

**Women**  
*in* **Revenue**

# Support Fuels Success

**A Strong Network and Shared  
Insights Empower Women in  
Revenue to Grow, Lead, and Excel**

The Definitive State of Women in Revenue Report | 7th Edition  
March 2025



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# The Definitive 2025 State of Women in Revenue Report

**For the 7th year in a row, Women in Revenue has conducted our annual “State of Women in Revenue” survey.**

We’re entering 2025 with continued motivation and excitement for women working, leading, and mentoring in the revenue space. This is a fantastic career for women at all stages, particularly regarding compensation as an account executive’s annual salary is about double that of the national average for all college graduates in all roles. It’s also a role that ties compensation directly with performance, giving us more control over our financial destiny. Performance typically drives pay, which is rare in most other roles and boosts overall compensation potential.

However, there is progress to be made in advancing career growth for women in these roles, getting more women in revenue roles at all levels, and encouraging organizations to deliver the benefits women deem crucial, such as the option to work from home (WFH) and office hours flexibility. Additionally, bias, discrimination, and harassment of women in revenue roles continue seemingly unabated.

Last year, over 800 women in revenue pointed to job security and work/life balance as their top concerns, showing the equal importance of flexibility and financial security. Those respondents also mentioned gaining an equal seat at the table as a top issue. Improving pipeline fell to seventh place last year.

This year, the lack of mentorship and lack of women in revenue roles ranked first and third, respectively, for the nearly 750 survey respondents. Alongside rampant layoffs in the technology industry, job security was the number two challenge. Combined, these top three challenges reflect the need for allies who can guide and advocate for women in revenue roles in the face of tightening budgets and expanding layoffs.

In 2025, we see women in revenue remain concerned about job security, as well as the need to band together with other women and allies in revenue to improve their options. Work/life balance and compensation, which tied for the fourth top challenge this year, are also critical. Improving pipeline barely budged from the seventh top challenge last year to sixth this year, indicating that over 70% of women in revenue are comfortable with their job performance.

This must be the year that women in revenue unite, support each other, and participate in mentoring. Together, we can proactively highlight the value women bring to organizations and continue to call out persistent harassment.



Unity



Work Flexibility



Compensation

# The Power of Women in Revenue

Women in Revenue is a community of current and future female leaders in sales, marketing, customer success, and revenue operations. At Women in Revenue, we equip women in sales, marketing, customer success, and revenue operations with the resources, connections, and opportunities to advance their careers. With a community of 8,000+ members, we foster growth through mentorship, networking, and professional development.

Women in Revenue serves as a gateway for companies and recruiters, connecting them to top talent and fresh perspectives from our community. We provide actionable insights on hiring, leadership, and growth strategies, empowering businesses to attract, retain, and elevate women in revenue-driving roles.

For women in revenue-generating roles, we encourage you to use the findings from this report as a tool in negotiating a better salary, influencing leaders to enhance company culture, and advocating for flexible and balanced working arrangements. Explore the many benefits of membership, including our Mentorship Program, where you can gain valuable insights to advance your career, support others in reaching their goals, or do both. You don't have to navigate challenges alone—our strong community is here to uplift and empower you!

## TAKE ACTION

### Join Women in Revenue Today

Amplify your voice, gain insights to unleash your authentic power, and drive positive change in your career. Become a member of our supportive community to accelerate your success, connect with like-minded women, and grow personally and professionally.

We invite you to learn more at [womeninrevenue.org](https://womeninrevenue.org). As a member, you'll get access to our community, events, Mentorship program, Speakers program, and additional resources to help advance your career.

[Become a Member](#)

## Who is Women in Revenue?

43%  
Marketing

31%  
Sales

16%  
Revenue Operations

10%  
Customer Success

Founded 2018 

Members 8,000+

Locations 64 countries

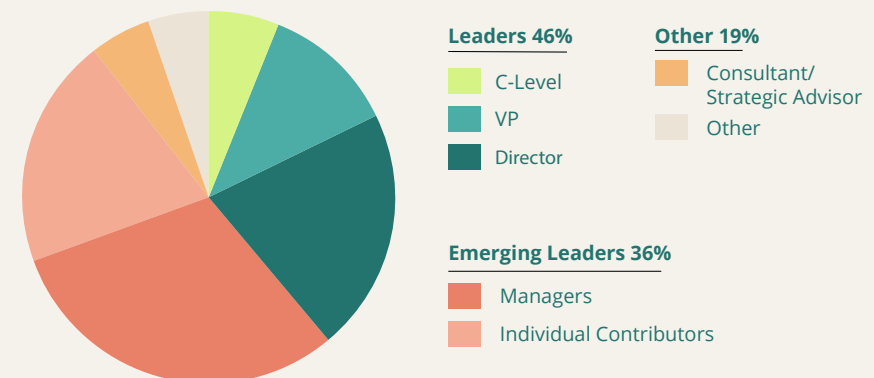
Functions  
Marketing  
Sales  
Customer Success  
Revenue Operations

Offerings

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

## Member Demographics

Nearly half of our members are seasoned leaders, holding titles such as Director, VP, or C-level. Emerging leaders are in the first 5-10 years of their careers, actively looking to learn and grow.





