

Women
in **Revenue**

Career Success vs. Quality of Life

**Balancing Professional and Personal
Goals for Women in Revenue**

The Definitive State of Women in Revenue Report | 6th Edition
April 2024



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The Definitive 2024 State of Women in Revenue Report

For the 6th year in a row, Women in Revenue has conducted the annual “State of Women in Revenue” report.

Women in revenue roles continue to face similar issues, yet the drivers behind those challenges — and how women in revenue consider and challenge those issues — have begun to shift.

Women last year pointed to compensation, pipeline improvement, and lack of mentorship as the top challenges, in that order. This year, with survey responses doubling to over 800, women in revenue see job security and work/life balance as the top yet equal concerns, effectively equating financial happiness and life balance. Equity issues are also critical, with a lack of women in revenue roles, compensation, and gaining an equal seat at the table all mentioned as top

issues by well more than one-third of all survey respondents. Improving the pipeline fell to seventh place this year.

We see this as a profound change in the attitudes of women in revenue as priorities shift from role- and performance-centric concerns to more personal needs. One contributor is that millennials are taking on more leadership roles and Gen Z workers continue to influence work norms, expectations, and cultures. But, in digging into the survey data, we noticed three crystal clear themes across demographics: work flexibility, compensation, and mentorship.



Flexible work arrangements



Compensation equity and transparency



Mentorship

Women in revenue are feeling increasing stress, as seen in the survey’s responses. This stress stems from both changing concerns and persistent issues such as ubiquitous harassment, inequity, unfairness, and bias. But women in revenue are sharing their voices to help each other push through these and other challenges.



The Power of Women in Revenue

Women in Revenue is a community of current and future leaders in sales, marketing, customer success, and revenue operations. Our organization of 7,000-plus members aims to achieve gender equity in the workplace; giving back to women through education, mentorship, visibility, and career development opportunities; and, ultimately, moving our members' careers forward.

For companies and recruiters, our community represents the voices you need to hear if you want to create more opportunities for women in revenue.

TAKE ACTION

Join Women in Revenue Today

Amplify your voice while gaining insights to create more, and more equitable opportunities for you and your peers.

If you're not a member, join us today at womeninrevenue.org. You'll get access to our community, events, mentorship program, speakers bureau, and additional resources to help advance your career.

Become a Member

Who is Women in Revenue?

44%
Marketing

30%
Sales

14%
Revenue Operations

8%
Customer Success

Founded 2018 

Members
7,000+

Locations
64 countries

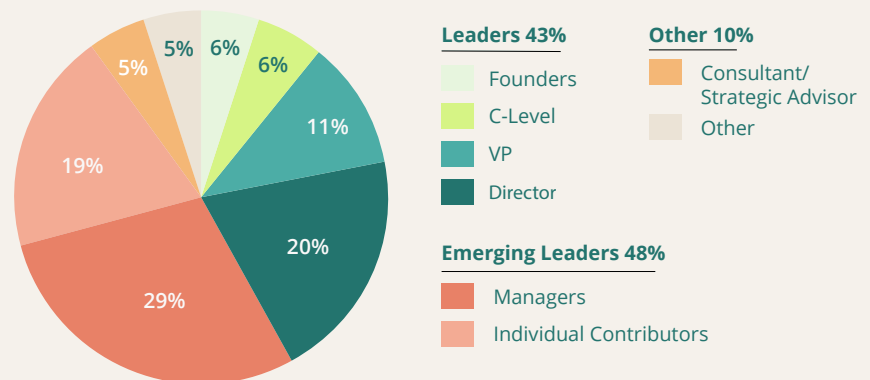
Functions
Marketing
Sales
Customer Success
Revenue Operations

Offerings

- 1:1 Mentorship
- Flash Mentorship
- Speakers Bureau
- Slack Workspace
- Event Discounts

Member Demographics

Nearly half of our members are seasoned leaders, holding titles such as Director, VP, or C-level. The other half we consider "emerging leaders", who are in the first 5-10 years of their careers but actively looking to learn and grow.



Top Challenges

Influencing and Impacting Women in Revenue

Work/life balance, mentorship, and compensation have consistently surfaced as the top issues for women in revenue. That trend continues this year, but the underlying challenges have drastically shifted.

