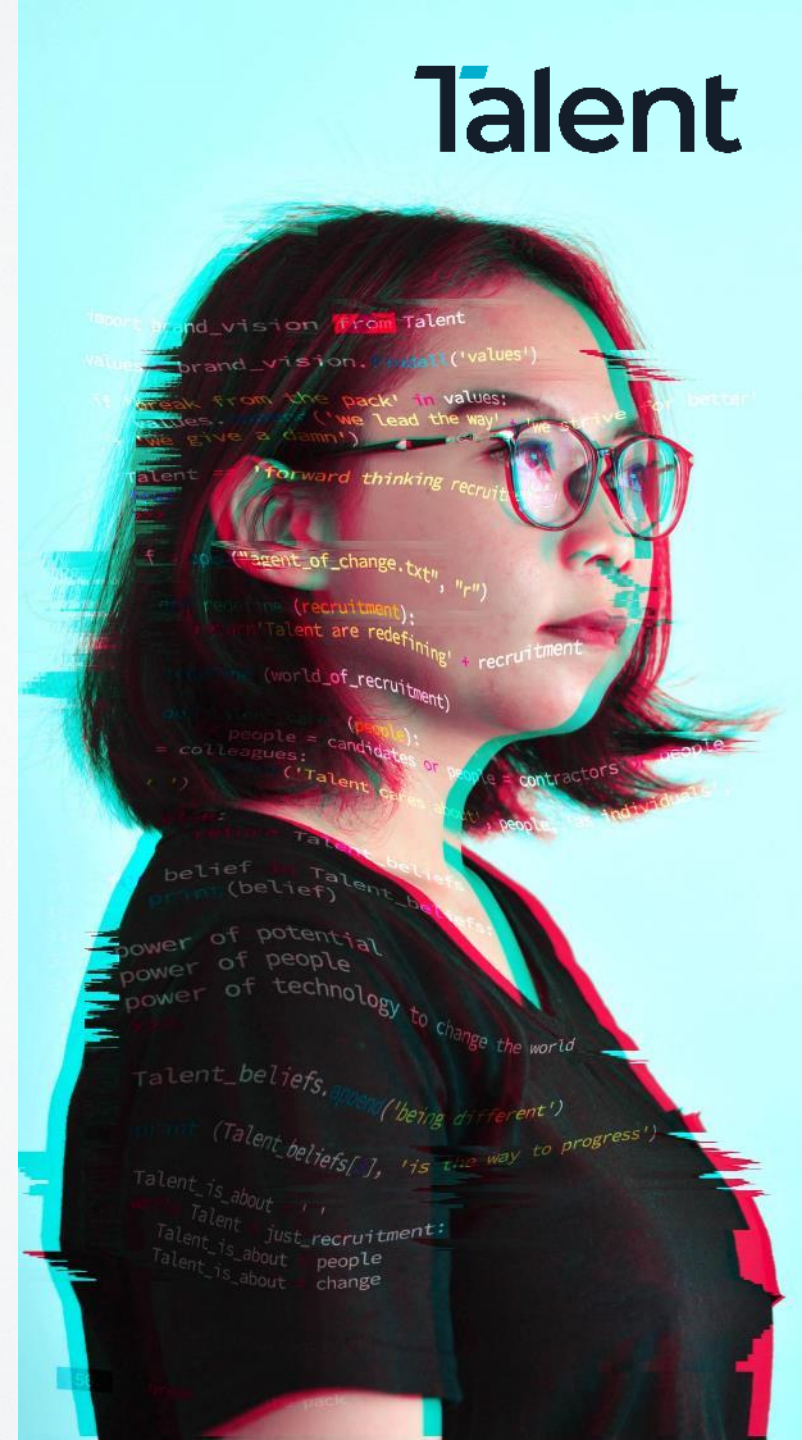
# Equal pay for equal work

It's time to bring remuneration conversations to the fore. What can you be doing to level the playing field and fix pay disparities between men and women in your organisation?

Are there fair processes in place to ensure pay rises are granted based on performance, and are in accordance with an established pay structure?

That's where transparent pay comes in.

According to event speaker Emma Jones, Project F CEO & Founder, "There is evidence with companies who do an analysis, often they don't take action once they find out where the gaps are. We can change this by creating transparent pay. Companies need to be very clear about what constitutes a role level. Skill, behaviour, impact. They can document that and tie that to pay ranges and communicate pay ranges when they advertise for new roles. That will level the playing field."





04: You can be  
**what** you see  
={Leaders & sponsors}



# Never underestimate the power of a mentor

According to Forbes, those with mentors are promoted five times more often than those without mentors. A study by Gartner has also revealed that 25% of employees who enrolled in a mentoring program had a salary-grade change, compared to only 5% of workers who did not participate.