# Top Challenges Influencing and Impacting Women in Revenue in 2025

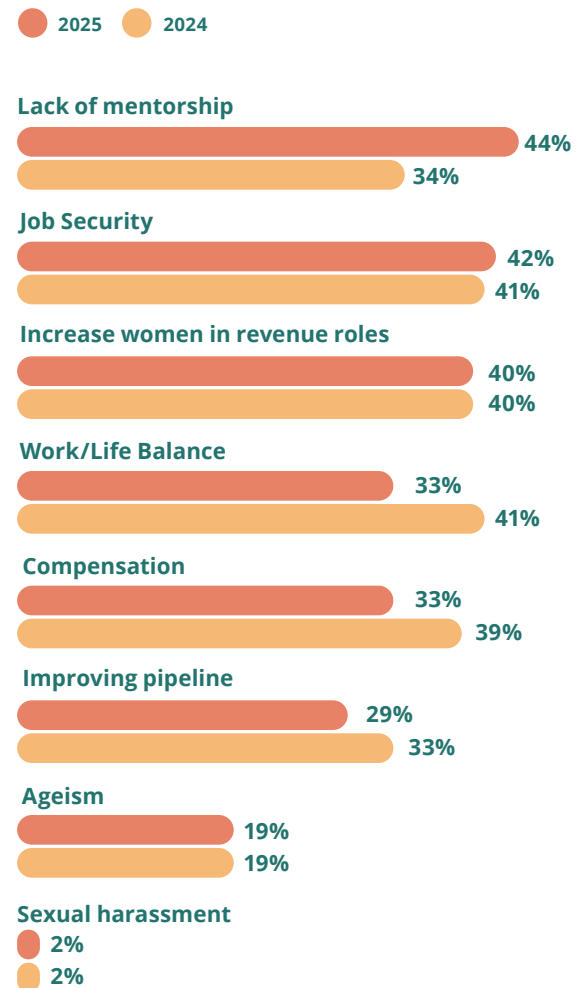
Survey respondents identified mentorship gaps, limited representation of women in leadership, and job security as the most pressing challenges for women in revenue roles.

Mentorship emerged as the leading concern this year, with 44% of respondents citing it as a key issue—up from 34% last year—moving it from fifth to first place. Job security remained a major worry for 42% of participants, while 40% emphasized the need for more women in revenue positions, consistent with previous findings. Concerns around work/life balance and compensation each decreased to 33%, falling nearly one-third from last year’s levels. Interest in improving pipeline strategies also declined slightly, now ranking at 29%.

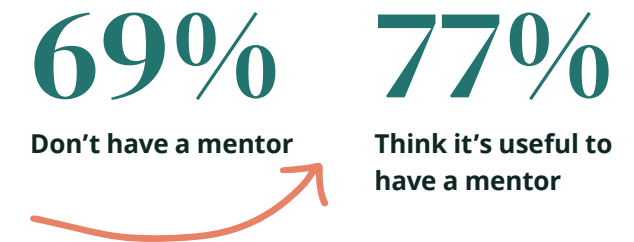
Despite ongoing challenges related to career stability, representation, and work-life integration, women in revenue continue to recognize mentorship as a critical tool for navigating these obstacles and advancing their careers.

## Top Workplace Challenges for Women in Revenue

What are your top workplace challenges?



## The Importance of Mentorship



## Areas where mentors have helped women in revenue:



# 2025 Key Themes for Women in Revenue

This year's survey revealed three key themes: unity, work flexibility, and compensation. While unity reflects a range of challenges, work flexibility and compensation remain consistent priorities from 2024. Last year, mentorship ranked as the third most pressing concern. Over the past several years, work/life balance, mentorship, and compensation have consistently emerged as top issues for women in revenue roles, highlighting ongoing gaps in support and opportunity.

The takeaway is that today's ongoing economic, global, and career uncertainties—persistent concerns over the past five

years—are amplifying personal uncertainty for women in revenue roles. The outcome is that more women in revenue are looking for, leaning on, and reaching out to others to request and lend support. Regrettably, too many cannot find the support. Those who do find the support see real benefits in navigating challenges and finding a better work/life balance. Recent stories shared by guests on Women in Revenue's Resilient Revenue podcast reflect this need for human connections, resilience, authenticity, and mentorship in our community.