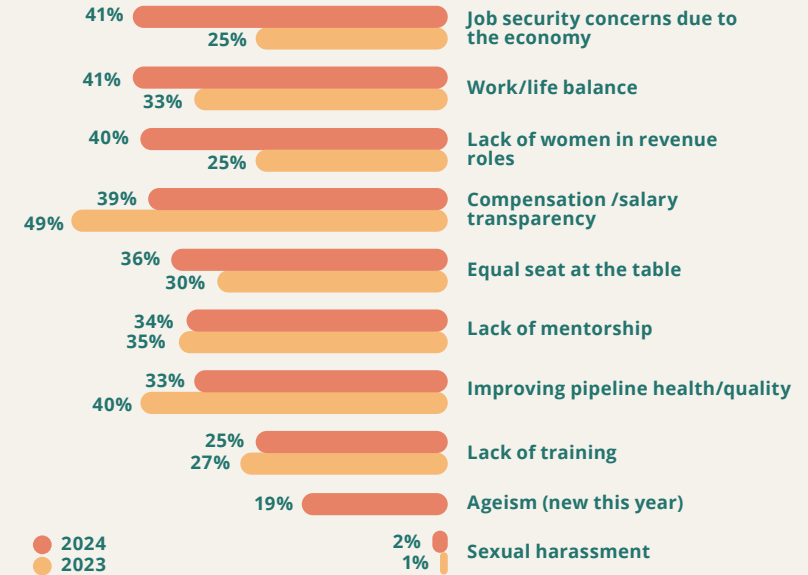
Survey respondents were asked, What are your top challenges? The responses are markedly different from last year's survey, with job security and work/life balance tied for the top spot and selected by 41% of respondents. That was followed closely by the lack of women in leadership roles (40%) and issues with compensation (39%), with the latter falling out of the top spot it held last year. Just over one-third of respondents selected "equal seat at the table", "lack of mentorship", and "improving pipeline health/quality", putting "business success" as a decidedly lower concern this year than issues more focused on personal success and wellbeing.

The tilt towards a more balanced life is outweighed by the increased stress of professional challenges. Women in revenue still face the same issues as always, including additional workload.

When asked about resource reductions at work, respondents overwhelmingly pointed to budgets (72%) and people (71%) as areas being cut. Doing the same or more work with less budget and staff is an obvious stress inducer, clearly exacerbating concerns about work/life balance.

Stress, salary, and success

What are your top challenges?



Cutbacks at work add to the stress placed on women in revenue

Which, if any, of the following resources have been reduced at your company in the last 12 months?

72%

say budgets have been reduced

71%

say people have been reduced

17%

say nothing has been reduced

2024 Key Themes for Women in Revenue

As noted, this year's survey respondents highlighted three main themes: work flexibility, compensation, and mentorship. The underlying message is that these issues are becoming more pronounced for women in revenue and they are feeling it. The increased focus on job security and work/life balance, while continuing to care about job performance and success, combine to increase the pressure coming from both personal and professional sides. Stories shared by guests on **Women in Revenue's "Resilient Revenue" podcast** also point to the lack of balance leading to high levels of burnout among women in revenue.



Helpful Resources



Work Flexibility

- [What Should Be in Your Job Search Tool Kit](#)
- [What Is Your Superpower and How to Effectively Cultivate It?](#)
- [Working Towards Better Work Life Balance](#)



Mentorship

- [Blog: Shattering Mentorship Myths](#)
- [Podcast: The Mentorship Impact](#)
- [WIR's Mentorship Program](#)



Compensation

- [Job Change In-A-Box](#)
- [What Salary You Should Ask For](#)
- [Finding Your Voice](#)

Theme #1

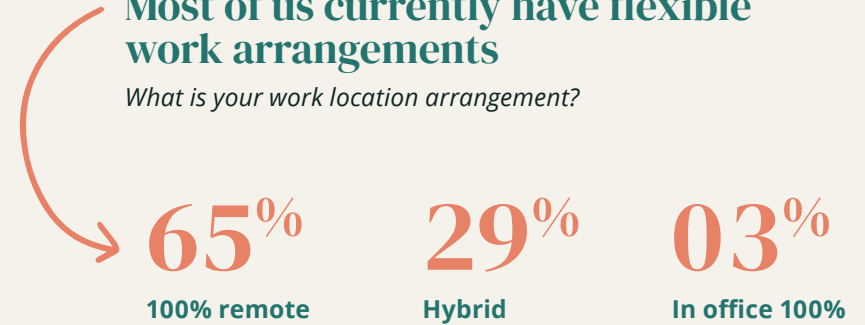
We Want More Work Flexibility and Less Work Stress

For employers, pushing workers to return to the office intentionally creates an environment that is clearly unwanted by women in revenue — and **98% of all workers**. Some companies are **forcing workers into the office in lieu of layoffs**, knowing some will quit. Only 22% of women in revenue were happy enough to not think of quitting in the past year, while 15% did quit and 45% considered it.

Note to recruiters: Flexible and hybrid work may just be the benefit that helps you retain more of us.