The benefits are clear, however our findings have revealed that 38% of participants don't have a senior sponsor within their business who advocates for them and puts them forward for opportunities.

Senior team members who advocate for junior members of the team can shift the culture of an organisation, helping women to rise through the ranks where they otherwise may have been overlooked for growth opportunities.

While it's great that our research has also demonstrated that 45% of participants do have this support internally, we still have some way to go to make sure all women receive this backing.

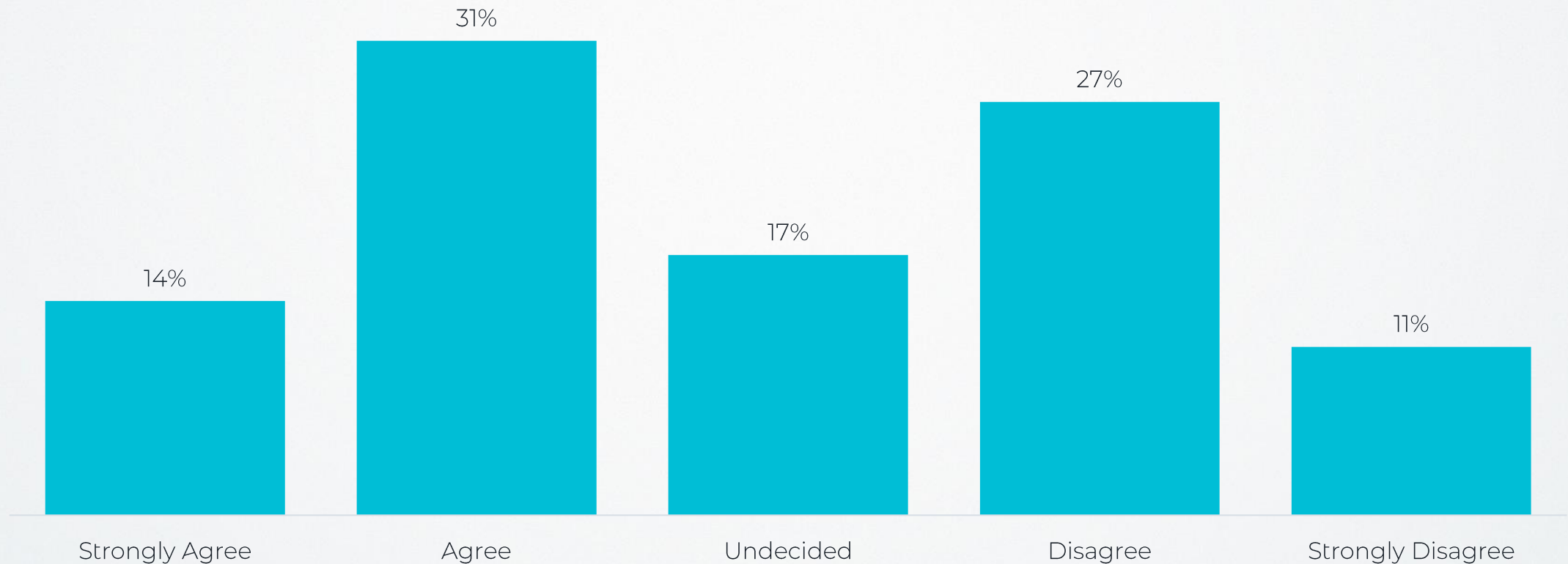
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**Male counterparts delivering less can still be recognised and attain opportunities quicker. Hard work and delivering results doesn't necessarily get you where you want to go.**

- Survey participant



**“I have a sponsor more senior than me in my business who advocates for me and puts me forward for opportunities.” To what extent do you agree with this statement?**



## <So, what can you do about this?>

### Be a mentor

The first step towards change? Creating structured mentorship/sponsorship programs within your organisation to level the playing field for women in tech. Connecting senior members of the team with junior members can assist in creating a culture of support and provide a clearer path for women to progress within your company.

And for the women who are in those senior tech roles, it's about using their power to affect change and bring other women up the ladder.

Angela Lam, event speaker and CIO of Shell Australia shares how having a sponsor helped excel her career:

"I remember coming off maternity leave and I was asked to run the IT department and join the executive team. That was foundational for me in thinking I can do this... I told my leader that a time didn't work for me for an executive meeting and she said to me, "that's fine we can move the meeting", she opened doors and created an environment where it was made possible for me to actually do this... Sponsors provide that opportunity to open the door and provide that environment in your workplace to help make things happen."





**At the time of my pregnancy, I was fortunate to have a great boss who recognised my value/productivity (as compared to my male colleagues). He's the reason my career survived 6 months maternity leave. In retrospect, his attitude was rare.**

- Event attendee



**05 : A seat at  
the table**  
={Working environment}





**This kind of leadership comes from the top table - if they are not inclusive the ethos is carried down through the ranks.**

- Survey participant

## Navigating the workplace

Navigating the working environment can be a minefield for women in tech.

