

OCTOBER - 2024

TECH LADIES

SALARY REPORT



Introduction

Welcome to the latest research report from Tech Ladies, the largest community worldwide for women in tech. focused on closing the gender divide. In this report, we explore the current salary landscape for women in the technology industry, aiming to shed light on compensation, benefits, and overall financial well-being. As the tech sector continues to grow and evolve, understanding the factors that impact salary and benefits is crucial for both professionals and organizations committed to equity and inclusion.

This report is built on data gathered from our diverse community, offering valuable insights that can inform both individual career decisions and organizational policies. We hope the findings here empower women and provide companies with a roadmap for fostering more equitable workplaces. As a community for an underrepresented group in the tech industry, we believe deeply in the importance of diversity, equity, inclusion, and belonging and strive to help our community members and our corporate partners develop their efforts in these areas with resources like this report.

What is the purpose of this report?

The purpose of this report is to examine the salary and benefits landscape for women in the technology sector. As the industry continues to grapple with gender pay disparity and workplace equity, this report provides data-driven insights into how women in the technology industry are compensated, the types of benefits they receive, and where gaps still exist. Our key objectives include:

- Understanding salary trends and compensation packages for women across various roles and seniority levels
- Exploring the types of benefits (e.g., healthcare, parental leave, remote work) offered
- Providing actionable recommendations for both individuals and organizations to improve pay equity and overall job satisfaction

By addressing these critical issues, we aim to give women in tech the information they need to advocate for themselves and provide organizations with insights that will help them close the gender pay gap.

What is Tech Ladies?

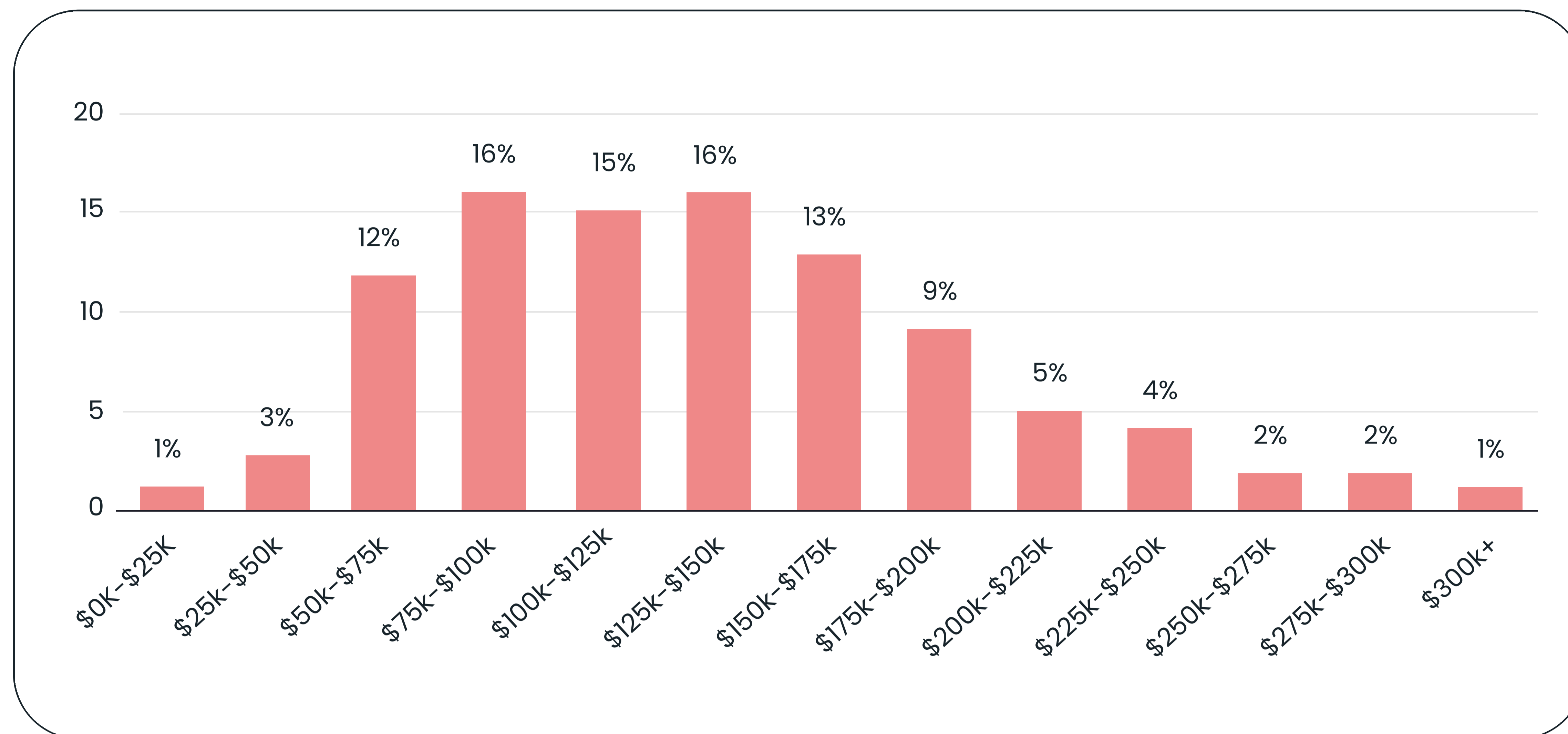
Tech Ladies is a global community dedicated to helping women build lifelong careers in the technology industry. With over 140,000 members, we are on a mission to provide women with the resources, opportunities, and support they need to thrive.

Our members benefit from exclusive resources, including access to our job board, curated events, and tailored networking opportunities. Our private, members-only community offers a safe and supportive space for learning, sharing experiences, and fostering meaningful connections. Whether through events or custom resources, we aim to create an environment where women in tech can succeed professionally and personally.

We also provide full-service hiring solutions to organizations looking to recruit top talent. Our boutique hiring services, including our job board and Talent Network, have connected thousands of women with life-changing job opportunities. If you're interested in partnering with us, please fill out this [form](#) and if you're interested in joining our community or Talent Network, visit our [website](#)!

Cash rules everything around me

60% of Tech Ladies earn between \$75k and \$175k.



The most common salary brackets account for \$75k - \$150k, indicating that careers in tech remain lucrative relative to other industries, despite ongoing layoffs.

However, only 14% of respondents earned more than \$200k & a mere 1% surpassed \$300k, underscoring the gender pay gap at higher echelons of compensation.

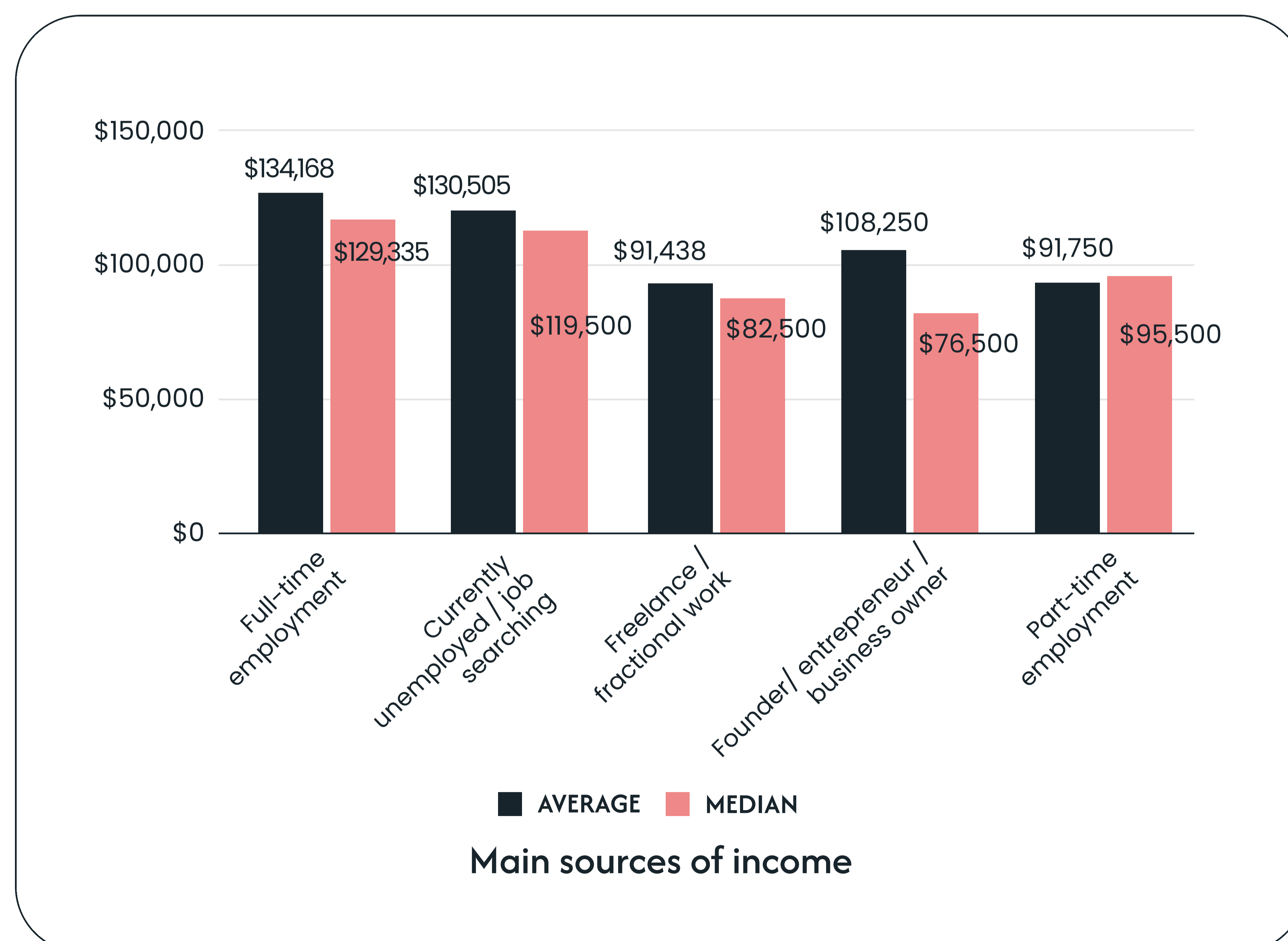
Data from Pave suggests that 50th percentile wages for all managerial levels exceed \$200k, further emphasizing the pay gap.

\$132,226 average

\$150,000 mode

Note: survey respondents provided base salary as an exact figure, rather than as a range.

Tech Ladies who are employed full-time by others earn the most.



It's unsurprising that full-time employees (FTEs) earn more than fractional or part-timers.

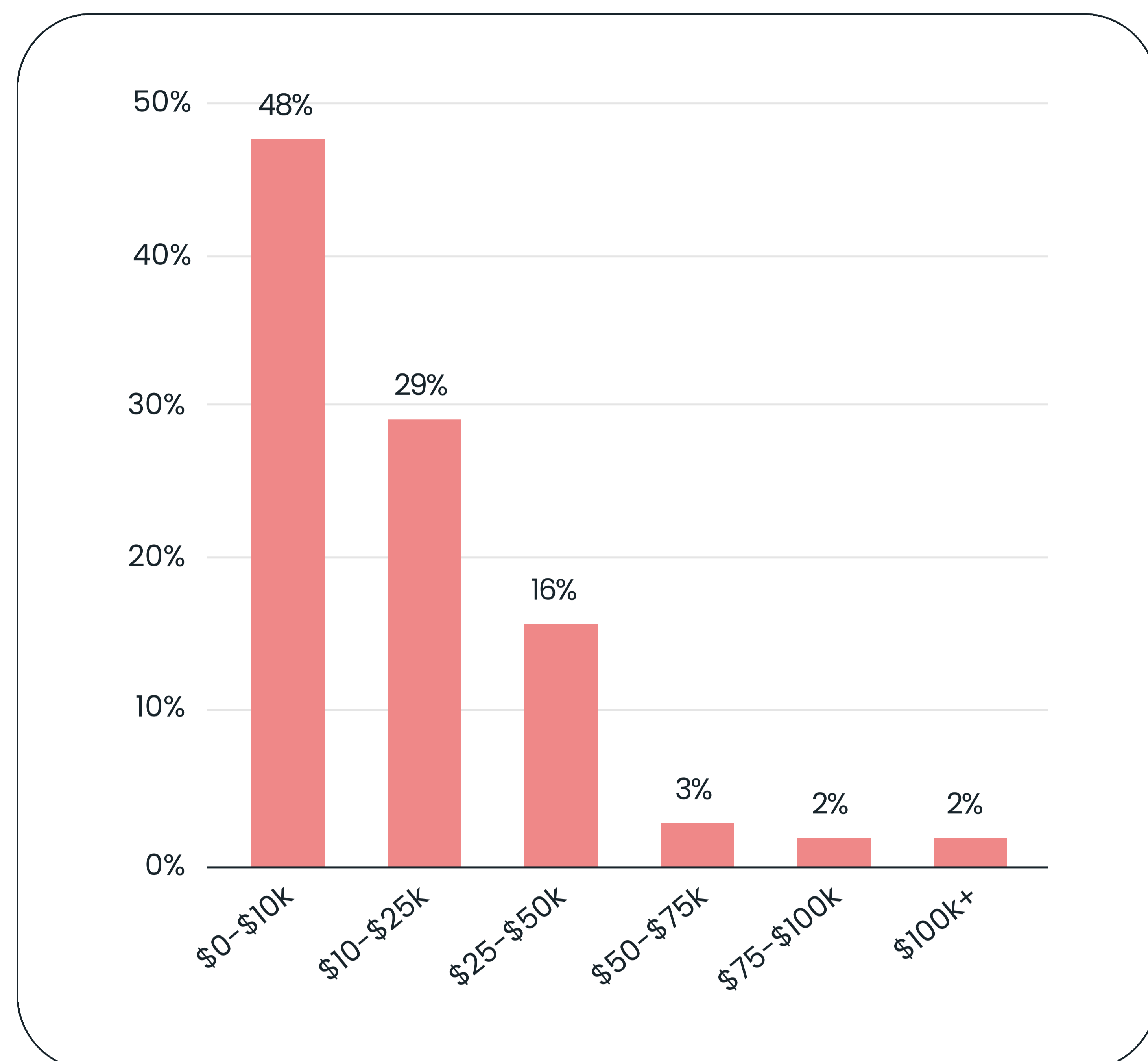
More surprising is the fact that founders earn less than FTEs. This suggests that the founders in our respondent base are relatively early-stage.

Finally, those who are job searching are quite similar to the FTE group, indicating that their most recent salaries are in line with other FTEs.