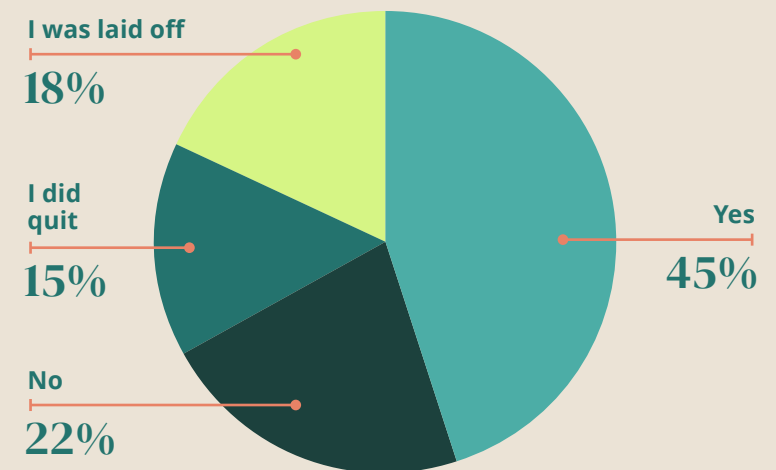
Most of us currently have flexible work arrangements

What is your work location arrangement?



For employers, women in revenue remain a retention risk

Have you considered quitting your job in the last 12 months?



Retaining Women in Revenue

While 45% of all respondents considered quitting in the past year, that falls to 34% for those in leadership roles and rises to 51% for individual contributors. That's a near one-to-one reversal from last year's survey results. It could be that job security concerns are keeping leaders in those scant roles longer while a lack of benefits like flexible work might be pushing younger workers to seek more opportunities.

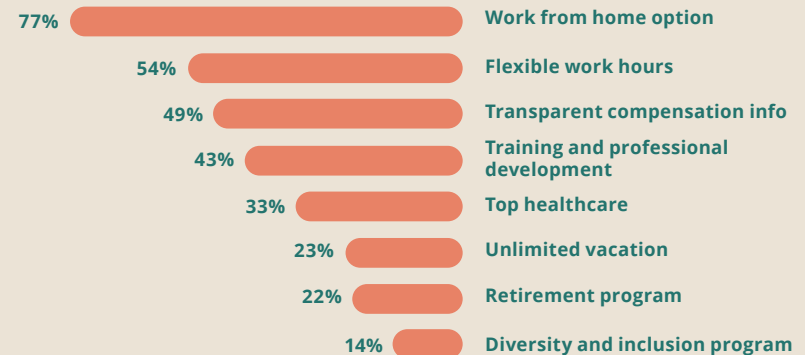
Work/life balance and job security tied for the number-one challenge faced by women in revenue. But, return-to-office mandates are diminishing that balance while potentially jeopardizing job security. The option to work from home remained respondents' most important benefit this year, followed by flexible hours, transparent compensation, and training and professional development — all in the same order as last year.

Hybrid work is becoming more popular — **Gartner says 80% of companies allow it** — and it is an attractive perk for most workers. But, those who frequent an in-person office have advantages over remote workers including increased face-time, socialization with managers, access to ad hoc opportunities, and more. Choosing to work from home, even slightly more often than colleagues, can impact one's responsibilities, assignments, and promotions. Caregivers and those with young children may not have that choice, or may assume that a flexible work environment is a perk. Less face-time results in fewer opportunities, however, and women typically take on the family responsibilities encouraged by flexible work models.

The combination of work/life balance as a top challenge and remote and flexible work as the top benefits show what means the most to job-seeking women in revenue. But the burnout implications are real, too. We're all already overworked, respondents want job security and flexibility, yet working remotely is penalized. As a result, remote workers may feel the need to work harder and longer to offset the consequences to job security and flexibility.

Top Benefits: Flex work rules

Which benefits are most important to you when considering a job offer or staying with your current organization? (multiple answers allowed)