According to our research, 35% of participants cite 'not having a seat at the table/being included in decision-making conversations' as the biggest challenge encountered in the workplace. This is followed by 'feeling outnumbered in male-dominated teams' (19%) and 'being spoken over/interrupted' (18%).

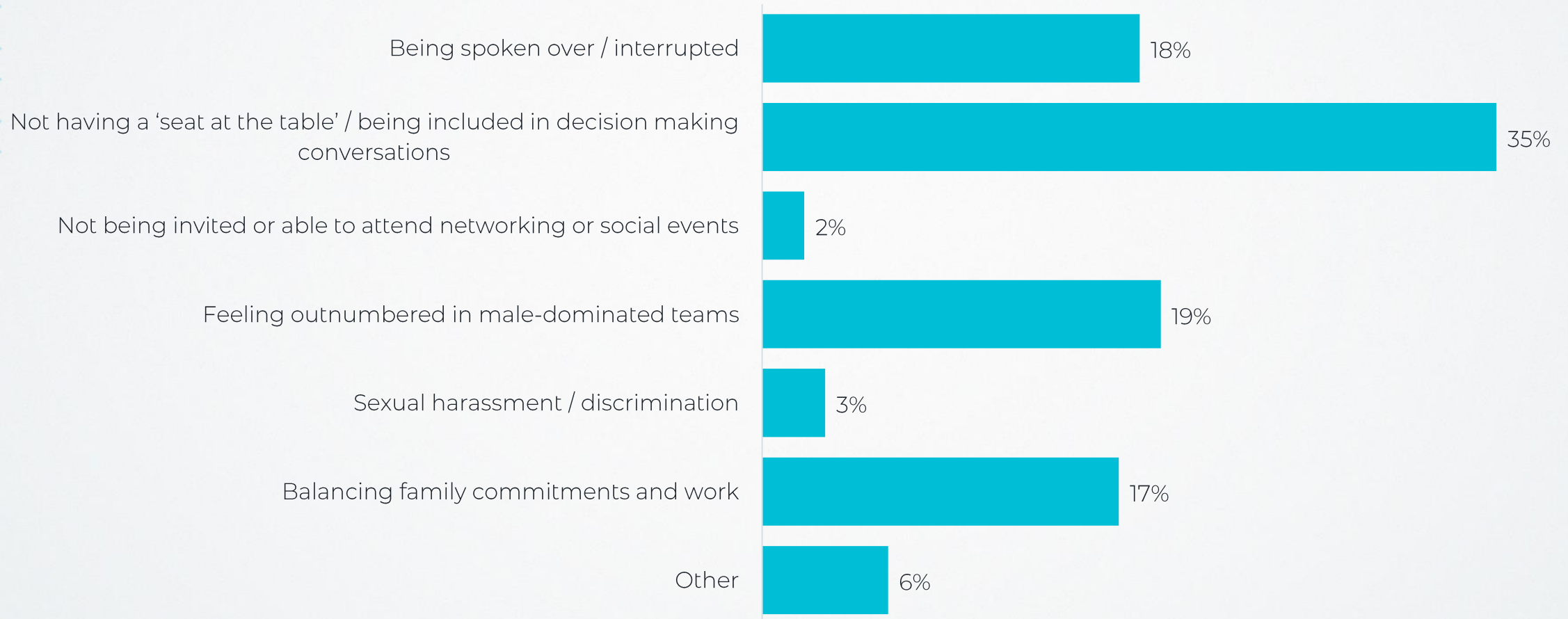
Diversity matters, and limiting women's involvement in decision-making discussions not only hinders innovation and growth, but can also affect financial performance. According to McKinsey, company profits and share performance can be almost 50% higher when women are well represented at the top. Diverse teams and representation at the senior level also have the potential to drive

greater company performance through innovation supported by a culture that welcomes unique and diverse perspectives.

According to PWC, 61% of women look at the gender diversity of the employer's leadership team when deciding where to work, therefore, to attract more female team members, there needs to be female representation at a senior level.

Providing a seat at the table also shouldn't only be afforded to those at the executive level. Offering opportunities for junior members of the team to get involved and have their voice heard is a great way to foster a more open and supportive culture, paving the way for greater gender equality from the grassroots level.

# What is the biggest challenge you've encountered in the working environment?





# In their own words

Women in tech open up about the challenges they have faced.

“Not being listened to - I have an agreement with a sympathetic male colleague that he repeats anything I say that is ignored. The room always listens to him. It's not really funny - but for the greater good of the business this is my workaround.”

- Survey participant

“The boys’ club, where decisions get made over a Friday night glass of wine on the golf course.”