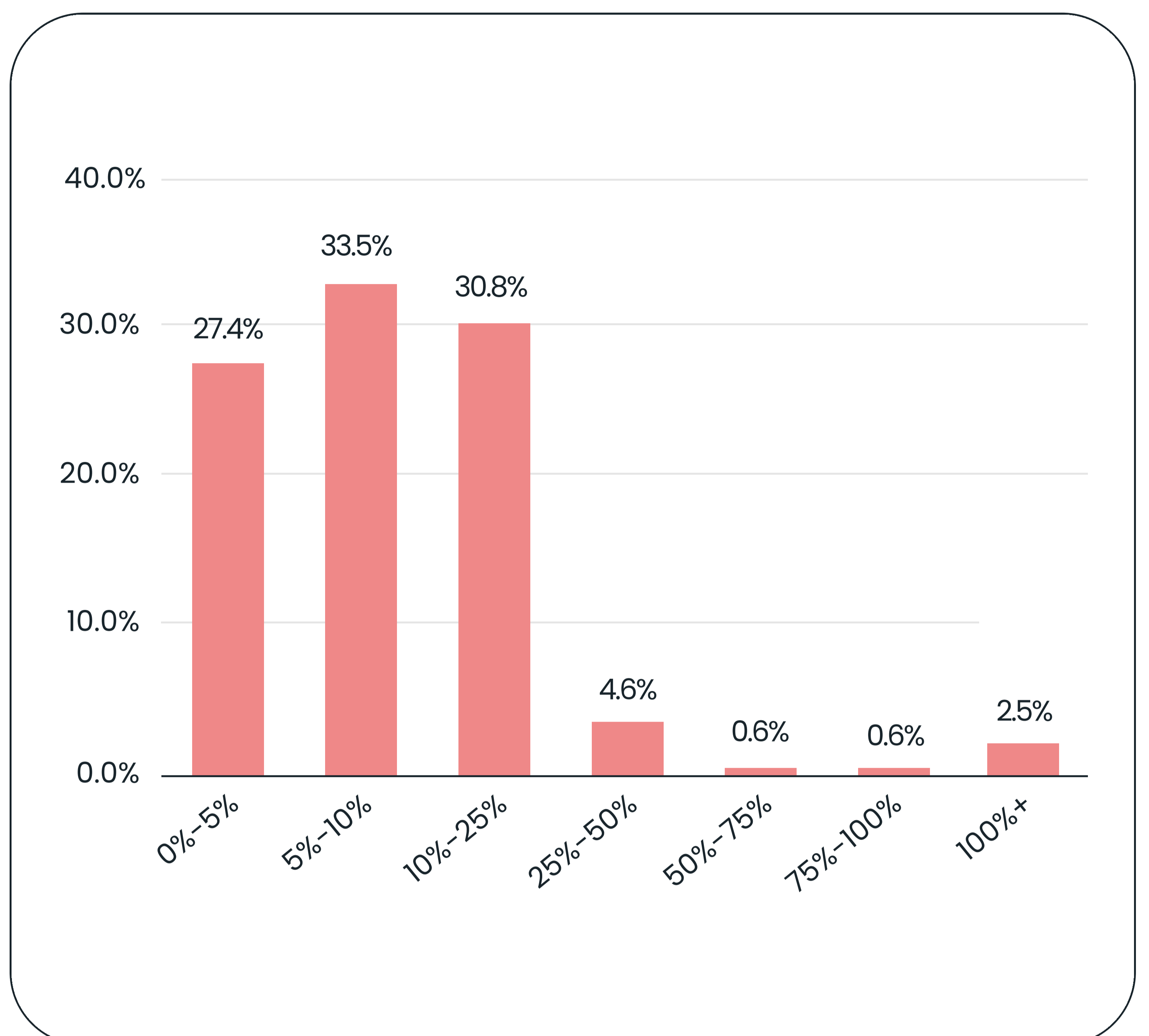
Note: for those who responded "currently unemployed / job searching", we collected information regarding their most recent prior role.

Bonuses, when given, accounted for a significant proportion of salary.

Annual bonus



Annual bonus as % of base salary



48% of Tech Ladies did not receive any bonus (not pictured for legibility). Of those who got bonuses, almost half earned \leq \$10k and 91% earned \leq \$50k, with the average being about \$21k. For most Tech Ladies, the bonus equated to 0 - 25% of their base salary.

On the other hand, some outliers earned enormous bonuses, matching or exceeding their base salary; for this group, the average bonus was a whopping \$168k, with the largest bonuses at well over \$200k.

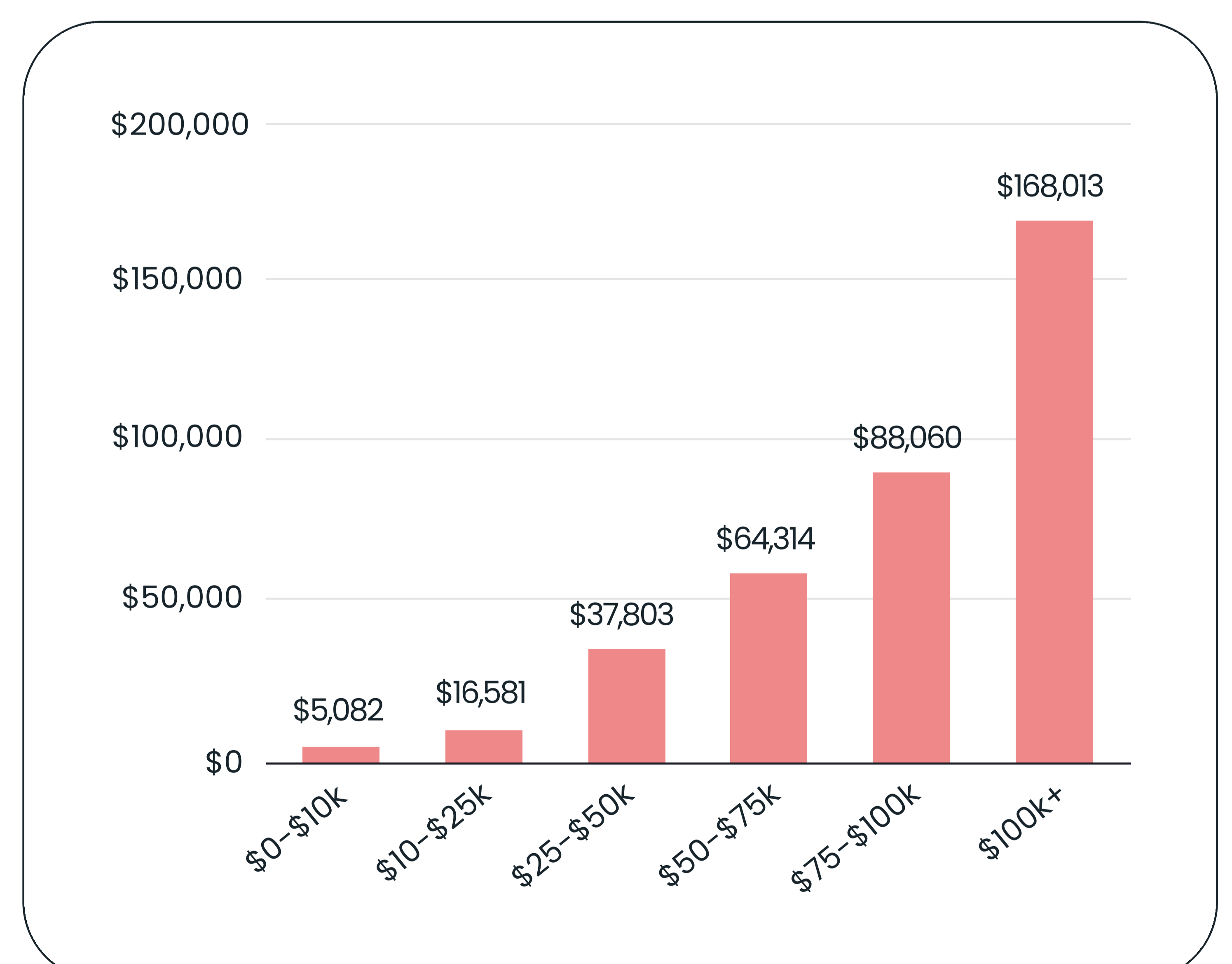
Key Metrics

\$20,971 Average bonus

\$29,636 Standard deviation of bonus

\$224,750 Range between min & max bonus

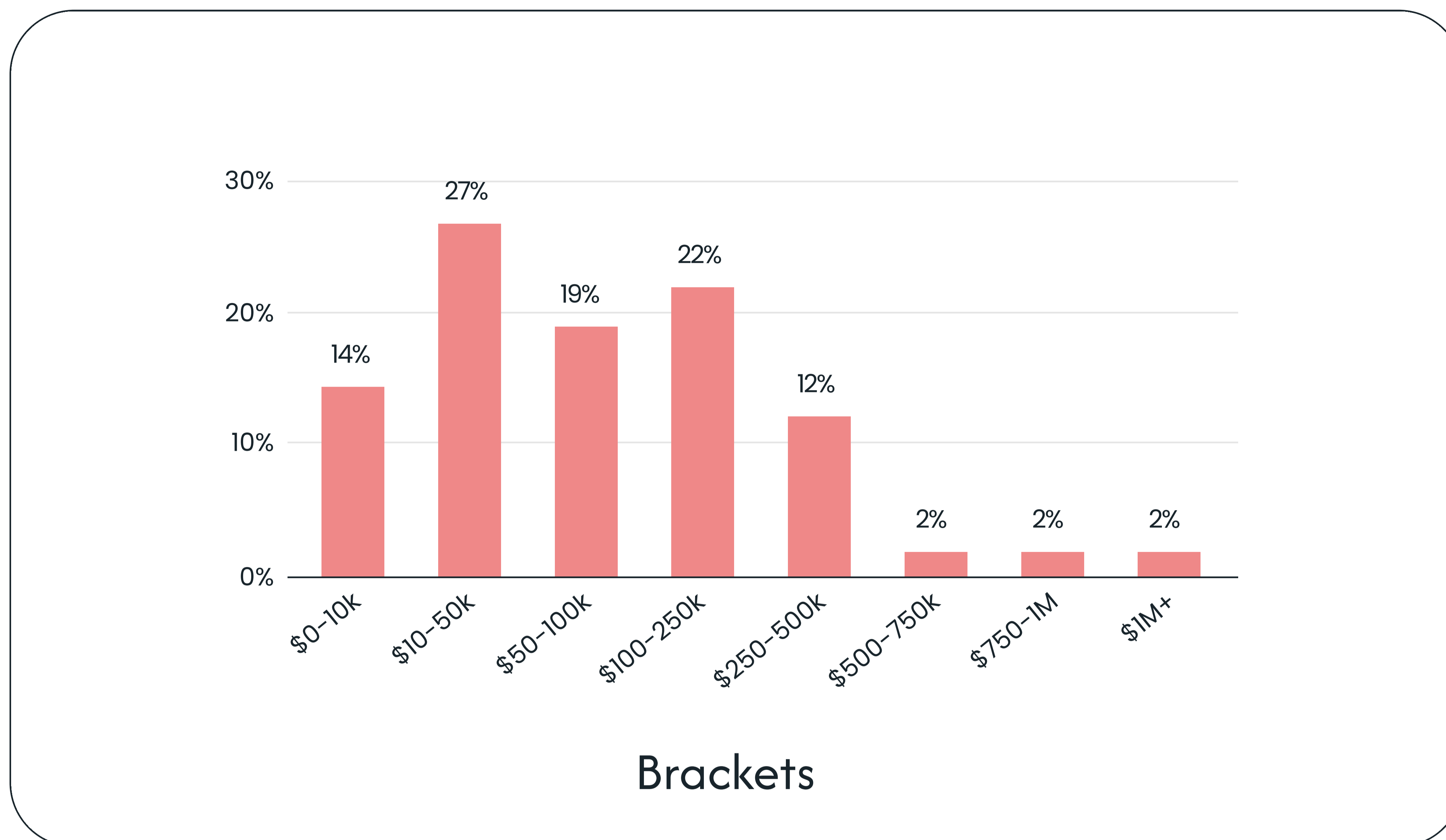
Average bonus by bracket



Note: Charts on this page plot data for non-zero bonuses only.

Equity, when given, was often worth \$100k+.

Estimated value of equity (USD)



Notably, 60% of respondents did not receive any equity / stock in their employer. But, for those who received it, equity was significant. The largest proportion of respondents have stock with a present value of \$10,000-50,000, with the mode value across all respondents being \$30,000.

Overall, the average is skewed upwards by the presence of senior employees or founders with large equity grants. The median of \$80k is a more accurate indicator of most respondents' equity.

Ultimately, equity is a large driver of compensation, especially at larger companies with liquid stock.

\$183,527

Average equity value

\$100

Minimum non-zero equity value

\$80,000

Median equity value

\$3,000,000

Maximum equity value

\$30,000

Mode equity value

\$350,424

Standard deviation of equity value

Note: Charts on this page plot data for non-zero equity only.

Professional networking drives Career Success, across education & seniority levels.

Top 3 most helpful resources by education level

Education	First	Second	Third
High school degree or the equivalent	Connections with colleagues	Mentorship	Professional communities
Some college credit, no degree	Mentorship	Connections with colleagues	Your manager
Associate's degree	Online courses	Mentorship	Connections with colleagues
Bachelor's degree	Connections with colleagues	Your manager	Mentorship
Master's degree	Connections with colleagues	Higher education	Your manager
Doctorate degree	Higher education	Connections with colleagues	Mentorship

What stands out is the consistent value placed on "Connections with colleagues" across nearly all education levels, indicating that networking and interpersonal relationships are universally regarded as crucial for career growth, regardless of one's formal education. Another interesting point is the emphasis on mentorship, which is highlighted as a top resource for individuals with some college education or an associate's degree.

This suggests that those who may not have completed a traditional four-year degree find guidance from more experienced professionals particularly valuable in navigating their careers.

Additionally, the role of "Your manager" emerges as a critical resource for those with bachelor's and master's degrees, underscoring the importance of having supportive leadership in bridging the gap between formal education and real-world application.

Finally, the fact that "Higher education" is considered a key resource predominantly by those with advanced degrees (Master's and Doctorate) reflects a self-reinforcing cycle where individuals at the highest levels of education continue to seek and benefit from further academic development.

This pattern suggests that while formal education is essential, the soft skills and relationships built throughout one's career can be equally, if not more, important in achieving success.