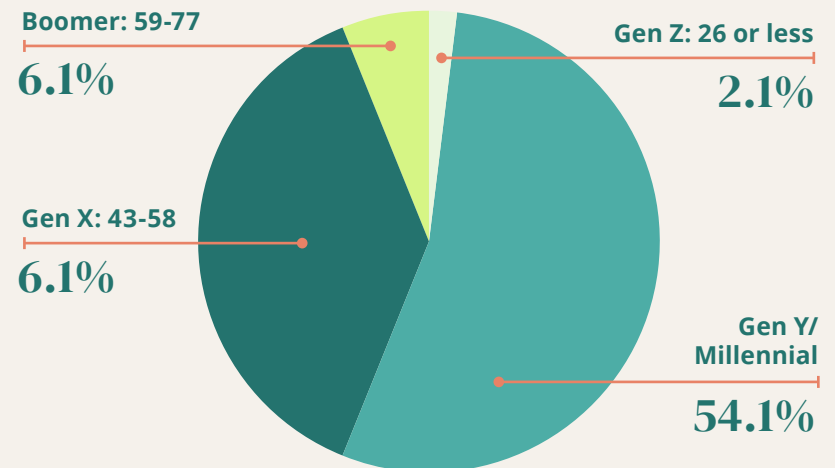
“ Your Voices: Work Flexibility

1. I experienced toxic leadership with **little consideration as to work/life balance**.
2. **I was harassed during time off for my father’s death and laid off upon my return**. My numbers were good and we were on track to hit our target.
3. They did not understand **the priorities of raising a family** with the work schedule.
4. I have definitely had leadership that clearly **lacks awareness** around today’s societal challenges and what’s required to work and raise children.
5. Despite being tapped on the shoulder, I didn’t apply for our leadership program because **it required a month overseas on top of a heavy work travel schedule**. It wasn’t a good fit for women with young families.
6. Felt **peer pressured into not taking the full amount of time** allotted for maternity leave.
7. **Laid off during maternity leave**.
8. As an adoptive mother who used a surrogate (after having to have a complete hysterectomy prior to having children), **I was told I didn’t qualify [for a parental benefit]**.
9. Women **losing respect and rank because of getting pregnant** and needing to go out on maternity leave.
10. At my work **they did not treat women well, especially pregnant women**.

Next Gen

Boomers are hanging on, Gen Xers see retirement in the distance, millennials have entered the leadership/power phase of their careers, and Gen Z are making waves in the workplace. Millennials — already in the parenthood phase of life — accounted for 54% of all responses, Gen X for 38%, and Gen Z for 2%. But, as with previous generations, the shifting attitudes of younger women in revenue are shaping work and life expectations — and this survey. However, age remains a detriment, with one-fifth of respondents citing ageism as a top challenge.

Survey respondents by generation



Theme #2

Compensation Equity is a Top Challenge, and Information is Key

Built In San Francisco shows the average technology industry account executive salary as \$107,643, ranging up to \$250,000. Comparably.com shows San Jose salary ranges for similar sales roles at an average of \$178,161 and a maximum of over \$400,000. The Bridge Group reports on average on-target-earnings for SaaS account executives of \$190,000 for 2024.

For women in revenue, 28% of survey respondents report more than \$250,000 in total compensation. In the United States, that's a comparatively good salary: individuals in the 85th percentile earned \$102,200 based on 2021 data.

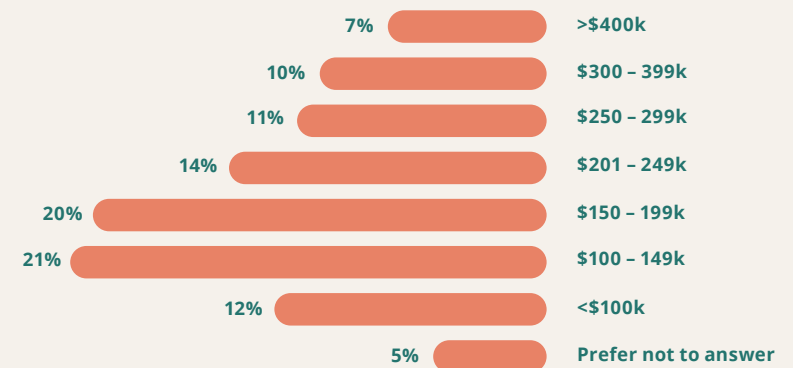
But saying that revenue roles are well compensated misses the point, especially for women. Overall, women earn just 84% of what men make for the same role. That gap extends much, much further for women of color, where marginalized populations of women make as little as 57% of what men do. Pay disparity is worse in the technology industry, where women earn only 82% of what men make, on average.

Improving pay equity requires information



Women in revenue are paid well but not equitably

What is your total compensation (base salary + bonus or commission)? (in thousands USD)



Improving pay equity requires information. Compensation salary, transparency, and negotiating is a top challenge for 39% of survey respondents. For 49% of respondents, transparent compensation information was one of the most important benefits when considering an internal or external job offer.

Asking for a raise or changing employers are becoming less of an option. The number of women in revenue receiving a raise in the past year fell by one-third, from 60% of respondents in 2023 to 40% this year, with a similar decline in those receiving bonuses, which fell from 30% to 24% year over year. The share accepting a new/better job was virtually stagnant, shifting from 26% in 2023 to 27% this year. Those who have had no positive changes related to salary and promotion in the past year increased by one-quarter, from 28% in 2023 to 37% this year.

Women in revenue need to be equipped with salary transparency to make factual and accurate arguments when entering salary negotiations, especially as options to change employers dwindle. In addition to salary, women in revenue need to consider the non-salary elements of compensation such as commissions, bonuses, PTO, etc., but survey responses show that women in revenue’s confidence in negotiating non-salary elements has remained static.