- Survey participant

“After providing a solution needing it reviewed and confirmed by a male colleague, lower than me in classification”

- Survey participant

“Labelled with male attributes in a negative manner. i.e. not considered assertive as male counterparts would be; targeted as 'aggressive' for having an opinion or advocating for change”

- Survey participant

## <So, what can you do about this?> Bring the table to your people

One of the biggest challenges women face in the workplace is not having a seat at the table, so how can this be fixed?

Firstly, you need to make sure you're giving women the opportunity to join important company discussions and not excluding them from decision-making conversations, i.e. it's time to start bringing the table to your people. Giving women the platform to speak and not disregarding their opinions is an easy change you can implement to make a difference.

Secondly, there needs to be more female representation at a senior level. Rebecca

Chenery, event speaker and NZ's 2020 Top CIO of the Year, shares that:

"On a daily basis there is a really visible underrepresentation of women particular in senior roles in tech. Women have to look a long way and really hard to see themselves. That affects the extent that which they can see role models and the extent in which they feel comfortable putting themselves forward."

Ensuring that women feel valued, heard, and represented in your organisation is essential to driving real change for women in this industry.







**I had a boss who did not invite me to a meeting for an entire year!**

- Event attendee



# 06: The motherhood penalty

= {Being a working parent}





**Coming back from maternity leave (twice) I had to start again learning the technology.... I was taken off projects, allocated less important projects, and sales teams stopped engaging me completely within 6 months of me going on leave.**

- Event attendee

## Career or family. Why not both?

After spending years climbing the corporate ladder, why does starting a family feel like sliding back down at rapid pace?

This should be an exciting new chapter in the lives of these women, yet the discourse around maternity leave remains so negative. Why is it a matter of either having a successful career or starting a family? Women should be able to have both.

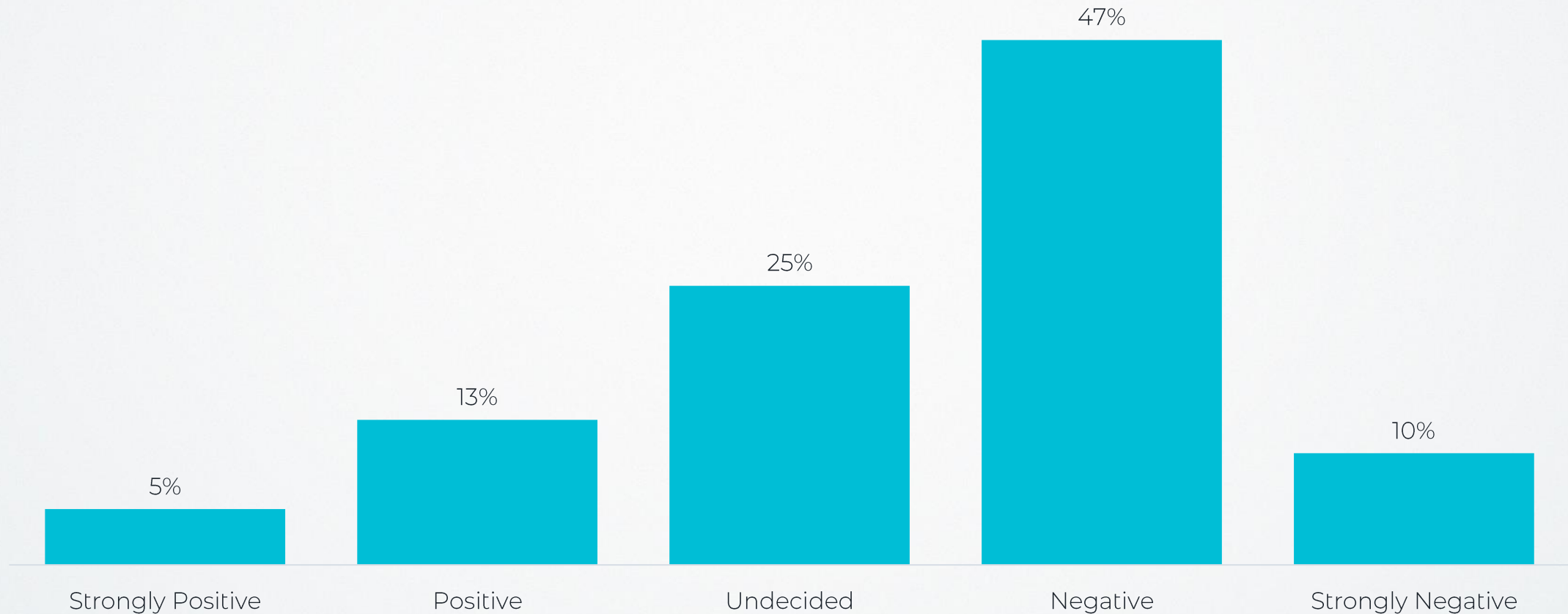
According to Her Story, women get a 4% pay cut for each child they plan as compared to men who get a 6% increase, on average.