Top 3 most helpful resources by seniority level

Seniority	First	Second	Third
Entry-Level Individual Contributor	Online courses	Higher education	Mentorship
Senior Individual Contributor	Connections with colleagues	Your manager	Online courses
Team Lead	Connections with colleagues	Higher education	Mentorship
Manager	Your manager	Connections with colleagues	Mentorship
Director	Connections with colleagues	Your manager	Mentorship
Head of Department	Connections with colleagues	Professional communities	Mentorship
VP/SVP	Your manager	Connections with colleagues	Professional communities
EVP/CXO	Connections with colleagues	Higher education	Personal projects

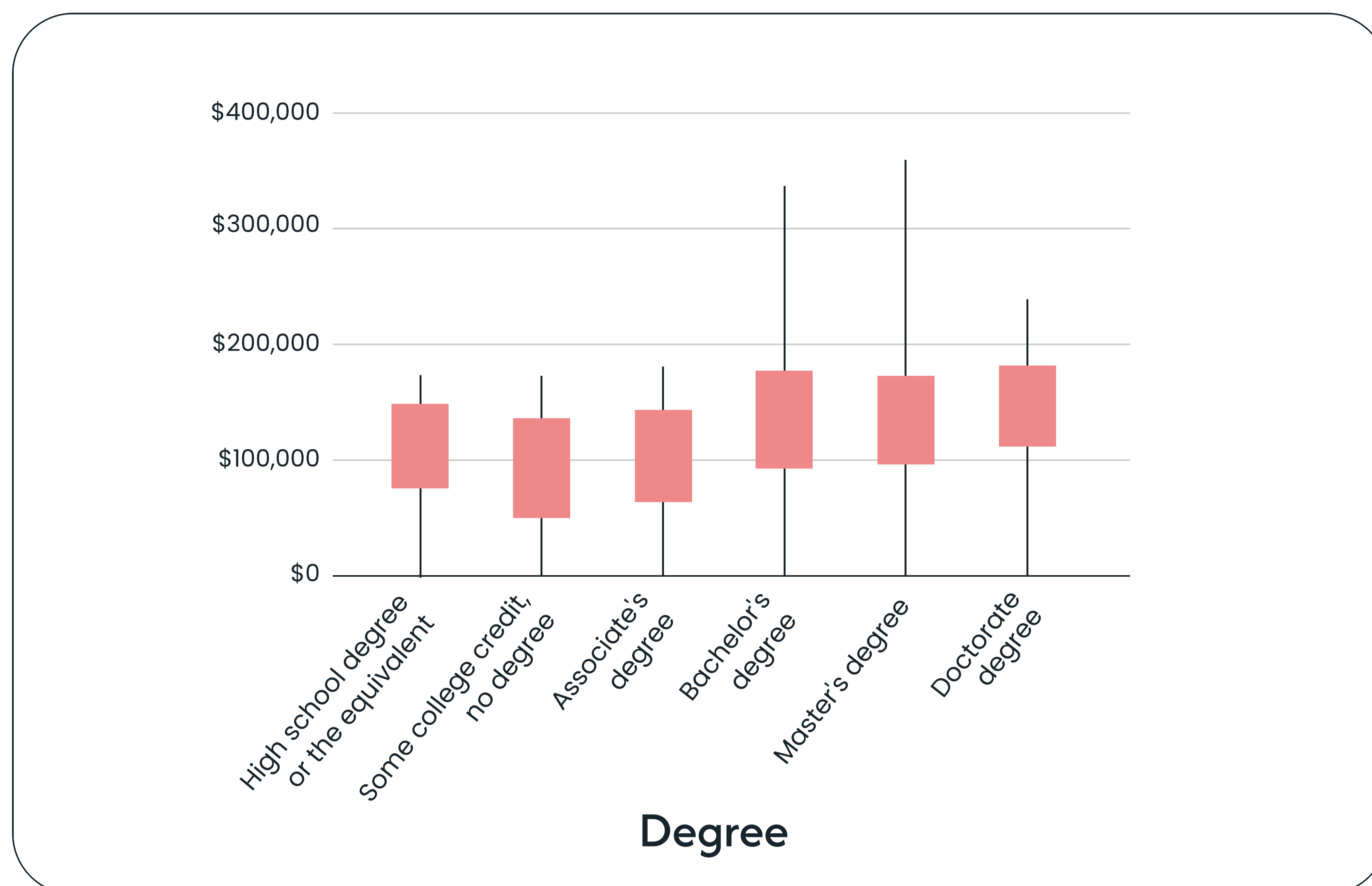
This table provides a fascinating look at how the perceived value of career advancement resources shifts as professionals ascend in seniority within an organization.

A key insight is the enduring importance of "Connections with colleagues," which remains a top resource across multiple levels, from Senior Individual Contributors to Executive Vice Presidents (EVP) and Chief Experience Officers (CXO). This underscores the idea that strong professional networks are critical for success at every stage of one's career (except entry-level, when one doesn't yet have a network).

Additionally, the prominence of "Your manager" as a top resource highlights the pivotal role that leadership plays in career development. As individuals move into more senior roles, mentorship and direct managerial support become increasingly crucial, suggesting that those in leadership positions have a significant influence on the career trajectories of their reports.

What's particularly novel is the emergence of "Professional communities" and "Personal projects" as key resources at the Head of Department level and above. This pattern reflects the increasing complexity and autonomy expected at the top tiers of leadership, where continuous learning and external networks become essential for sustained success.

More education correlates to higher pay, But Bachelor's & Master's Degrees have largest pay ranges.



High School Degree:

- Middle 50% range: \$85k-\$153k
- Average: \$108,200

Some college credit:

- Middle 50% range: \$65k-\$142k
- Average: \$114,505

Associate's Degree:

- Middle 50% range: \$69k-\$150k
- Average: \$112,303

Bachelor's Degree:

- Middle 50% range: \$90k-\$171k
- Average: \$132,623

Master's Degree:

- Middle 50% range: \$98k-\$170k
- Average: \$136,564

Doctorate

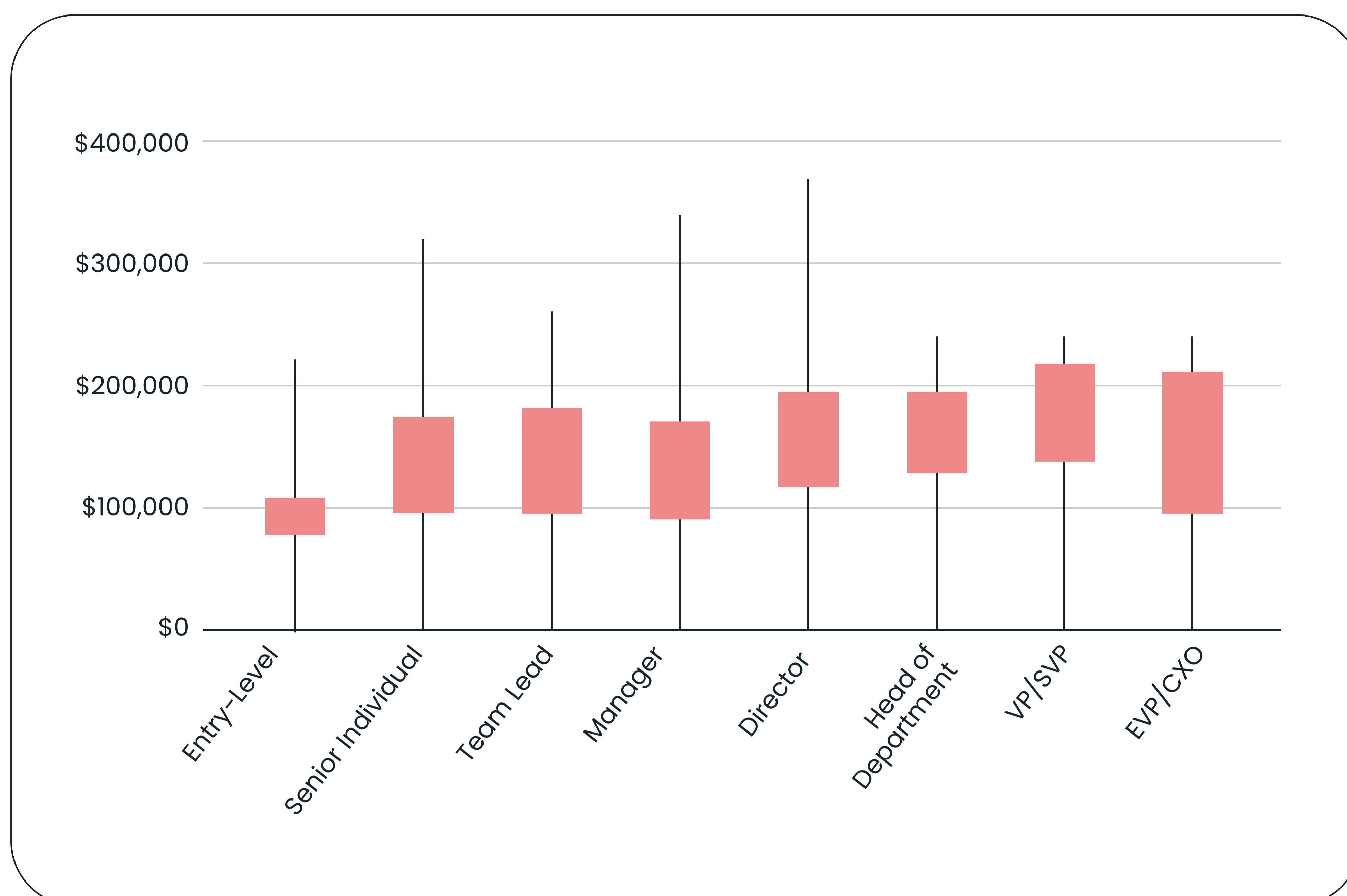
- Middle 50% range: \$116k-\$187k
- Average: \$155,941

While higher educational attainment generally correlates with higher average salaries, there is still considerable overlap across all levels.

The broad interquartile ranges, particularly among those with advanced degrees, suggest that factors beyond education, such as years of experience, industry specialization, and specific skills, play a significant role in determining salary.

The presence of outliers (the relatively high middle 50% range for high school) suggests that exceptional cases, perhaps due to niche expertise or seniority, can significantly elevate earning potential regardless of educational background.

Higher seniority correlates to higher average pay, but those in the middle have the largest pay ranges.



Unsurprisingly, salary increases with seniority. Intriguingly, VP/SVP roles earn significantly more on average (\$186,556) than Heads of Department and even EVP/CXO roles, which may reflect that Head or CXOs work at startups versus the fact that VP roles are mostly confined to larger companies.

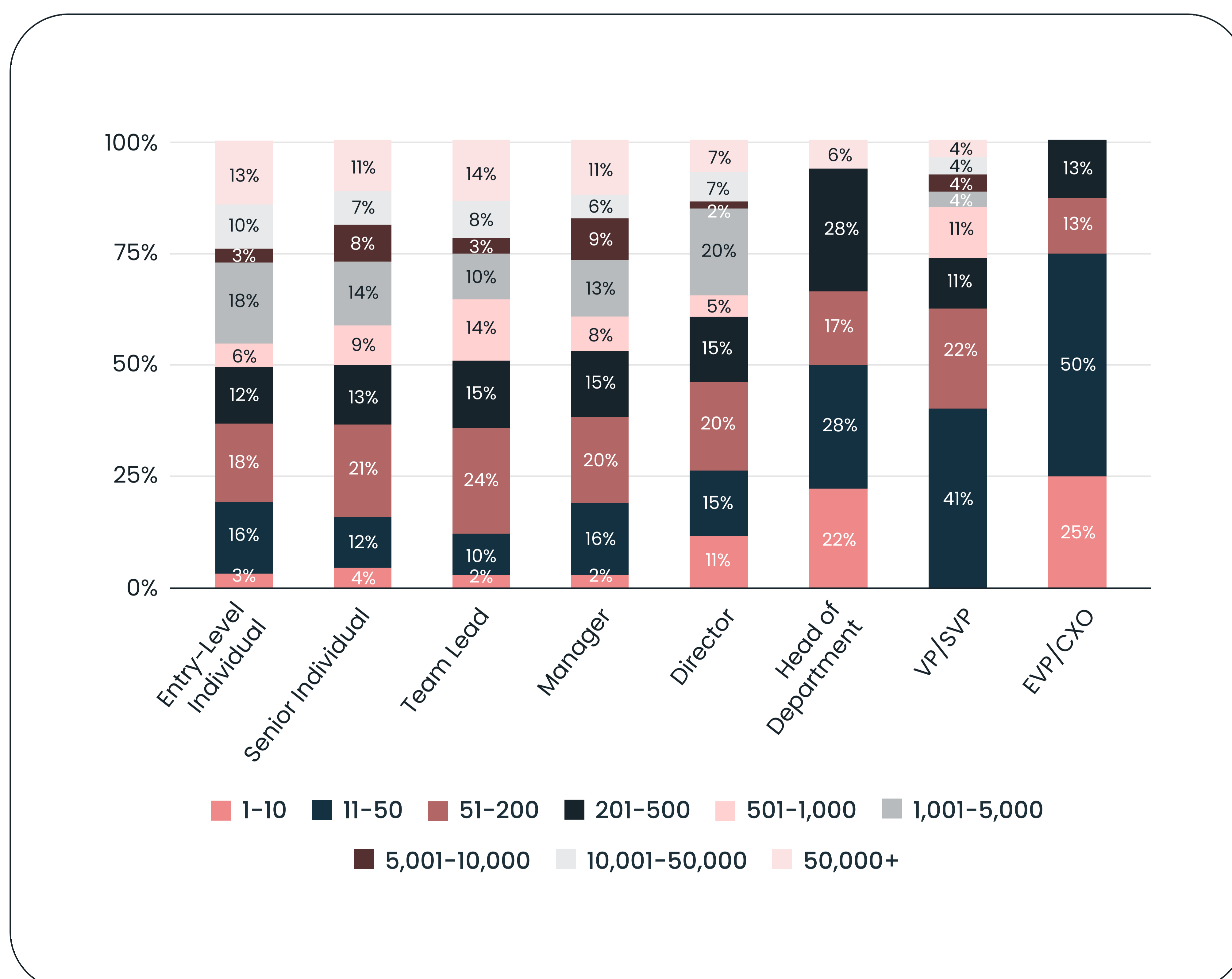
The Senior Individual Contributor role shows a staggering range in pay, from \$200 to nearly \$322,000, reflecting massive disparities in compensation. Similarly, the Director level has a high average salary but a surprisingly low minimum (\$45,000), indicating uneven pay distribution.

Overall, the data underscores inconsistent salary growth as women advance, with some senior roles failing to deliver the expected financial rewards.

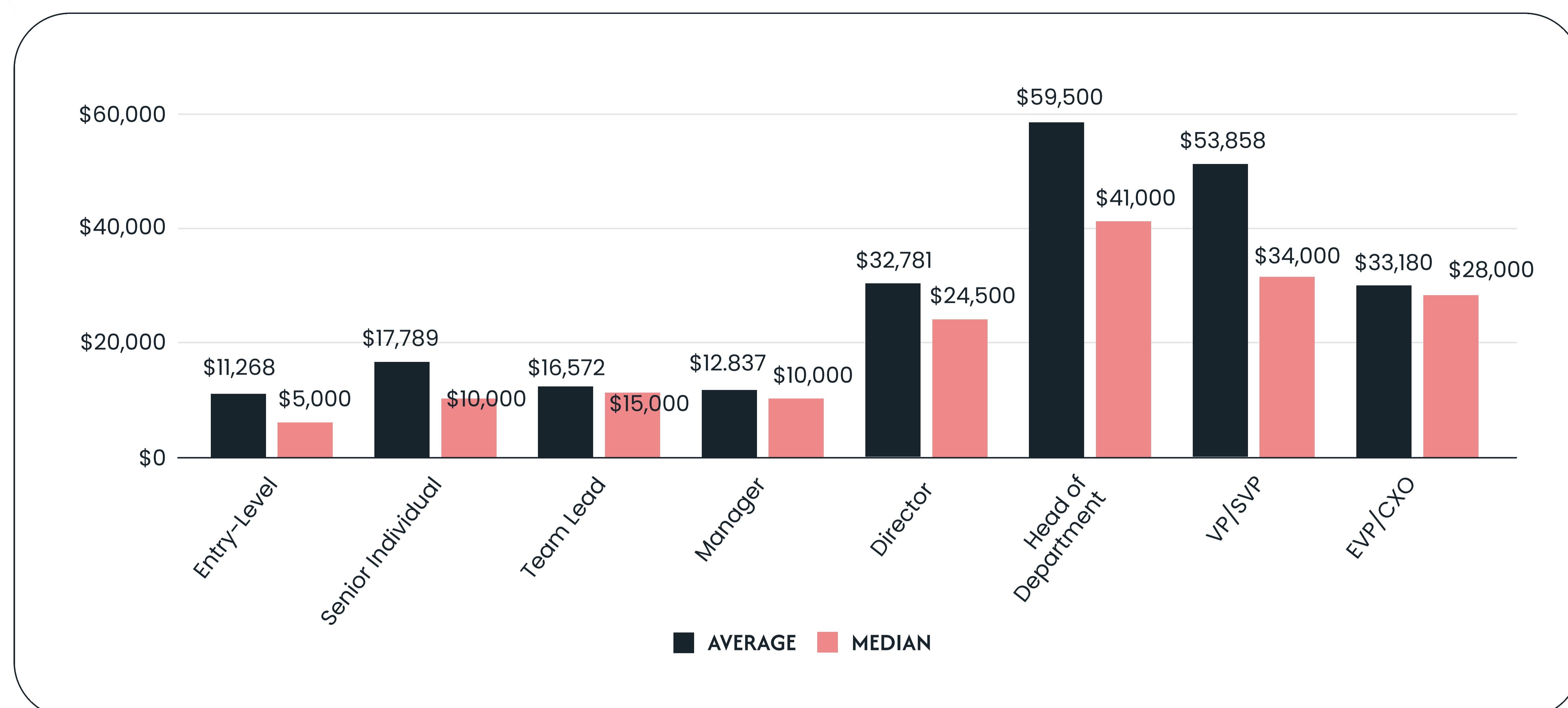
Seniority by company headcount

The first four levels are evenly distributed across companies of all sizes, but as seniority increases, a pattern emerges where higher-level roles (Head and up), are predominantly found in smaller companies, particularly those with fewer than 200 employees.