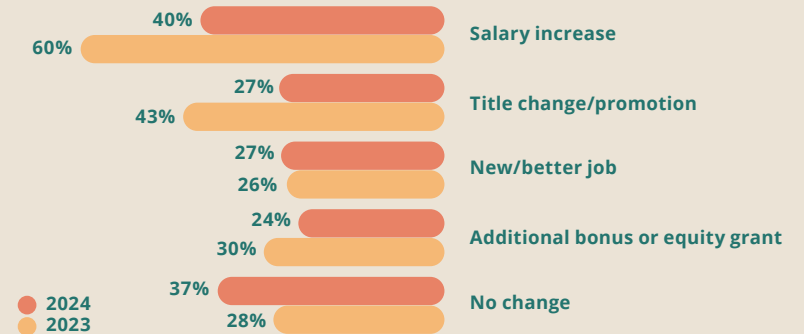
39%

Say compensation salary, transparency, and negotiating is a top challenge



Opportunities to increase salary are less common today

Have you had any of these positive changes in the last 12 months? (check all that apply)



Women in revenue continue to lack confidence (and information!) when negotiating salary

How confident are you in negotiating the non-salary elements of your compensation (commission, bonus, equity, etc.)?

4.5/10 (last year it was 4.6/10)

“ Your Voices: Compensation

1. I feel my salary is lower **even though I close more deals** than my counterparts.
2. My direct **manager did not push for sufficient base salary adjustment** when my role changed, resulting in earnings suppression that has been hard for me to correct due to raise freezes and lower business performance.
3. Our **leadership didn't fulfill promises** and guarantees on salary and upcoming opportunities.
4. When negotiating a pay raise, my **manager compared my salary with employees that are lower in seniority**, fewer years at company, or generally less experienced. They just focused on age and location, not role or seniority.
5. A recruiter told a person I referred that I was overpaid.
6. When I completed six months as acting VP and overachieved KPIs, I was told the VP role wasn't necessary but I could continue as a director. Months later, without any conversation or opportunity to negotiate, I was randomly promoted to VP with two male peers. I received no salary change.
7. **I know I'm paid less than my male peers** because I didn't negotiate well enough.
8. I've encountered pay discrimination and **was offered less money than my peer** to move into a new role. I negotiated hard but was still paid \$7k less than them.
9. I'm **paid less because I'm seen as "young,"** even though I have 10 years in my exact industry doing this role.
10. The reason for my layoff was that I was **too highly compensated.**

Thinking of Jumping Ship?

Sometimes, it's just better to move on. If you're considering switching employers, check out our comprehensive guide to acing the job search process and thriving professionally. Our "Job Change In-a-Box" provides essential tips on getting your resume noticed, making a lasting impression on LinkedIn, and evaluating prospective employers based on your core values.

[Get the Resource](#)

Theme #3

We Need More Women in Leadership Roles and as Mentors

The third most important challenge for women in revenue is the lack of women in leadership roles, noted by 40% of respondents. That's just one point less than the top two challenges. The lack of women in leadership roles is clearly a key issue and limits the number of role models and potential mentors.

Mentorship relationships and programs are immensely beneficial for those involved and the organizations they power. Mentors encourage and enable a mentee's professional and personal development, share insights and advice, and help mentees set and stay accountable to career goals. Organizations get a more collaborative environment and more career-driven workers, which translate directly into profitability and productivity gains.

Mentoring programs drive business success

93%

Midsize and smaller businesses say mentoring helps them succeed.

89%

CEOs say mentorship programs helped them avoid costly mistakes.

67%

Businesses say productivity has increased due to mentoring.

55%

Businesses say mentoring has a positive impact on profitability.

(Source: <https://nationalmentoringday.org/>)



Mentors also serve as advisors to help talk through, evaluate, and build plans for work and life opportunities and challenges. For respondents with mentors, 74% say the mentor helped them navigate a challenging workplace situation. Specific examples given in the responses included dealing with “bro culture,” maternity discrimination, and being overlooked for promotions.

Mentors help guide us through tricky situations, at work and beyond

What value did you get from your mentor?