The motherhood penalty is well and truly prevalent.

Our research has revealed that 57% of participants believe that family responsibilities either have a negative or strongly negative impact on women's careers in tech. From being taken off projects within weeks of announcing a pregnancy, to frantically playing catch-up on their return, it's tough going for new mothers.

Things need to change.

# What type of impact do you believe family responsibilities have on women's careers in tech?





## <So, what can you do about this?>

### Don't penalise parents

Family responsibilities are perceived as ruining a woman's career prospects, but it doesn't have to be that way.

Emma Jones, event speaker and Project F CEO & Founder shares that "it takes a woman on average in an engineer role, six years to get back where she was when she returns from parental leave".

Developing a structured program to get women up to speed when returning from maternity leave, and affording them opportunities for growth and career progression are elemental in ensuring these women are not set back.

Another way to level the playing field is to offer equal parental leave. This will ensure both parents balance the load, and

women aren't penalised in their career by taking on a primary caregiver role. Jones explains:

"I think equal parental leave will make a big difference. Removing the care labels (primary and secondary)...Companies need to get on board with it sooner rather than later as an accelerator of equality, so men need to be stepping up and taking the leave that they're given."

First things first though, establishing a strong maternity leave pay scheme is essential. This will provide women with the financial support they need to press pause on their career. Once this is established, equal leave should be brought into the picture.



## A space for all

It's important to also recognise that motherhood is not a path for all, and to create a truly inclusive culture, all voices need to be heard.



**I understand that parenting for women is a serious issue but as a woman who has never had the desire and never wants children, and an ally to trans women I really get over the fact that all women mentoring programs in every workplace I have ever been in have devolved to focus on this issue almost singularly. It makes me feel like in women's programs there is no space for me."**

- Event attendee



# In their own words

Women in tech share the challenges they have faced when taking parental leave.

“Tech careers require you to stay up to date with latest technology, which moves at a very fast pace (things change drastically in < 6 months). If a woman was to take maternity leave, she would need to spend significant time upskilling in latest tech advancements. Additionally, a technical career often requires you to spend extensive hours outside of work upskilling to be competitive with peers. From my own experience, it seems that male colleagues dedicate far greater time outside of work than women to upskilling in tech / personal projects etc. for a variety of different reasons.”

- Survey participant

“I've had a lot of mum friends who were made redundant during or after mat leave.”

- Event attendee

“I was not given a project for almost 6 months knowing that I was going on maternity leave soon.”

- Event attendee

“There's an inference after the 1st child that you'll have another very soon also...so bias plays into it.”

- Event attendee

“At the rate of change in this industry, if a female needs to take a step back from her career as the primary caregiver of children this really sets her back.”

- Survey participant



**07 : Should I stay  
or should I go?**  
={Staying in tech}



## The final hurdle

After managing to overcome the hurdles on their path to forging a career in tech, why do some women decide not to 'stick it out' any longer?

According to Accenture, women leave tech roles at a 45% higher rate than men, so what is it that is driving women out of these roles at a rate much faster than their male counterparts?

Our findings reveal that the main reason women leave tech roles is a 'lack of advancement opportunities' (25%), followed by a 'male-dominated culture' (22%), and 'long hours/lack of flexibility' (16%).