This distribution suggests that while women in tech hold senior roles across various company sizes, top executive positions for women might be more accessible in smaller, potentially startup environments, where organizational structures are flatter, and opportunities to reach the top are more immediate.



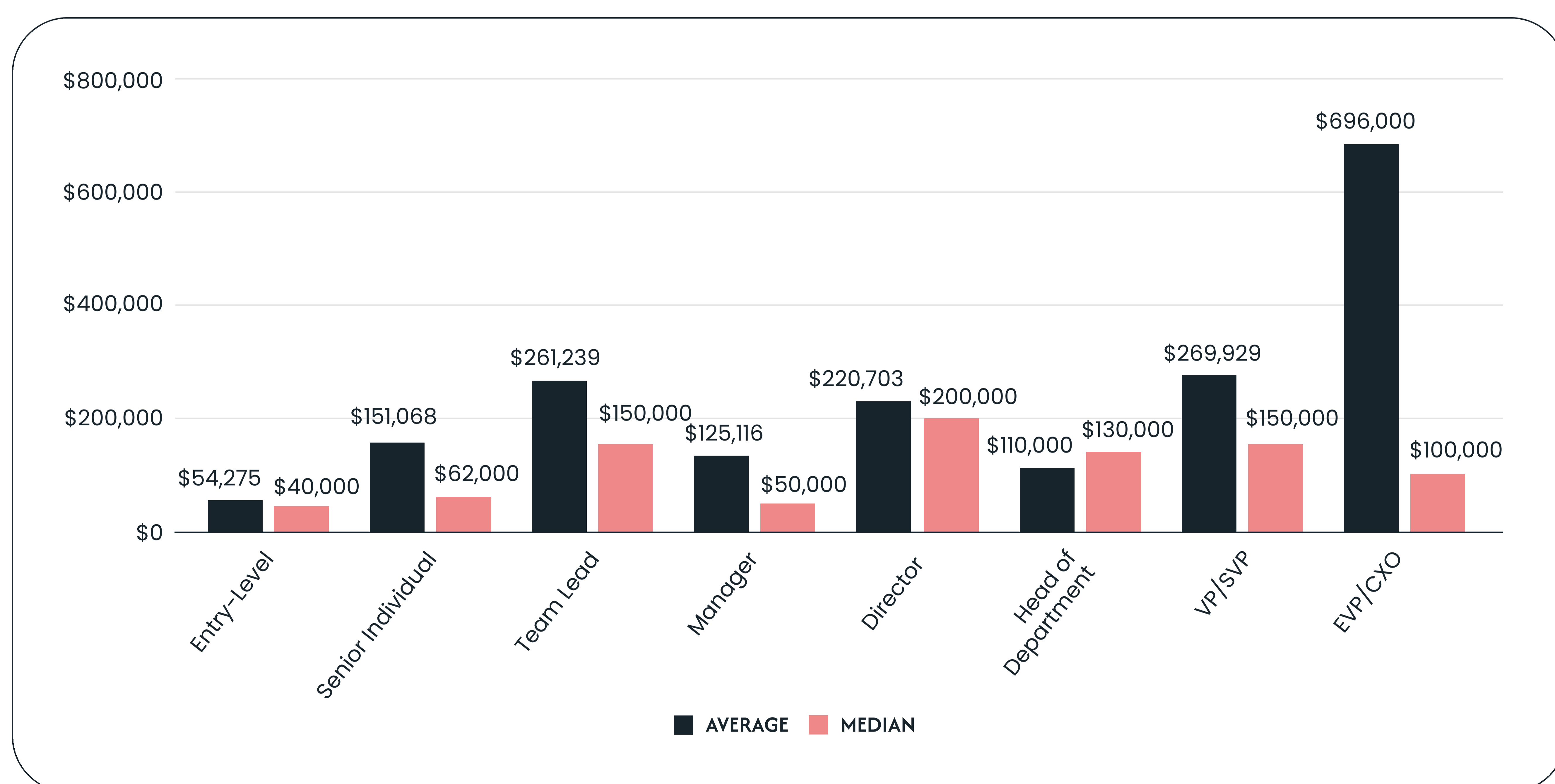
Average & median bonus by seniority



The most striking data point is the significant increase in bonuses as seniority rises, with Heads of Department receiving the highest average bonus of \$59,500, which is notably higher than even VP/SVP roles, who average \$53,858. This may be necessary to require talented leaders to startup companies.

Additionally, the relatively modest bonuses for Managers (\$12,837) compared to Team Leads (\$16,572) and Senior Individual Contributors (\$17,789) suggests that as women take on more people-management responsibilities, their bonuses don't increase proportionally. The bonuses for non-managers make sense as the tech industry has a long history of promoting employees who are IC-tracked.

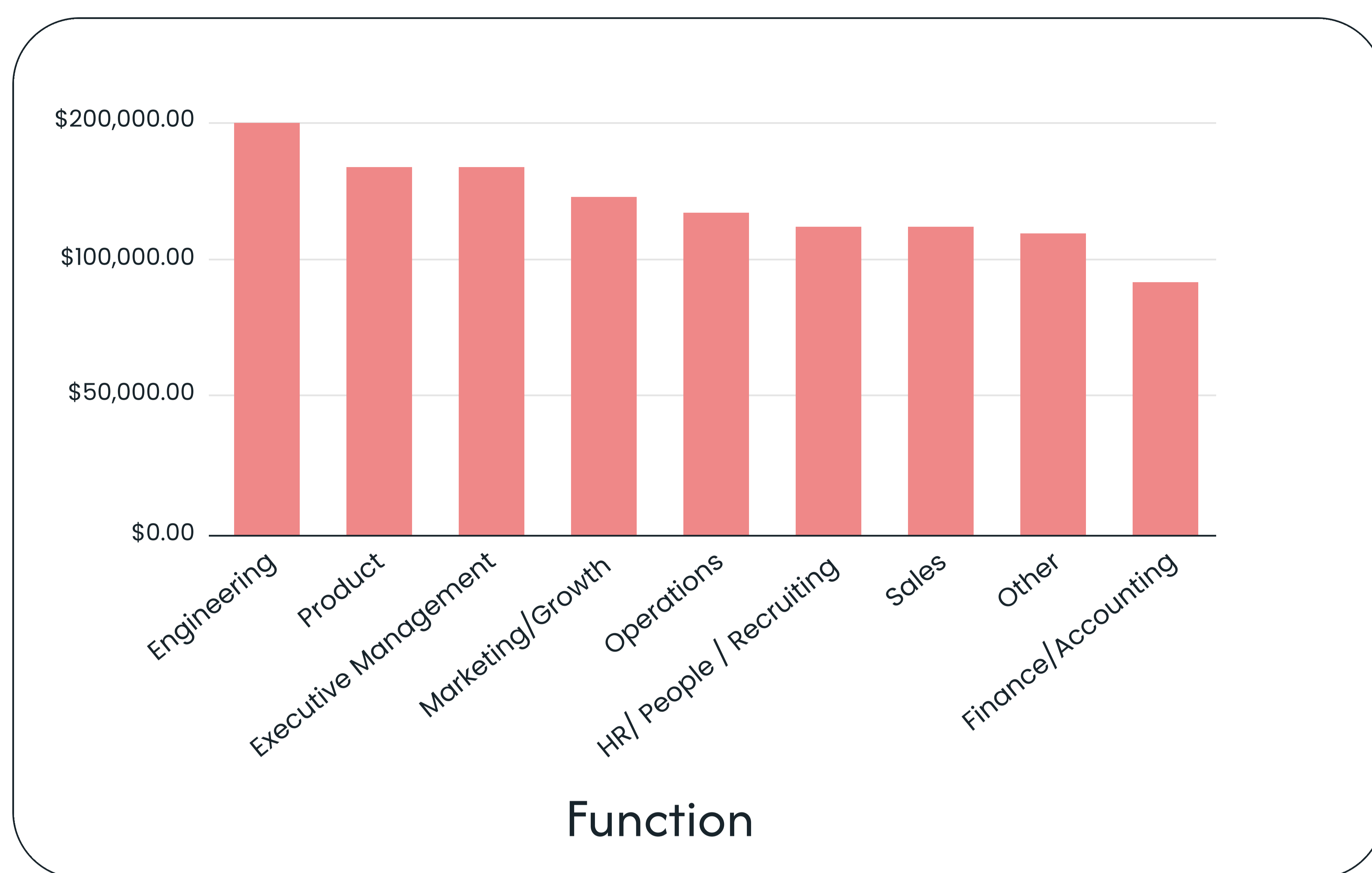
Average & median equity by seniority



EVP/CXO roles command the highest average equity at \$696,000, but the median is just \$100,000, indicating that while some top executives receive substantial equity, many do not, possibly reflecting differences between venture-backed startups and established companies.

The sharp increase in equity from Entry-Level Individual Contributors (\$40,000 median) to Senior Individual Contributors (\$62,000 median) highlights how quickly equity stakes can grow as women advance in their careers.

Tech Ladies in Engineering & Product earn the most on average.



Engineering leads with an average of \$143,933.81, followed by Product & Executive Management. Notably, roles traditionally associated with technical expertise, such as Engineering and Product, command higher salaries, highlighting the premium placed on STEM skills in the tech industry.

However, functions like Marketing, Operations, & HR, crucial for organizational success, receive lower compensation, underscoring ongoing challenges in valuing non-technical roles.

This disparity raises important questions about how companies can address compensation equity across functions to foster a more inclusive tech workforce.

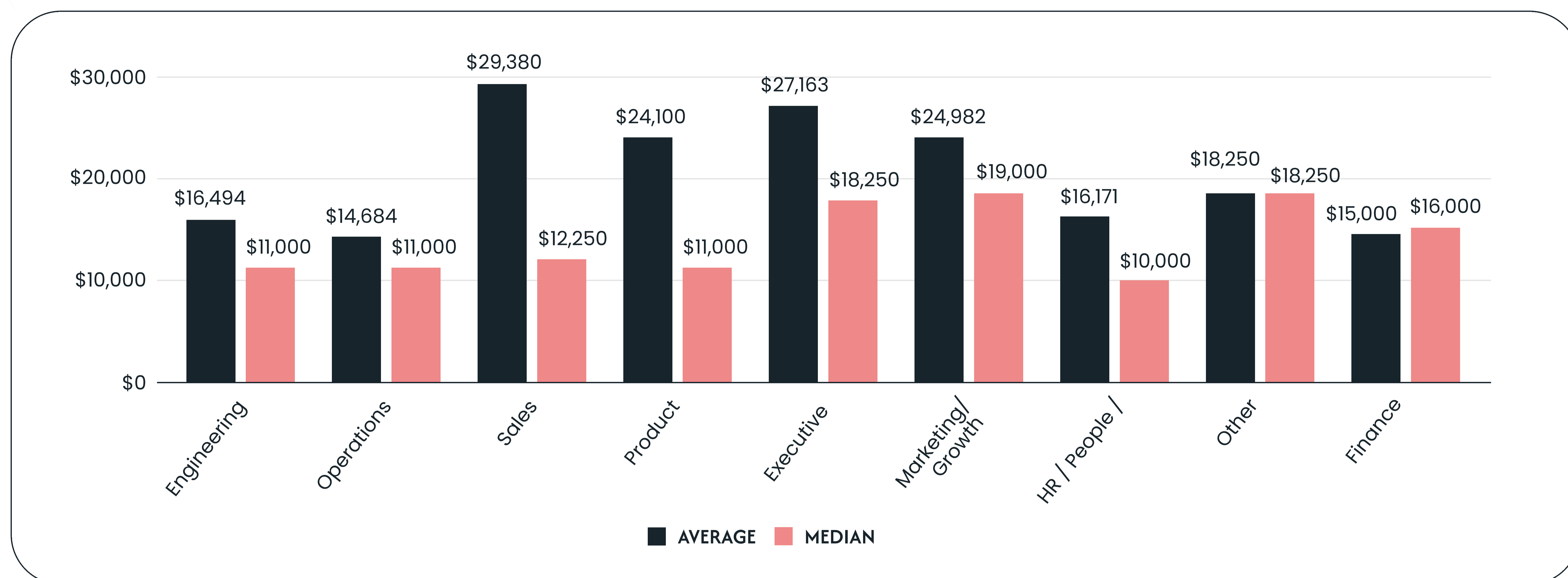
Tech ladies infrequently interact with HR & finance

	Most Common		Least Common	
Engineering	Product	Design	Sales	Finance/Accounting
Operations	Executive Management	Engineering	Marketing/Growth	Design
Sales	Customer Success / Support	Operations	HR/ People / Recruiting	Finance/Accounting
Executive Management	Operations	Product	Design	Engineering
Product	Design	Engineering	HR/ People / Recruiting	Finance/Accounting
Marketing/Growth	Product	Sales	HR/ People / Recruiting	Finance/Accounting
HR/ People / Recruiting	Executive Management	Operations	Sales	Design
Finance/Accounting	Engineering	Product	Marketing/Growth	Sales
Other	Product	Customer Success / Support	Design	Finance/Accounting

This chart reveals how functional silos persist in tech companies. There is a gulf between technical and non-technical functions, whereby Engineering rarely interacts with Sales and Product rarely interacts with Finance / Accounting; this suggests that the voice of the customer, financial projections, and product development are disconnected.

Surprisingly, Executives rarely interact with Design and Engineering, perhaps using Product as proxies for this purpose. These interaction patterns highlight gaps where cross-functional collaboration could be improved, particularly between revenue-generating, technical, and operational teams.