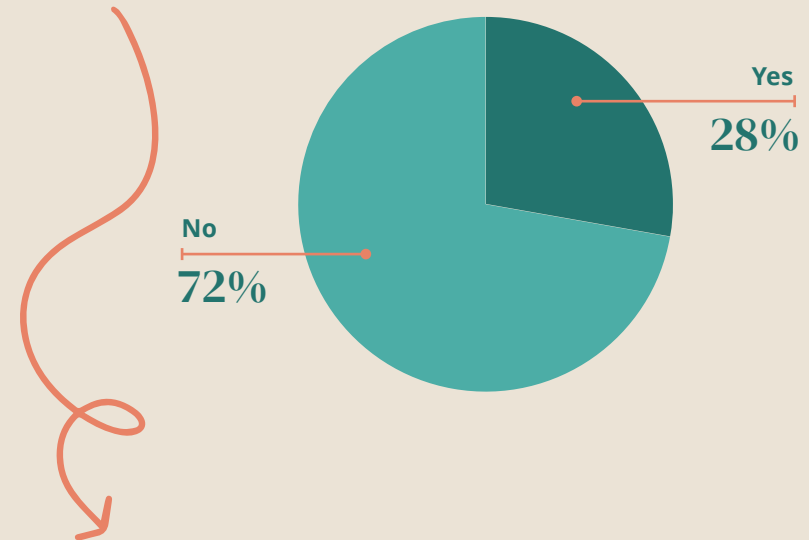


Yet, with so many benefits of mentorship, barely more than one-quarter (28%) of women in revenue have mentors while more than three-quarters (78%) see the value in having a mentor. The lack of women in leadership roles could be a factor in the low mentorship activity. Leaders have limited bandwidth and can only manage a few mentees, and potential mentees may not have access to potential women mentors. Women also make up a small portion of leadership in most companies, with **women holding just 28% of c-suite roles yet make up almost 50% of entry level roles.**

Resources do exist, such as **women leaders who proactively share their advice**, and organizations like Women in Revenue, which has a **meticulously crafted mentorship program** designed to uplift, support, and inspire today and tomorrow’s female revenue leaders.

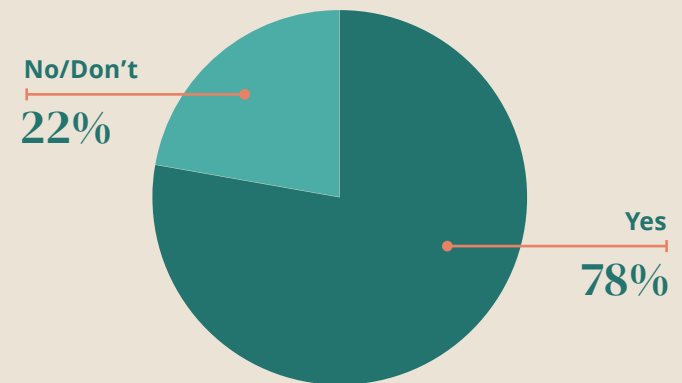
Few of us have a mentor...

Do you have a mentor?



...but most of us want a mentor

Would it be useful for you to have a mentor?



“Your Voices: Mentorship

1. My mentor helped me **navigate a toxic workplace** and I have now found a much better workplace.
2. I work with my mentor on **influencing people and positioning myself** better.
3. I’m **challenged by poor leadership and no mentorship**.
4. **Younger male colleagues have mentors and sponsors** much more dedicated to molding the individual to speak and present in the same manner they do.

What Women in Revenue Members Say About Our Mentorship Program

1. I found an **extraordinary mentor** whose confidence, experience in fostering growth, and kindness have been invaluable.
2. Participating in Women in Revenue’s Mentorship Program offered me an **opportunity to enable and empower women** who are at different stages in their professional journey.
3. The relationship was **so enriching** and I felt I was also learning something new each time.
4. The mentoring program enables me to **listen, give back, learn from the mentees, and ask questions**.

Women in Revenue’s Mentorship Program

Mentors guide and provide professional development and career growth advice to one or more mentees. Relationships can last for a few weeks or years depending on the people involved and the reasons they sought out connection in the first place. Mentoring shows women that they matter and have a supportive guide on their path to success.

There are three different types of mentorship opportunities available through this program:



1:1

Longer-term, ongoing mentorship relationships



Flash

One-time, 60-minute call on a specific topic



Huddles

Small group sessions with a subject matter expert

Why is this mentorship program unique?

1. It’s specifically designed for women who drive revenue
2. We don’t shy away from tough conversations
3. The matching process is done through a dedicated platform
4. You get access to valuable resources

To join, fill out our “Become a Member” form and select the Mentorship box!

[Become a Member](#)

Discrimination of All Types Remains Shockingly Prevalent for Women in Revenue

We asked the open-ended question, Have you experienced discrimination in your workplace? These are just a few of the several hundred stories we received. More than half of all respondents took the time to share a story of discrimination.

We are disappointed — but not surprised — to read the experiences of women in revenue sharing an immense number of gut-wrenching and familiar stories of discrimination. Just 2% of respondents listed sexual harassment as a top challenge, yet harassment takes many forms and is frequently condoned, embedded in a company's or team's culture, or simply laughed off and positioned as "just a joke."

Words and phrases like bro culture, abuse, boys club, excluded, and similar are repeated frequently in these responses. Discrimination is so common in revenue environments, women see it as a fact of life for those in this career path.