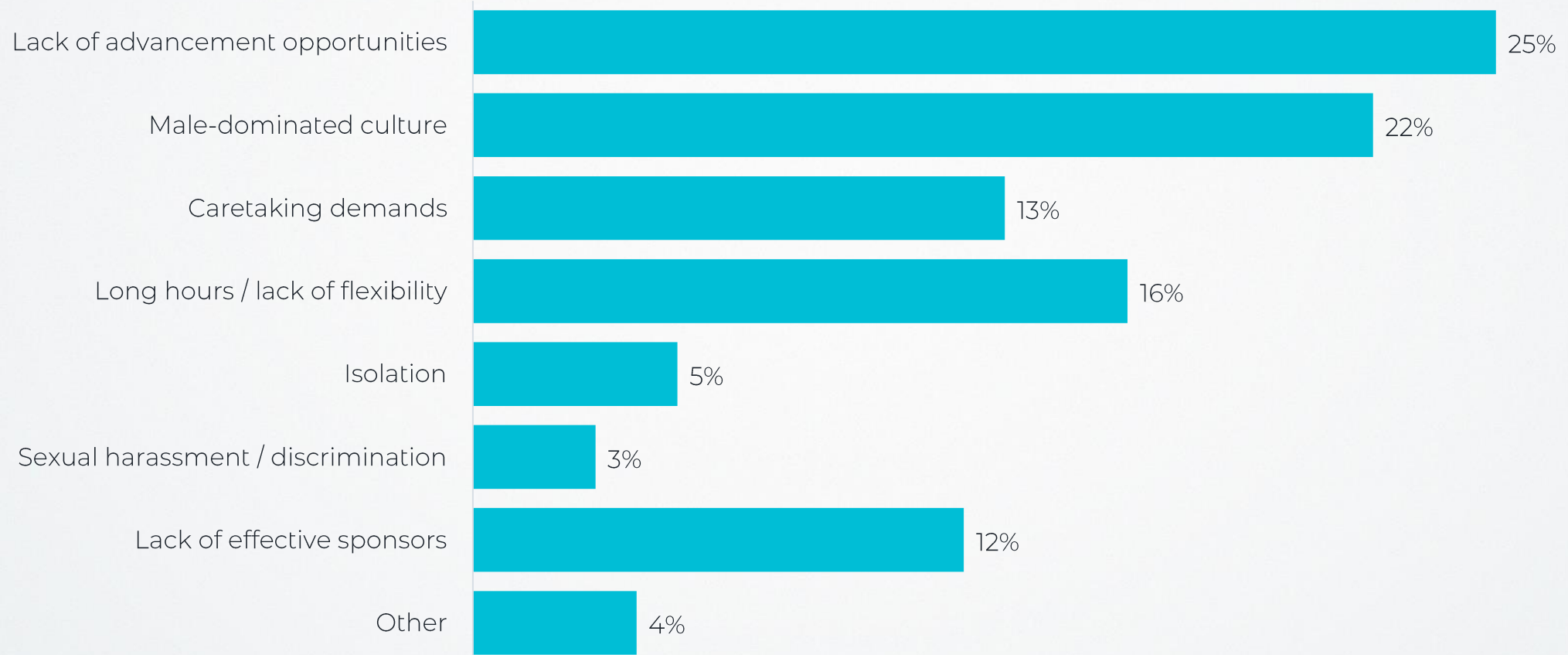
So what can we do to change this?



**I like the idea of normalising parental care. This will help young families to get back to normality when both parents work, so one doesn't need to be the primary career as this puts stress on the mother to be the main carer whilst the father avoids becoming the dad.**

- Event attendee

# Why do you believe women leave tech roles at a higher rate than men?





## <So, what can you do about this?>

# Turn down the turnover

If we want to keep women in tech, it's about offering a clear path for career progression, creating gender diverse teams, and providing flexibility.

It's important that women have the same advancement opportunities afforded to them as their male counterparts, and there isn't any bias at play in terms of gender stereotypes or parental status.

A more inclusive culture that promotes diversity is also important, as is offering flexible working arrangements in terms of parental care for both parents so the burden doesn't fall to the woman as the primary caregiver, at the cost of her career.

It's also important that women support women in this space. Rebecca Chenery, event speaker and NZ's 2020 Top CIO of the Year, shares that in her tech career:

"Some of the most crunchy situations that I have dealt with have been with other women. I think we have to keep ourselves really honest around the fact that there are still behaviors by a man or woman towards women that are really counterproductive...Going back to sponsorship and holding up other women and celebrating success... this is about how we collectively improve the situation for women."



**I personally think that with women in tech, because they put so much pressure on themselves to try to not only perform but outperform their peers, they are burning in the job and the stress doesn't help them. As opposed to men, they don't appear to need to have to out-perform their peers.**

- Event attendee



# 08: 'Unprecedented times'

= {The pandemic}





**One of the positives was the (20yrs belated) realisation that our work (technology) makes work flexibility possible.”**

- Event attendee

## Two sides of the coin

The pandemic has taken its toll on all, but women in particular are bearing the brunt of it. According to Qualtrics, 34% of men working remotely with children at home said they received a promotion, versus 9% of women in the same situation. Women in tech were also 1.5x more likely to report feeling burdened by having to care for children.

Further, our research reveals that 26% of participants describe the pandemic as either having a negative or strongly negative impact on women in tech's roles. With women twice as likely to lose their jobs as men during the pandemic (according to TrustRadius), this could be why.

Although the negatives are clear, our findings also paint a slightly more positive