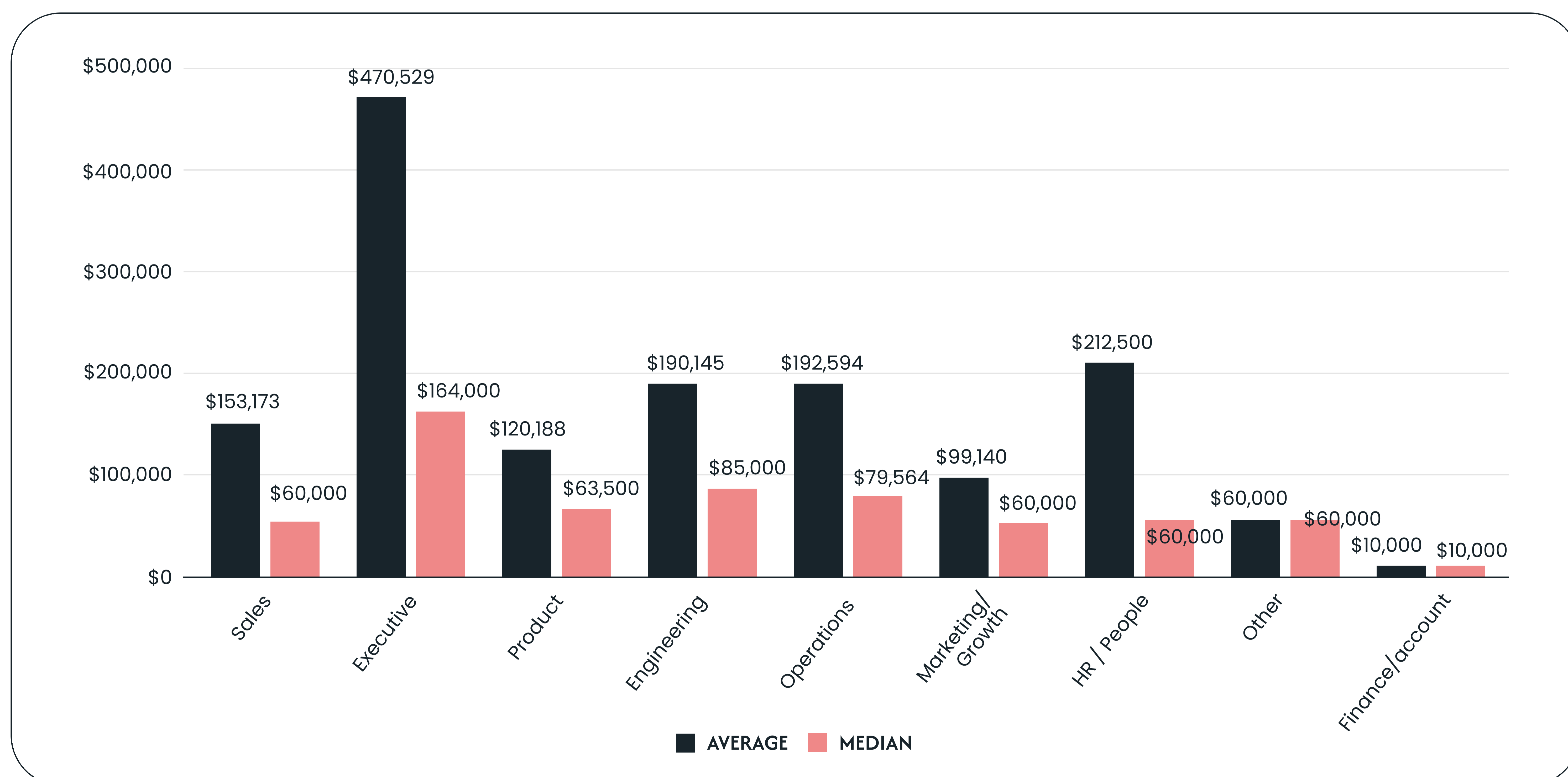
Average & median bonus by function



There is a striking disparity in bonus compensation in Sales, Product, Executive Management, and Marketing/Growth, where high averages but lower medians suggest individuals with significant bonuses or performance-based payouts are skewing the figures. Sales, with an average almost double its median, stands out as a function where top performers earn disproportionately more, highlighting the

winner-takes-all nature of sales compensation. Meanwhile, functions like Engineering and HR show narrower gaps between average and median pay. This suggests that while certain roles rely heavily on variable compensation, others offer more predictable, steady income streams—highlighting different reward models for distinct functions within tech.

Average & median equity by function



Executive Management's staggering average of \$470,529 eclipses all other functions, solidifying the outsized rewards for founders and execs. Conversely, Finance/Accounting—integral to business sustainability—receives a paltry \$10,000, marking it as deeply undervalued. Most functions receive modest average equity signaling a potential flaw in

aligning long-term incentives for most staff. This data, coupled with the siloed interactions across functions, reveals that wealth creation in tech is concentrated in leadership, while roles critical to product and operational excellence remain under-compensated in ownership—challenging companies to rethink how they build inclusive paths to wealth.

North America & Europe lead on compensation.

Median salary by country

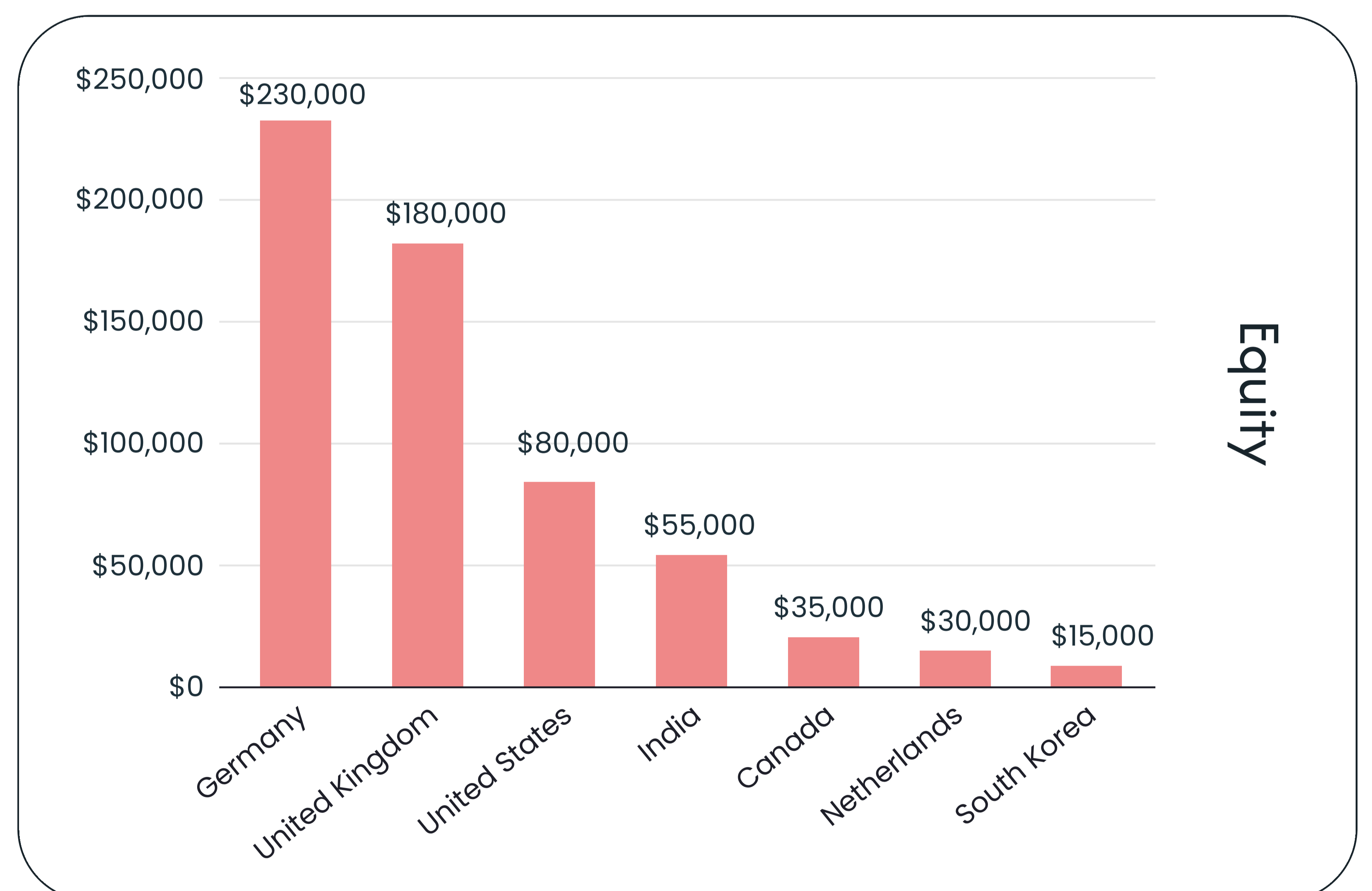


This data reveals interesting regional differences in tech compensation. European respondents, particularly in Germany and the UK, enjoy high equity, potentially reflecting respondents with uniquely high equity or more generous ownership-sharing cultures. Meanwhile, countries like Australia, Portugal, and France offer

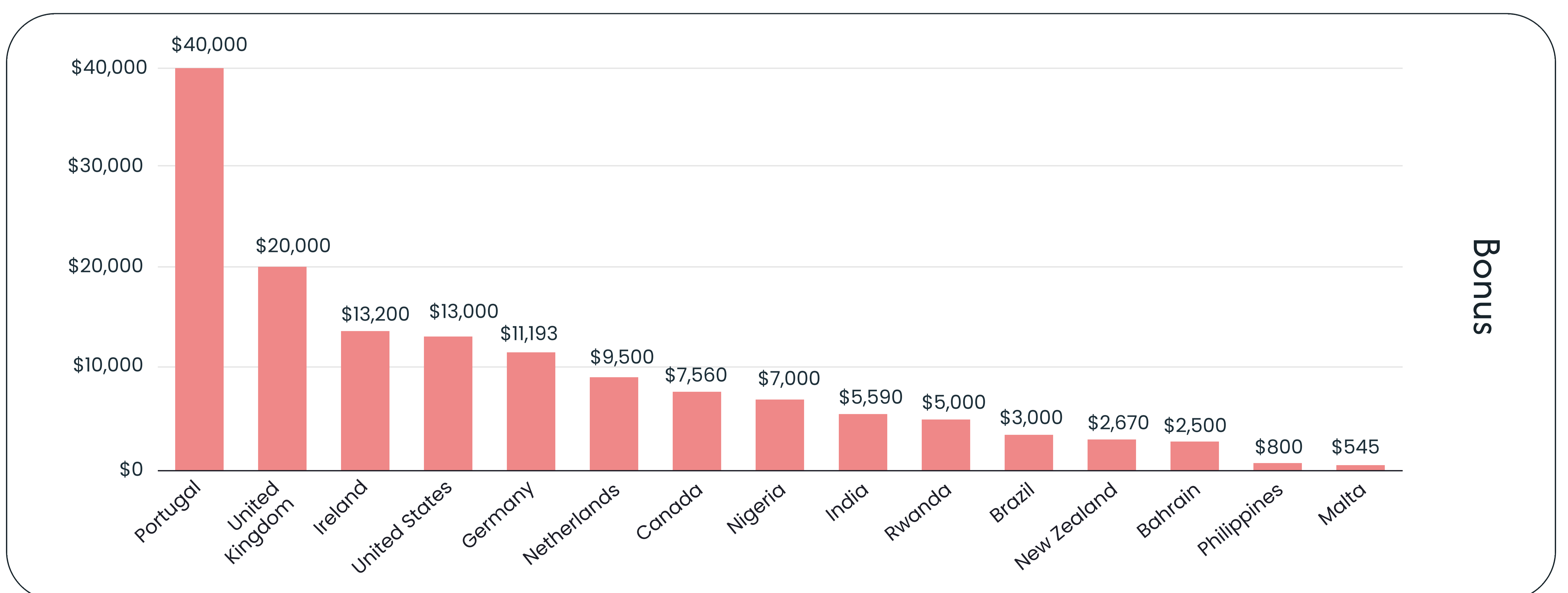
solid salaries but little to no equity, perhaps due to legal or cultural constraints, limiting wealth-building potential. The U.S. offers the highest salaries but and among the highest equity, offering Tech Ladies a meaningful path to wealth creation.

As companies expand globally, understanding these disparities is crucial to crafting competitive compensation strategies that balance salary with longer-term incentives.

Median equity by country

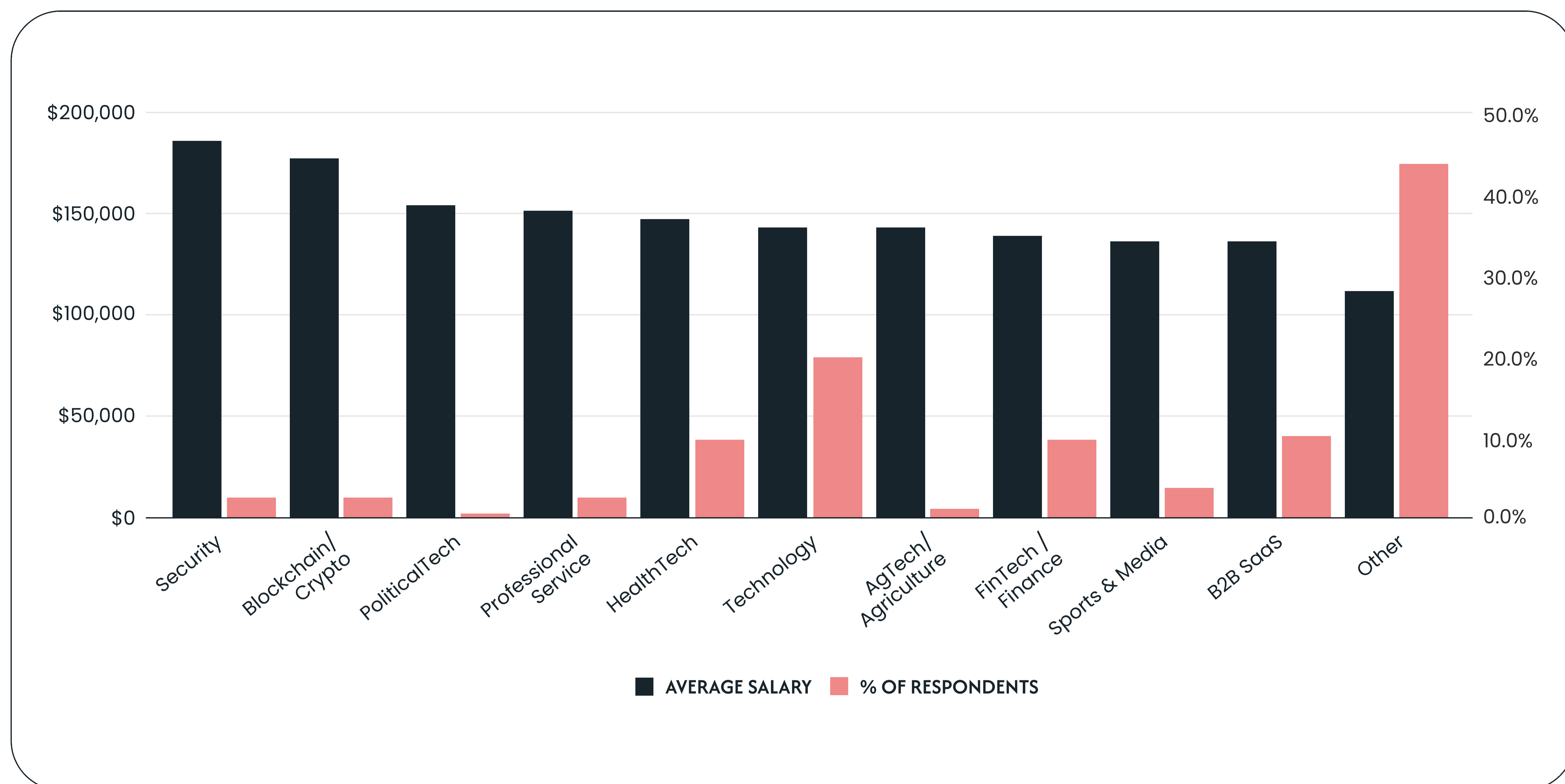


Median bonus by country



Industries that require specialized expertise tend to pay the most.

Average salary by industry



This salary data reveals that industries like security and blockchain/crypto lead in compensation, reflecting the premium placed on cutting-edge and highly specialized expertise.

Security likely commands top salaries due to the increasing demand for cybersecurity amid rising threats, where protecting sensitive data and systems is crucial. Similarly, blockchain/crypto offers high pay, driven by the rapid growth of decentralized finance and the need for scarce technical expertise in a still-emerging field.