1. I was told that being a mom was “getting in the way of me doing my job.” It was the year that I was also the #1 VP in the country. When the only other female VP took a role in another division, my manager referenced us both during a meeting with: “1 down, 1 to go.”
2. I see lots of gender inequity including men being promoted off cycle and women not.
3. I am one of two women on a six person leadership team. Recently the remaining four members (who happen to all be white men) started a subcommittee of the leadership team with just themselves for “big picture thinking and forward-looking work.” This has not been hidden from the women but also never explained as to why we were not included.
4. My boss (we are both c suite) calls me “kiddo.”
5. I have experienced sexual discrimination working on an all-boys club leadership team. You are treated differently because you are a woman. Ideas are passed over, but then when the same ones are provided by male colleagues, they are implemented.
6. Male visitors to our building assumed that I’m the one in the office to make coffee - it didn’t end well for them.
#MakeItYourselfDudeIllBeOverHereCrushingIt
7. I am the only female senior director - the other four are males - and they all make much more money than I do.
8. I have experienced sexism and unfair business practices that don’t support queer employees (I am a lesbian) or employees from diverse groups that don’t fall into the CIS, white male category.
9. If I wear too much makeup, I’m trying to get attention. If I don’t wear enough, I don’t care to put in effort in my appearance.
10. A senior sales leader put his hands on me multiple times at a group work event. I reported it and was then forced to quit due to the backlash I received.
11. I should have been invited on a rewards trip but was passed over because I was “pregnant and wouldn’t be any fun.”
12. I experience frequent “light” sexism such as being referred to as a lady or making reference to the fact that it’s unusual to have a woman in my position.



Survey Methodology and Demographics

We surveyed respondents over a one-month period in early 2024. More than 800 women responded, with representation from sales and marketing, revenue operations, customer success, and professional services.

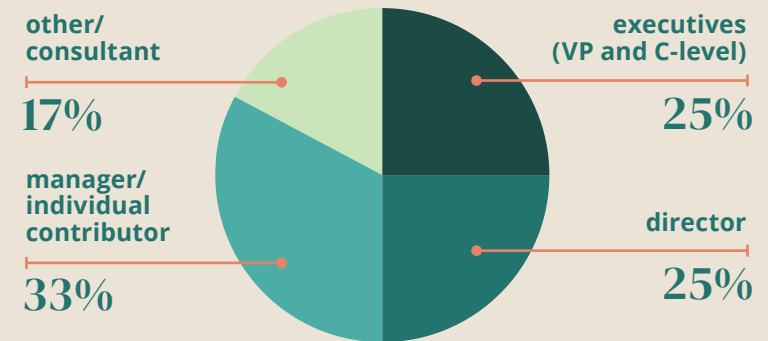
The career level of respondents is split between executives (VP and C-level, 25%) and emerging leaders — directors (25%) and individual contributors (33%) — accounting for more than half of the respondents.

Marketing and sales together made up nearly 60% of respondents, with marketing respondents increasing by one-quarter. Responses from sales roles fell by about one-quarter. Revenue operations increased to 19% this year after more than doubling in 2023. Customer success was 6%. The remaining respondents were in executive roles or finance and professional services.

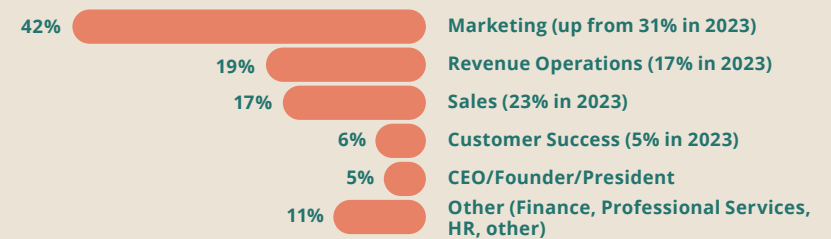
We again asked questions on age and salary. While compensation was addressed above, respondents are of a similar age distribution as in prior years. More than half (54%) are millennials, age 26-41, which is also reflected in the number reporting a job level of director or above. This generation is entering into leadership roles, and Gen Xers, age 42-57, represent the typical age range for executives.

The race/ethnicity response rate is approximately the same as prior years, with nearly 80% white respondents.

What is your level?



What is your job role?



What is your age group?

	2024	2023
Gen Z - 25 or younger	2%	2%
Gen Y/Millennial - 26-41	54%	58%
Gen X - 42-57	38%	36%
Baby Boomer - 58-76	6%	4.6%
Silent Gen - 77 or older	0%	0%