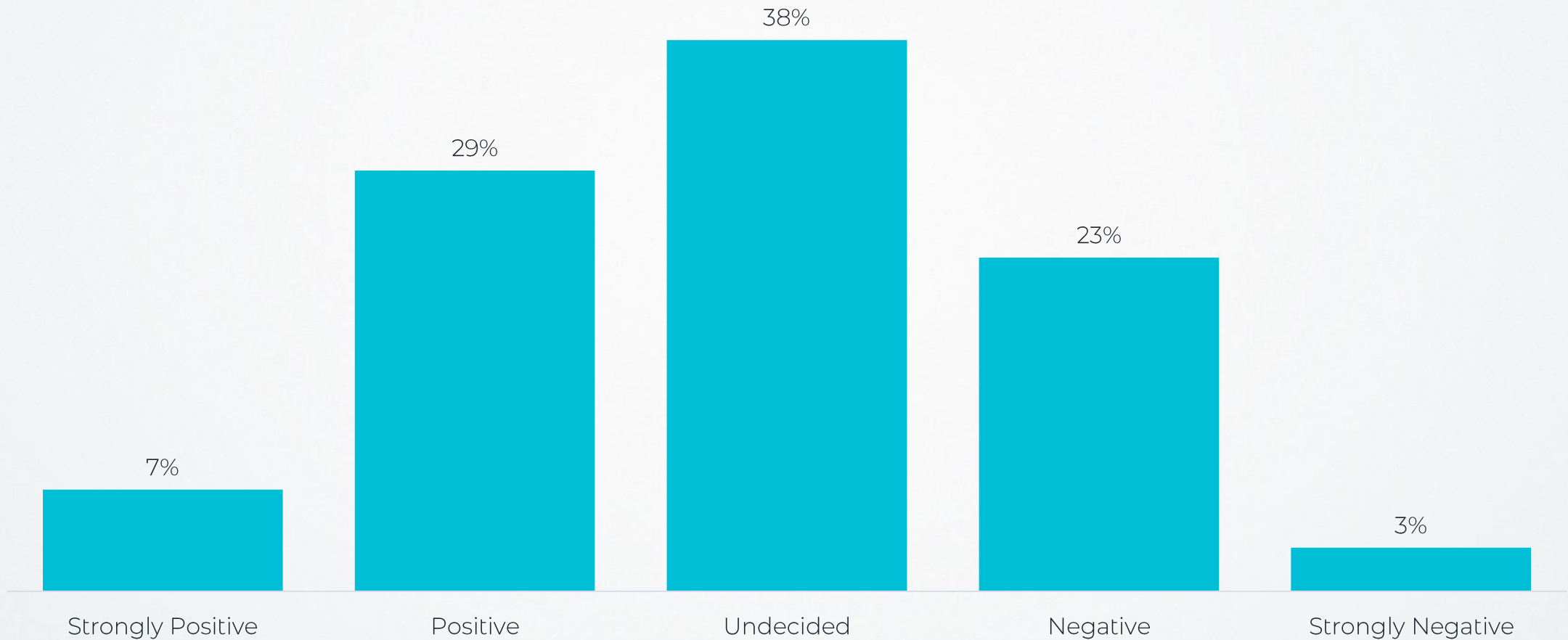
picture. The majority of participants are undecided (38%) when it comes to the impact they're seeing the pandemic have on women in tech's roles.

With the uncertainty we're living through, it is difficult to come to solid conclusions as to how everything will play out. However, surprisingly, 36% of participants see the pandemic as having a positive or strongly positive impact on their roles.

According to event speaker Rebecca Chenery, NZ's 2020 Top CIO of the Year, "It really has proven to us that actually workplace flexibility is a thing and it doesn't impact productivity and, in many cases improves productivity...For a woman who may have potentially been needing to work flexibly for a long period of time, now they have been able to".



# How would you describe the impact of the pandemic on women in tech's roles?



## <So, what can you do about this?> Challenge the status quo

With the uncertainty around us, most are undecided on the impact of the pandemic on women in tech's roles, so here's your chance to be a trailblazer in this space.

Get on the front foot by putting practices in place to support women and their multiple responsibilities during the pandemic, whether that's offering flexible hours for both men and women to fulfil their caretaking responsibilities, or a mindset shift of managing to outcomes not hours. It's not about rewarding those who are 'present' in office and penalising those who can't be seen, it's about judging on outcomes to achieve greater equality.

It's also important to shift your thinking in terms of parental responsibilities and gender stereotypes, especially when it comes to hiring. Emma Jones, event speaker and Project F CEO & Founder, explains:

"There is a priority given to men when it comes to rehiring. Well, he has a family to support, that kind of thing. It's not intentional these unconscious biases that we all have where we see men as the providers. They're incorrect today because it falls to all of us now as parents to provide for our families."


It's time to challenge our thinking and make a real change.