PoliticalTech, professional services, and healthtech also offer competitive salaries, which may be attributed to their critical societal roles—politicaltech in influencing governance and public policy, professional services in specialized advisory, and healthtech in innovation for patient care.

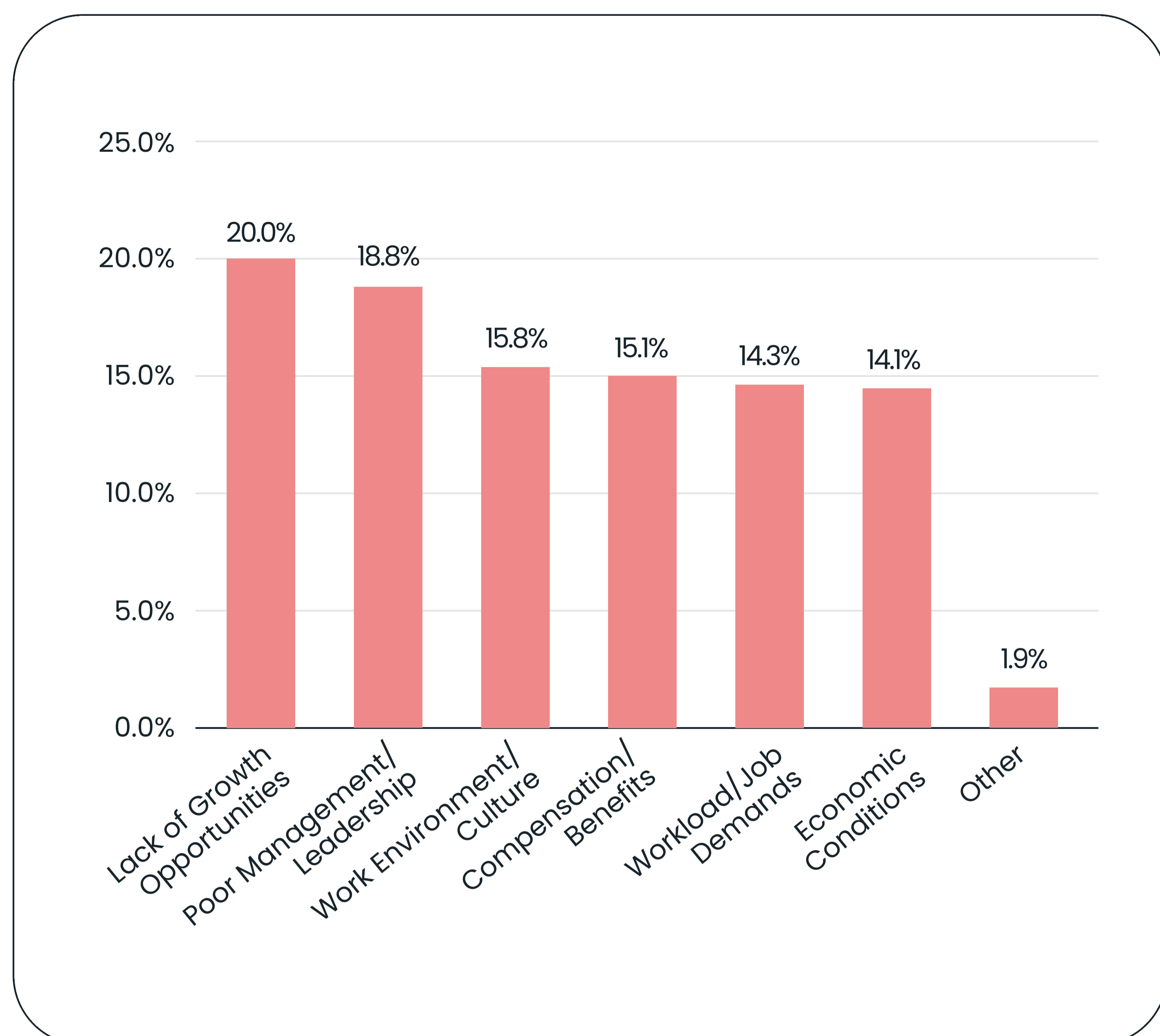
These industries demand highly skilled professionals who can navigate complex regulations.

In contrast, other sectors like b2b saas and fintech show more moderate pay levels, potentially reflecting more mature markets with less volatility. The fact that "other" industries have the lowest average salaries suggests that niche or smaller sectors may lack the high demand and growth potential seen in the top-paying industries.

This data suggests that tech-driven, specialized, and high-risk industries are compensating professionals with higher pay to attract and retain scarce talent in competitive markets.

Career planning

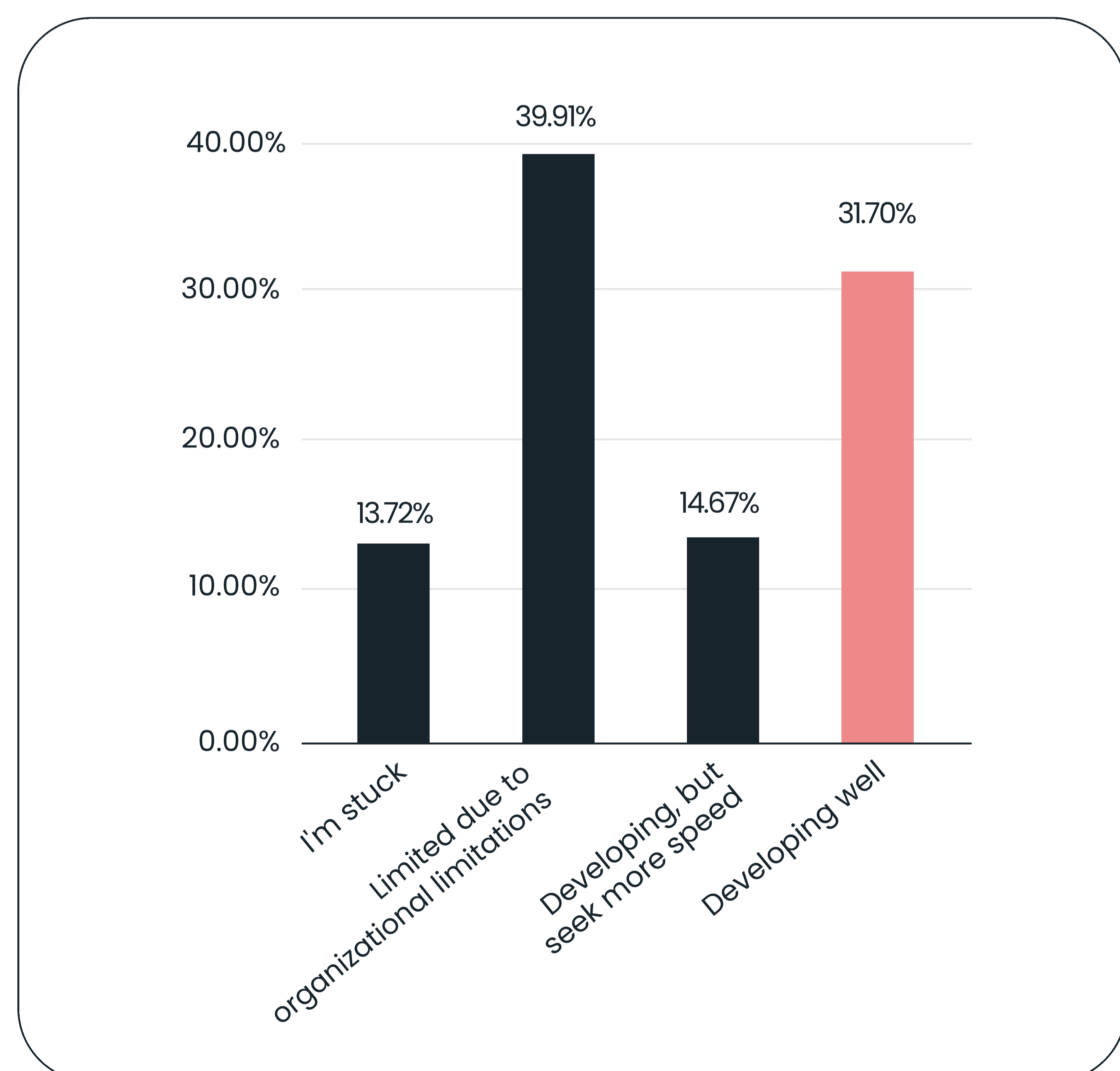
What reasons would cause you to leave your current job?



This data reveals a complex portrait of women in tech, many of whom feel constrained in their roles. Nearly 40% cite organizational limitations, with 13.7% feeling outright stuck; only 31.7% reporting healthy development. Over half (53.9%, not pictured) are actively job hunting, driven largely by a desire for more growth opportunities, poor leadership, and cultural concerns. Notably, only 12% want to stay in their exact role, while 40% seek expanded responsibilities.

This indicates a strong desire for upward mobility and autonomy, yet internal barriers often limit that growth. With 20% citing lack of growth as a primary reason for leaving, companies must address career development and leadership quality to retain top female talent in tech. These findings suggest a critical need for organizations to foster not just inclusive cultures, but clear, actionable pathways for advancement.

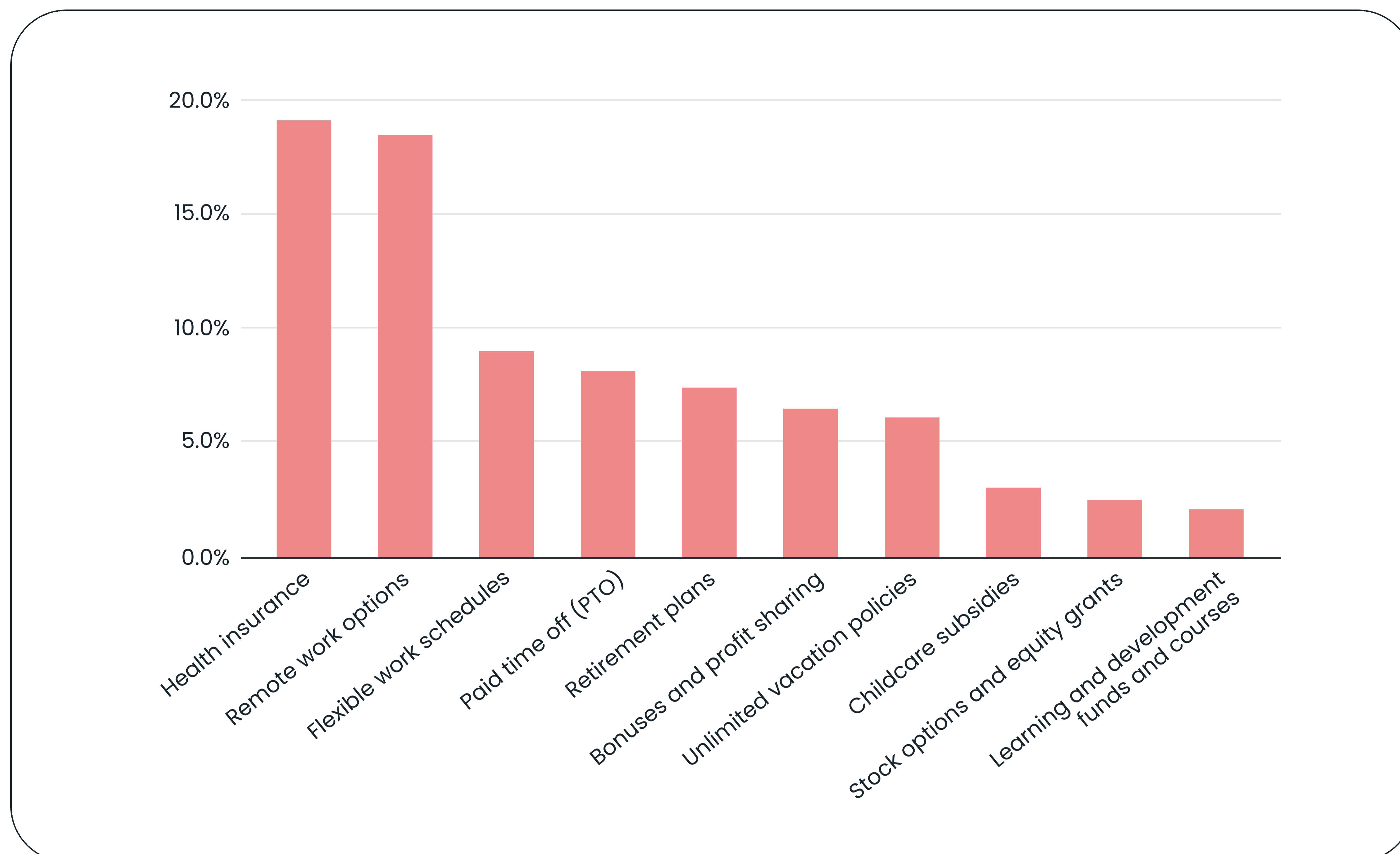
How would you describe your career path development in your current company?



Do you want to stay at your company/ in your role?	%
Stay with the same exact role	11.97%
Stay but expand role with more responsibilities	40.13%
Stay at the company but move departments	6.41%
Change company but keep the role	19.39%
Change company and role	22.09%

Beyond health insurance, flexible and remote work options are highly favored

Most valuable benefits



Most favored benefits:

Health insurance (19.2%) tops the list, underscoring the critical importance of healthcare coverage, especially in regions where it isn't universally provided (i.e. the US).

Remote work options (19.1%) closely follow, reflecting a growing demand for location flexibility post-pandemic. This desire for autonomy extends to flexible work schedules (9.1%), which allow employees to tailor their hours to their personal lives, enhancing work-life balance. Paid time off (PTO) (7.8%) rounds out the top benefits, highlighting how essential time away from work is for rest, rejuvenation, and preventing burnout.

Together, these benefits illustrate a clear employee preference for health, flexibility, and control over their time, revealing a shift toward a more holistic view of job satisfaction and well-being.