Thank You to Our Sponsors and Funding Partners

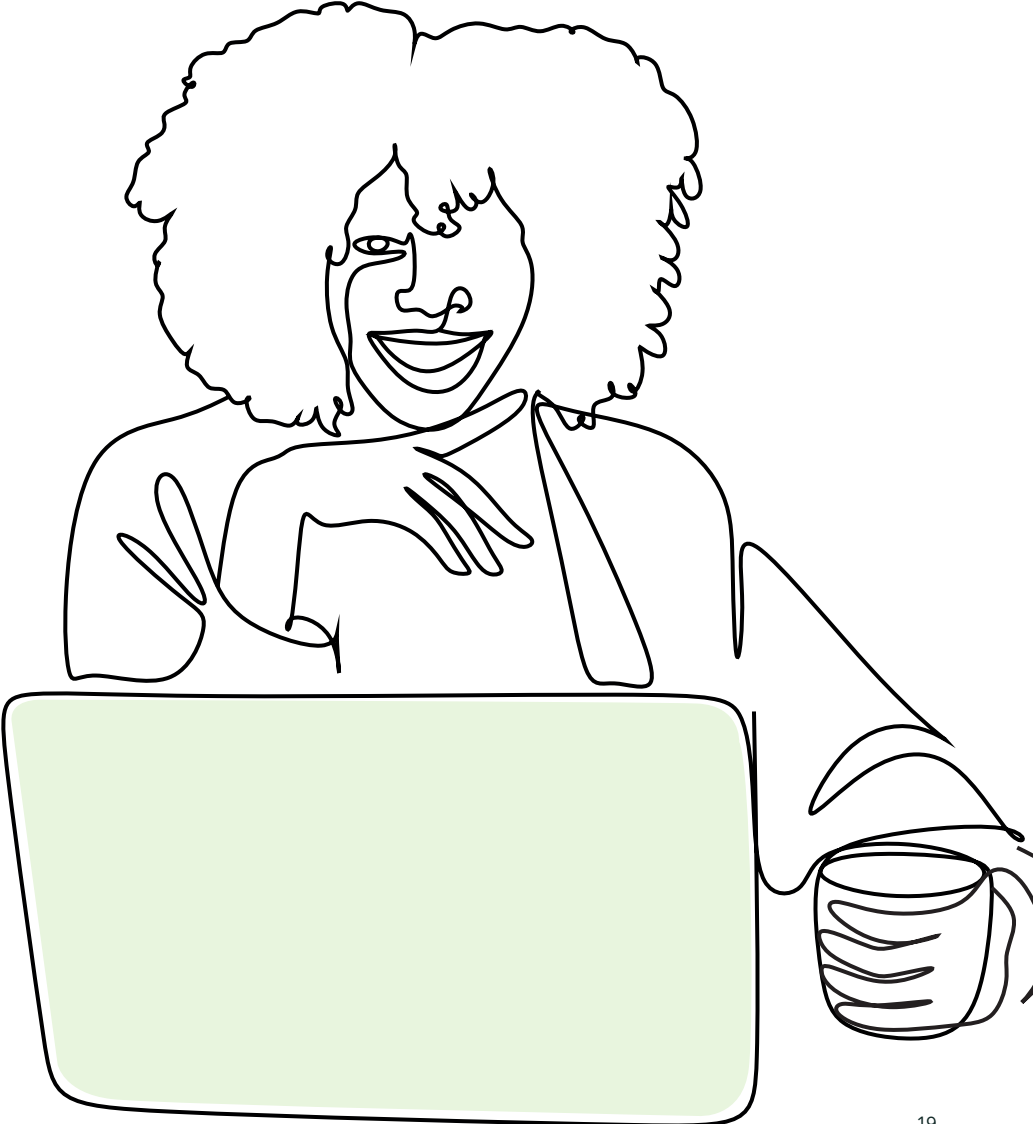
Funding Partner



Game Changer Sponsor

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Learn More

Women in Revenue was founded in 2018 to support women in revenue careers. Since that time, over 7,000 women have joined us to engage in networking, mentorship, events, and content like this annual report.

We hope this report has inspired you to learn more about what it takes to support women in revenue roles. Diversifying the revenue workforce is not only the right thing to do — it is proven to drive better revenue outcomes. But companies must be intentional in recruiting and retaining women in revenue positions, especially during today's exceptional labor market.

Find out more at
www.womeninrevenue.org

Women in Revenue was founded in 2018 to support women in revenue careers. Since that time, over 7,500 women and allies have joined and are engaged in networking, mentorship, meetings, and content like this annual study.

Women in Revenue is a 501(c)(3) non-profit.

We invite you to join our community.

To learn more and support women in revenue...

If you're an individual and you work in revenue, become a member.

Membership gives you access to the Women in Revenue community for networking, mentorship, and educational opportunities, plus resources to promote the proven business value women bring to every organization, minimizing bias and discrimination.

Become a Member

If you represent an employer...

And are interested in accessing our resources, becoming a sponsor, or generally supporting our efforts, **connect with us today.**



Women
in Revenue

From Women in Revenue

[Job Change In-A-Box](#) (eBook)

[How to Successfully Implement Change Management](#) (one-pager)

[WIR Mentorship Committee Volunteers](#) (blog)

[Shattering Mentorship Myths](#) (blog)

[What Should Be in Your Job Search Tool Kit?](#) (blog)

[Power Moms](#) (WIR TV)

[What If We Have Self-Care All Wrong?](#) (blog)

[From Networking to Net Worth](#) (podcast)

[The Mentorship Impact](#) (podcast)

[Embracing Authenticity](#) (podcast)

[Empowering Your Value](#) (podcast)

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