09: Time's up  
={Looking ahead}





## So, what can you start doing as a business right now to level the playing field for women in tech?

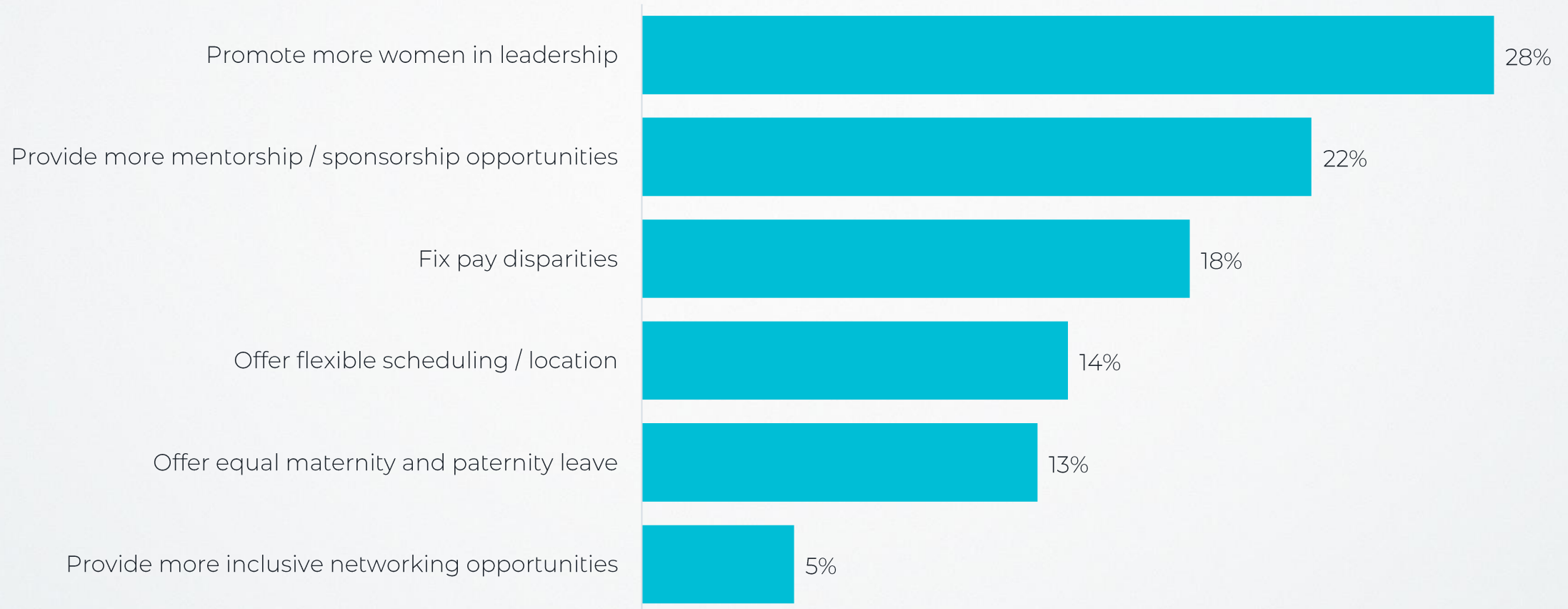
Our research reveals the top three things women in tech want organisations to start doing to make a positive change.

28% cited 'promote more women in leadership', followed by 22% who cited 'provide more mentorship/sponsorship opportunities', and 18% who noted 'fix pay disparities'.

Emma Jones, event speaker and Project F CEO & Founder, advocates for companies to start making a change at the ground level, "Your companies have to focus on the systems and processes, where the barriers exists for women and examining those really closely and then removing those barriers".



# What are the top three changes that an organisation could make that you would see having the biggest impact for women in tech?



# Tangible takeaways

Talent

What you can do right now, according to our participants:



Promote more women in leadership



Offer mentorship/sponsorship opportunities



Fix pay disparities



Offer flexible scheduling/location



Offer equal maternity and paternity leave



Provide more inclusive networking opportunities





**I think one of the main things companies can do, is provide training in how to speak with and include women. Males aren't necessarily educated in equality and so there is subtle discrimination. This requires education and no one seems to be addressing that.**

- Event attendee

# About Talent

Talent is a global technology and digital recruitment specialist committed to creating a better world of work for all. From simple beginnings in 1995, Talent now connects thousands of tech and digital professionals annually with a diverse range of organisations through its offices across Australia, NZ, the UK, Germany and the US.

The Talent group encompasses embedded recruitment service, Talent Solutions; specialised Microsoft recruitment service, Talent Microsoft; IT project delivery consultancy, Avec and its UK counterpart Talent Consulting; youth employment charity foundation Talent RISE; and contractor experience platform ENGAGE.

Talent brings real value to people and organisations by building highly skilled and engaged teams, rethinking technology solutions and improving lives by creating a strong sense of belonging.





## Our commitment to women in tech

At Talent, we are on a mission to create a better world of work for all. And yes, that means all.

The first step on our journey? Driving real change for women in tech.

We are proud to say that all proceeds from tickets to our 'Women in Tech: Are we there yet?' event, were donated to 'Women in Tech', a global movement to help women embrace technology and close the gender gap. Thanks to our participants, we were able to donate \$3000 AUD to this great cause.

We're not stopping there though. We are also committed to providing gender balanced shortlists to our clients, and encourage all who we work with to prioritise gender diversity in their hiring process. There is still a long way to go for women in this industry, and we want to make a real difference. Together, we know that we can get there.

Are you ready to be part of the change?



# Get in touch

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# Talent

< for a better world of work >