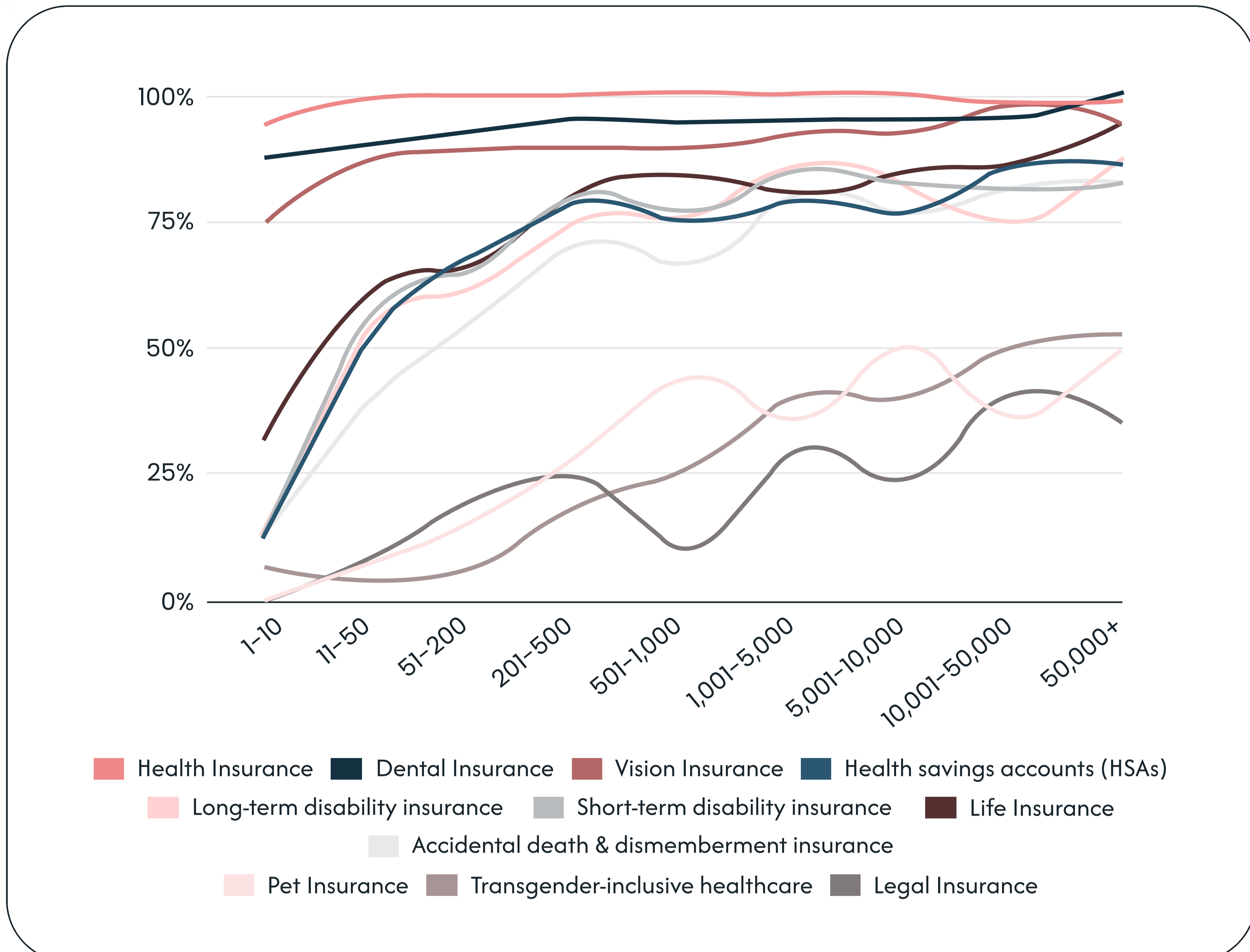
Moderately favored benefits:

Stock options and equity grants (2.1%) hold moderate appeal, though they may be less prioritized by employees seeking immediate compensation. At 1.9% and 1.7% respectively, learning and development funds and professional development programs are far less valuable compared to benefits promoting work-life balance. Family and medical leave (1.6%) and sabbaticals (1.4%) also fell into this middling range; they are likely valued quite highly by those who need them in the moment but not by everyone else.

Least favored benefits:

Flexible Spending Accounts (FSAs) (0.1%), Accidental Death and Dismemberment insurance (0.1%), Relocation assistance (0.0%) and ADA accommodations (0.0%) rank at the bottom, likely due to their niche applicability and low day-to-day relevance for most employees. These benefits, while important in specific contexts, are far from top priorities for the majority of workers focused on more immediate and impactful perks.

Insurance benefits by company headcount



As company size increases, the variety and comprehensiveness of benefits expand significantly. Health insurance is nearly universal across all company sizes, but the smallest firms (1-10 employees) are less likely to offer additional benefits like vision insurance (75%) or life insurance (31%). The largest companies (50,000+ employees) provide a wider range of perks, including pet insurance (49%) and legal insurance (52%).

Interestingly, benefits like transgender-inclusive healthcare and Health Savings Accounts (HSAs) become more common as company size grows, showing that larger firms are more likely

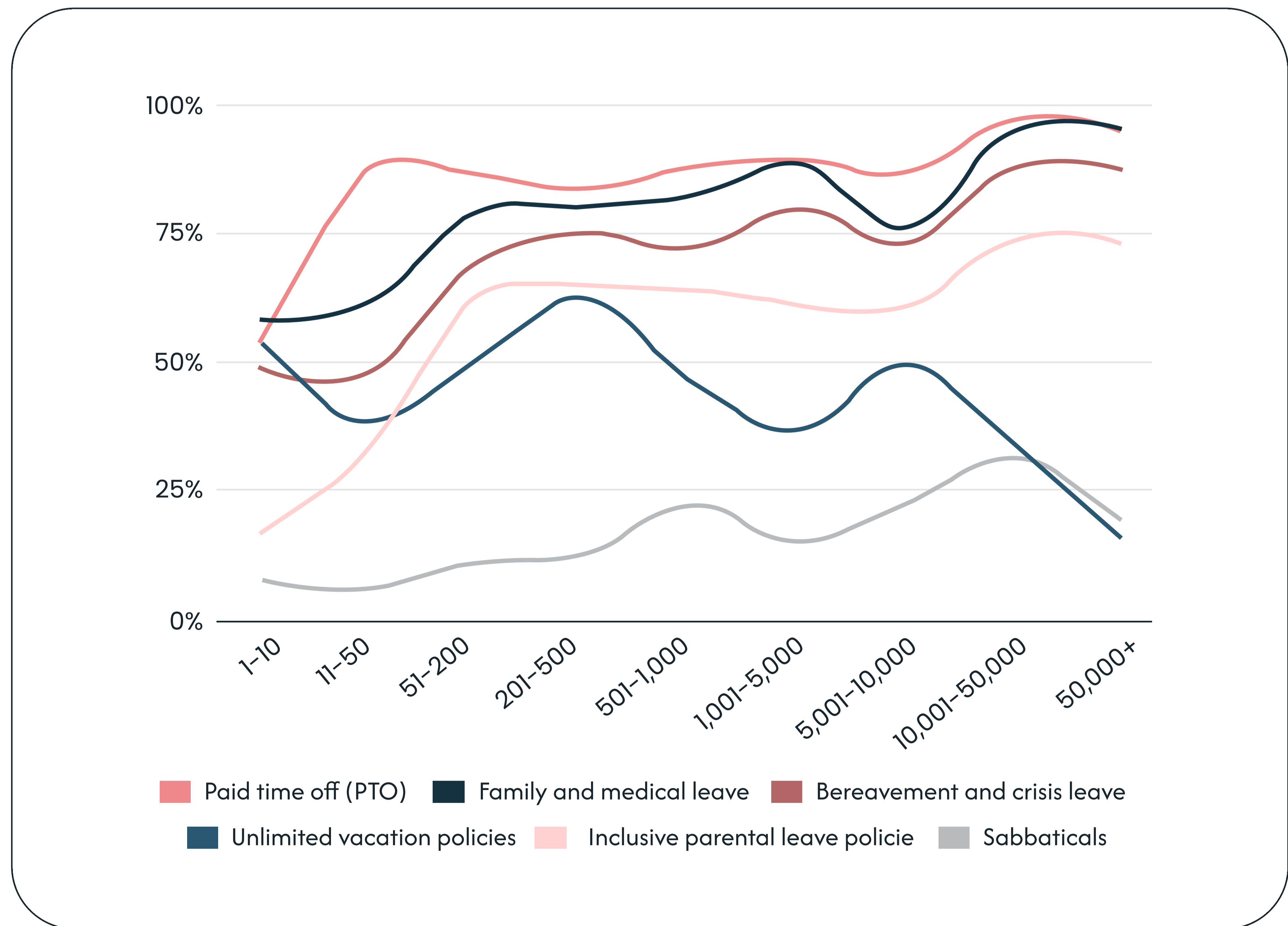
to adopt progressive and flexible benefit structures. This data suggests that smaller companies may struggle to compete with the breadth of benefits offered by larger organizations.

Paid time off benefits by company headcount

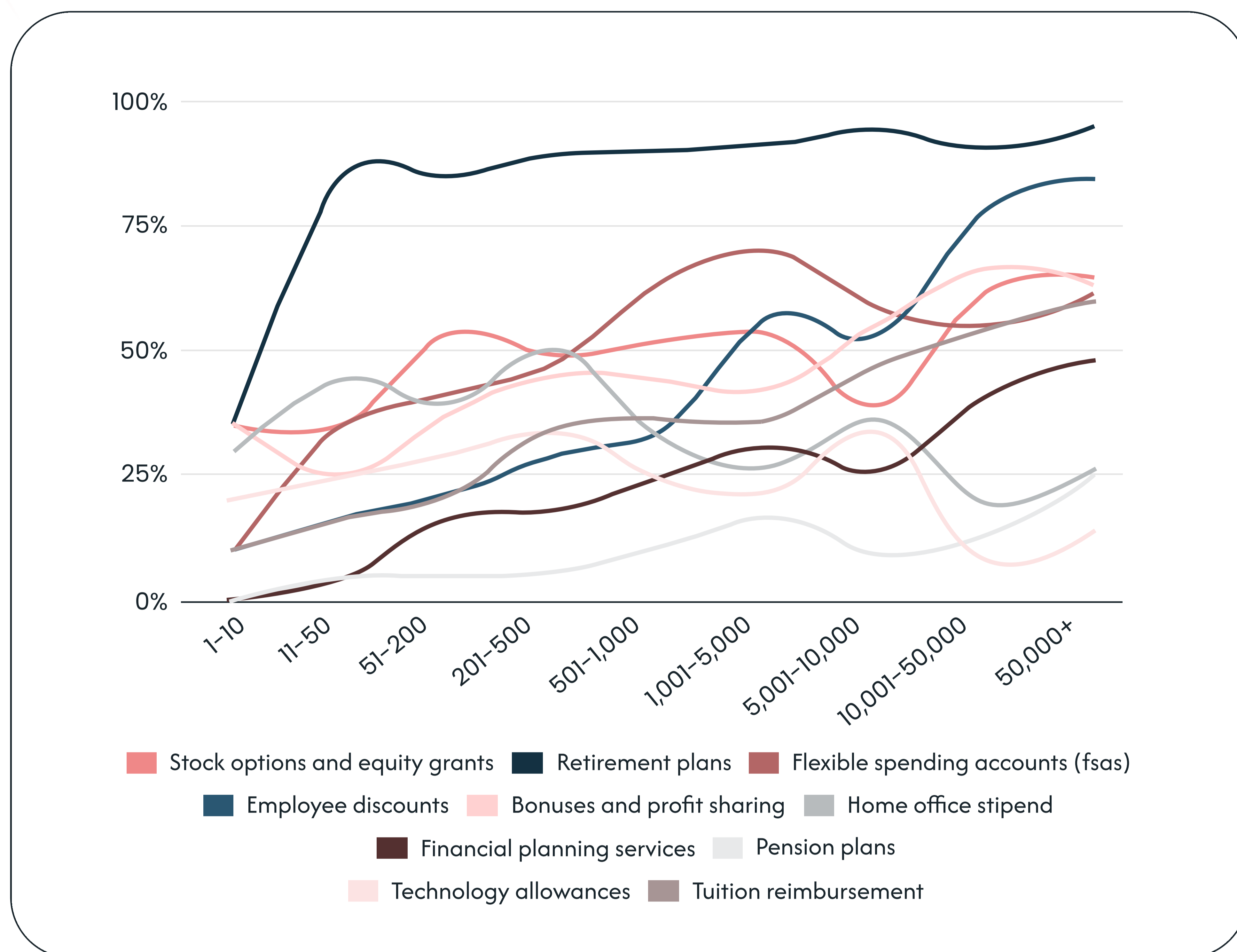
This data shows that paid time off (PTO) and family and medical leave are widely available across all company sizes, with the largest organizations (50,000+ employees) offering nearly universal coverage (95% for both). Smaller companies (1-10 employees) are more likely to offer unlimited vacation policies (55%) compared to larger firms, likely due to the complexities of managing such policies at scale.

Inclusive parental leave also sees a significant jump as companies grow, with smaller firms offering it at just 18%, but larger organizations (50,000+

employees) providing it at 73%, reflecting a broader commitment to family-friendly policies. Sabbaticals, though less common overall, are more common at mid-sized companies. These patterns suggest that while smaller firms may rely on flexible time-off policies to attract talent, larger companies can provide a wider range of structured leave benefits.



Financial benefits by company headcount



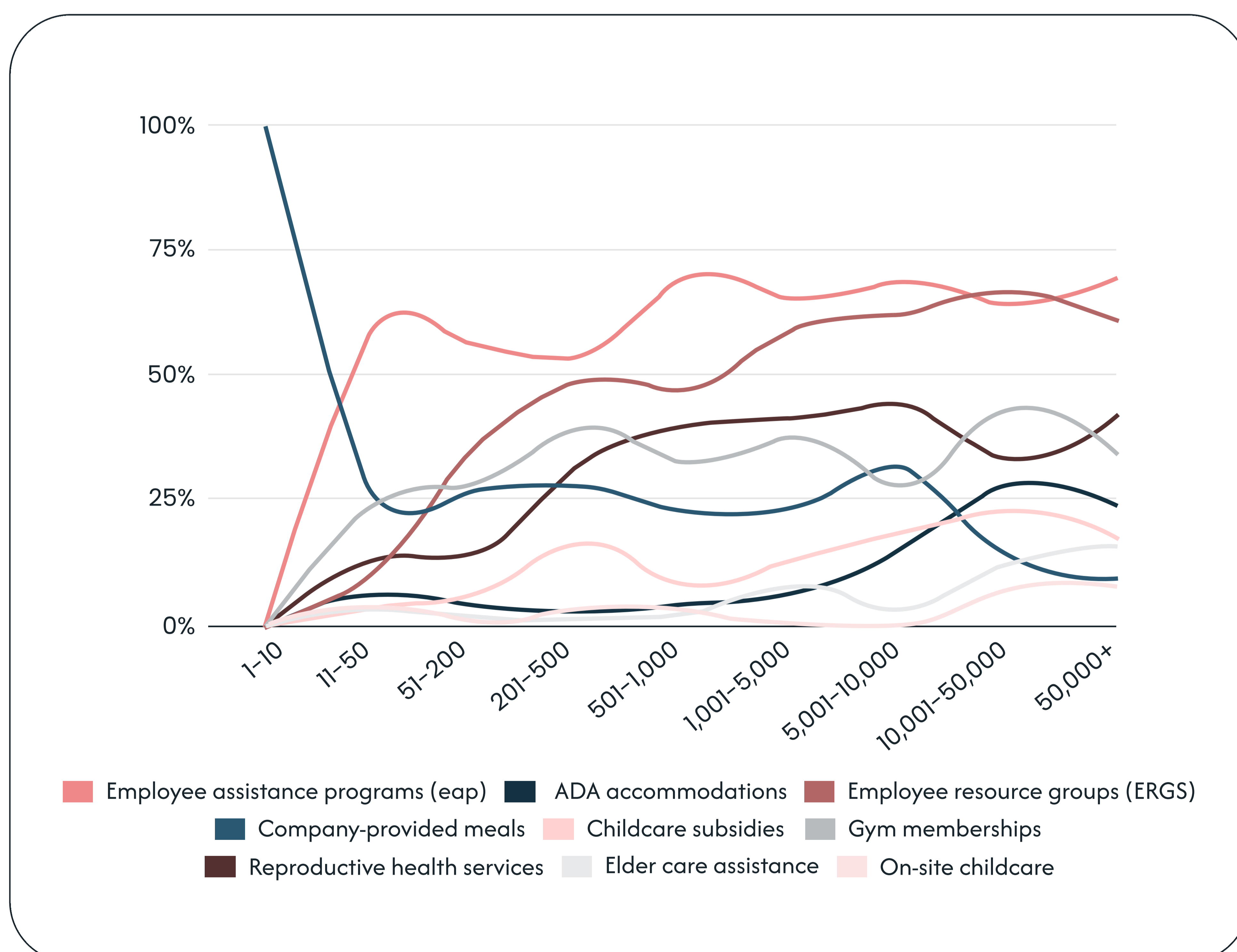
Retirement plans are nearly universal across larger firms (95%) but much less common in smaller businesses (35%). Of note, employee discounts and tuition reimbursement increase significantly with company size, reflecting that larger firms have the resources to provide more perks that support both personal and professional growth.

In contrast, home office stipends are more common in smaller to mid-sized companies (30-50%) but decline as company size grows, possibly indicating that smaller firms use this benefit to attract remote talent, while larger firms have different priorities. This trend suggests that as companies grow, they offer more specialized benefits aimed at both financial security and professional development.

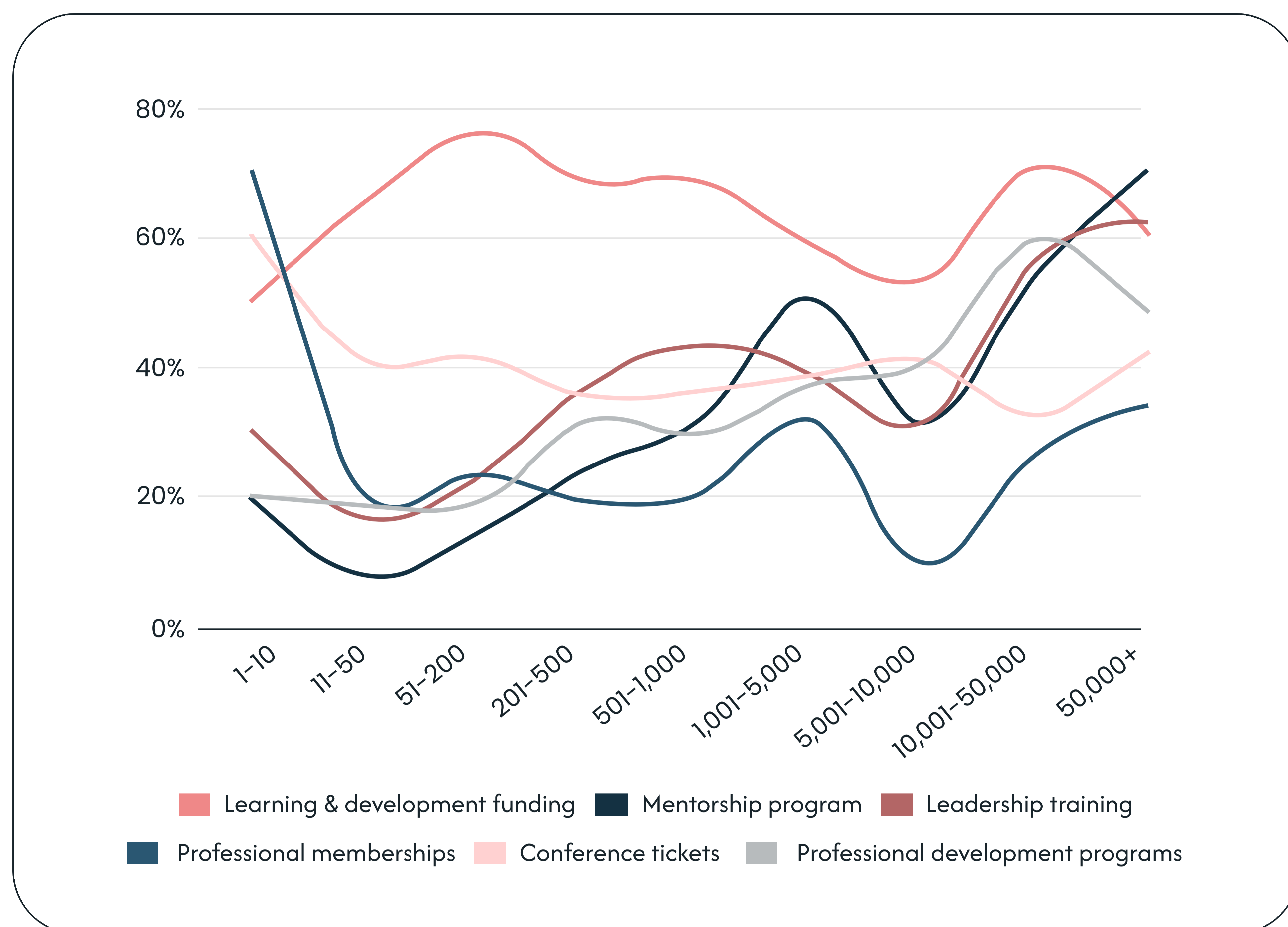
Wellness / assistance benefits by company headcount

Across the board, certain benefits remain rare regardless of company size. Elder care assistance, for instance, is consistently low, ranging from 0% to just 16% at its highest. On-site childcare also sees limited adoption, with only 8% of companies with over 50,000 employees offering it. ADA accommodations are another benefit that remains uncommon, even among larger firms, with only 24% of the largest companies providing them.

This data suggests that large firms focus more on structured employee wellness programs and inclusive initiatives, but gaps remain in caregiving support, which could be a key area for future growth in benefits offerings.



Learning & development benefits by company headcount



The data reveals that the smallest companies (1-10 employees) emphasize benefits like professional memberships (70%) and conference tickets (60%), while larger companies increasingly prioritize structured programs such as mentorship (70% for 50,000+ employees) and leadership training (62% for 50,000+ employees).

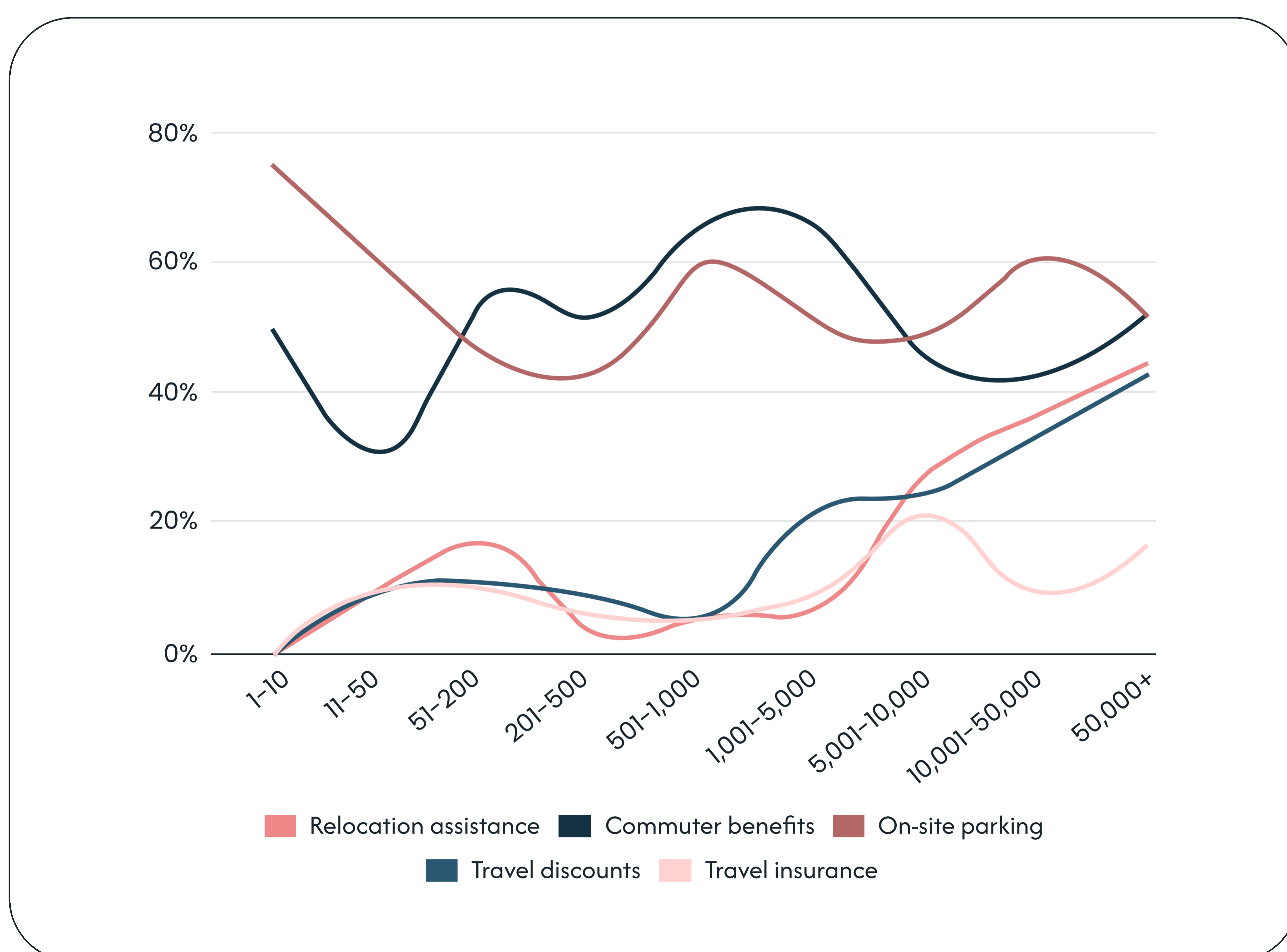
Learning and development funding is consistently offered across company sizes, peaking at 75% for mid-sized firms (51-200 employees) but remains important even for larger organizations (70% for 10,001-50,000 employees). Professional development programs gain traction in larger companies, with a steady increase from 20% in small firms to 59% in very large ones. Overall, smaller companies offer more flexible or direct benefits, while larger firms focus on formal development structures.

Travel / commute benefits by company headcount

Relocation assistance is rarely offered by small companies (0% for 1-10 employees) but becomes fairly common in larger organizations, reaching 44% for companies with over 50,000 employees. Commuter benefits are relatively consistent across company sizes, peaking at 66% for companies with 501-1,000 employees.

On-site parking is most prevalent in smaller firms (75% for 1-10 employees) but remains a common benefit across all sizes. Travel-related benefits like discounts and insurance are less common, particularly in smaller

companies, though travel discounts increase significantly for larger firms, reaching 43% for companies with over 50,000 employees. Overall, larger companies tend to offer more relocation and travel benefits, while smaller firms focus more on parking and commuter perks.

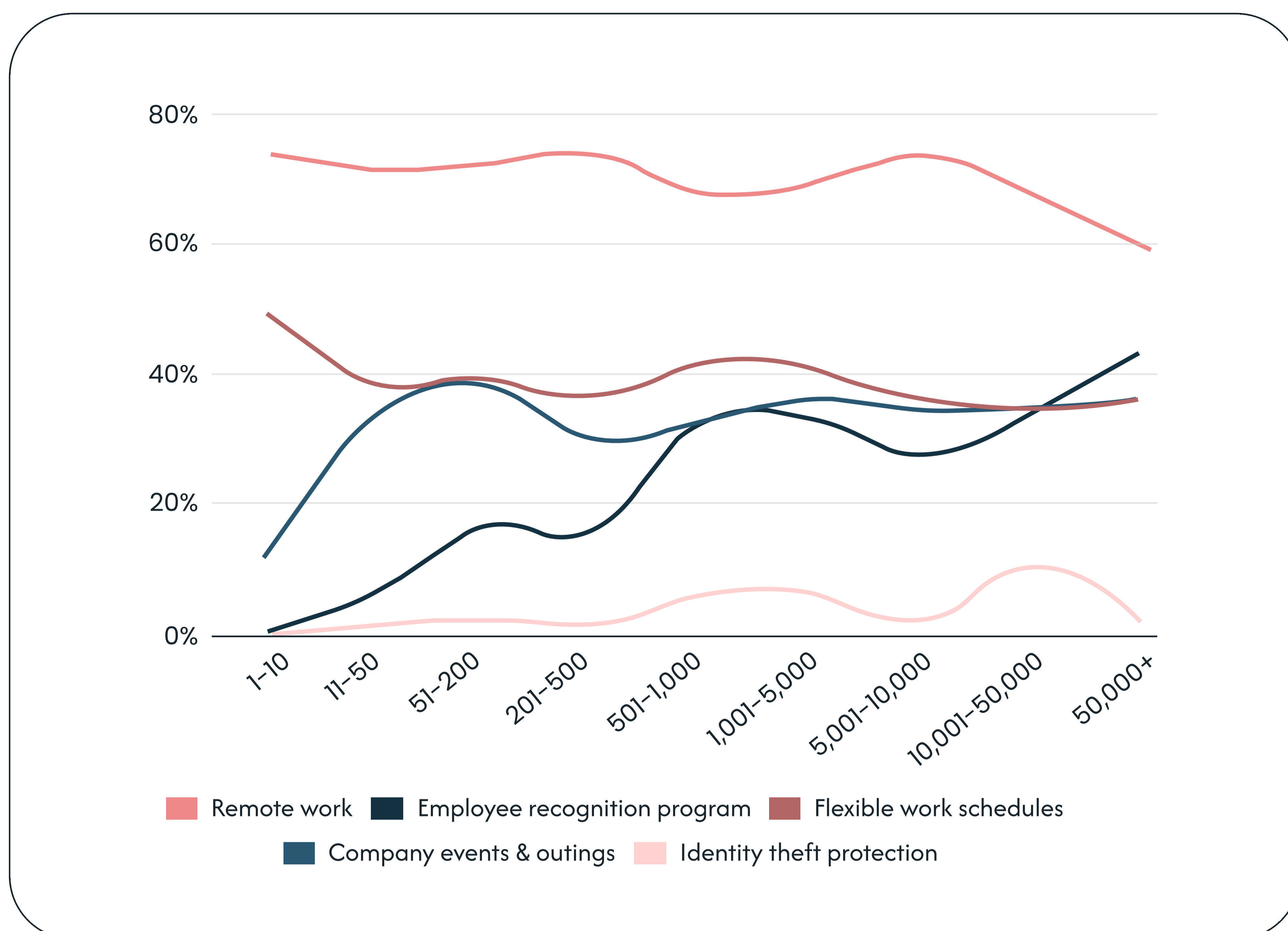


Miscellaneous benefits by company headcount

The data highlights that remote work is widely offered across all company sizes, with smaller and mid-sized companies (1-500 employees) maintaining high levels of availability (88-92%), though it declines to 68% for the largest firms.

Employee recognition programs become significantly more prevalent as company size increases, rising from 0% for the smallest firms to 70% for companies with over 50,000 employees.

Flexible work schedules remain fairly consistent across all sizes, ranging from 56% to 80%, with smaller firms leading. Company events and outings are more common in mid-sized and larger



companies, peaking at 63% for firms with 51-200 employees. Overall, smaller companies focus heavily on remote and flexible work, while larger companies increasingly emphasize recognition programs and events.

Conclusion

The findings from this report provide valuable insights into the current salary landscape for women across the technology industry. While there have been improvements in pay equity and benefits in certain areas, our survey highlights that significant gaps still exist. Addressing these disparities is not only crucial for creating more inclusive and equitable workplaces, but also for ensuring that women can build fulfilling, sustainable careers within the tech industry.

For women specifically, understanding the trends around compensation and benefits is vital in making informed decisions about their career paths, negotiating salaries, and seeking opportunities that align with their needs. For organizations, these insights offer a clear opportunity to foster environments that value equity and diversity, where women can thrive without facing financial or structural barriers.

At Tech Ladies, we remain committed to supporting our members by providing the resources, networks, and opportunities they need to navigate their careers confidently. We hope this report serves as a catalyst for action, inspiring both individuals and organizations to continue pushing for progress toward a more fair and equal tech industry. Thank you to all who contributed to this report and to those who continue to advocate for change. Together, we can build a future where women are compensated fairly, starting with the technology industry, and receive the benefits they deserve!

If you're interested in partnering with us, please fill out [this form](#) and if you're interested in joining our community or Talent Network, visit our [website](#)!



Thank you

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