## Unity

### Helpful resources

- [8 Benefits of Becoming a Mentor](#)
- [Shattering Mentorship Myths](#)
- [The Mentorship Impact](#)
- [What Is Your Superpower and How to Effectively Cultivate It?](#)



## Work Flexibility

### Helpful resources

- [Why Flexibility is the Top Benefit for Women in Revenue](#)
- [Career Progression Support Center](#)
- [Working Towards Better Work Life Balance](#)
- [What Should Be in Your Job Search Tool Kit](#)



## Compensation

### Helpful resources

- [5 Actions You Can Take When Your Salary is Too Low](#)
- [Negotiating Your Way to Your Next Revenue Dream Job](#)
- [What Salary You Should Ask For](#)
- [Finding Your Voice](#)
- [The Dice Tech Salary Report, 2024 EDITION](#)



## Theme #1

# We Want Support to Help Us Navigate Uncertainty

In descending order, the top three workplace challenges for women in revenue are a lack of mentorship, job security, and the lack of women in leadership roles. Nearly half of all respondents consider not having a mentor a challenge, up from just one-third who said so last year and highlighting the need for supportive allies as uncertainty continues.

The second-ranking challenge of job security underscores the need for support and mentorship when jobs are at risk. Economic and global unpredictability continue contributing to staff reductions in the tech industry. AI spending and the related hype also flame fears of job elimination and career stagnation. The human element of revenue roles might imply that sales roles are immune from AI threats, but AI is already taking on initial sales outreach, RFP responses, and lead engagement personalization.

More encouragingly, tech layoffs slowed in 2024 from 2023, and some experts expect layoffs to decline in 2025, too. As we all know, those predictions do little to increase our job security, considering that over one-fifth (21%) of survey respondents were laid off in the past year.

## AI is impacting sales roles positively

How has AI impacted your role and/or responsibilities?

Streamlined or automated parts



Only had a minor impact



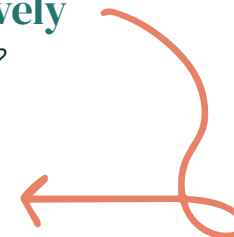
Not impacted, but I anticipate it will



Significantly expanded role/responsibilities



Not impacted and don't expect it



## Staff reductions and budget cuts contribute to job insecurity

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

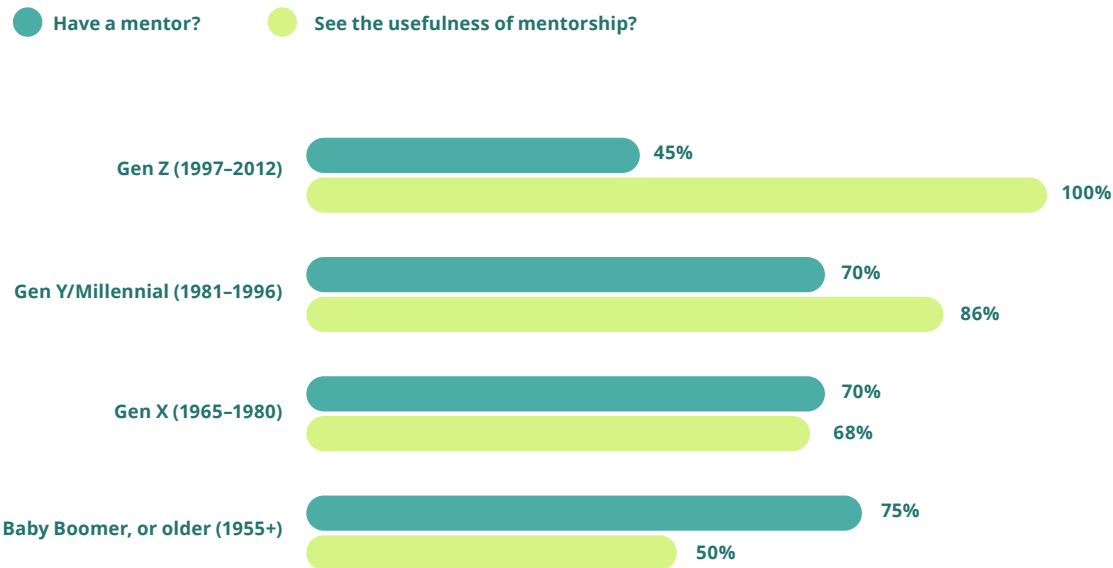


The top two challenges—lack of mentorship and job security—are closely linked to the third: limited representation of women in leadership roles. During uncertain times, professionals naturally seek peers for support, advice, and guidance through potential career disruptions. However, the scarcity of women in leadership intensifies the demand for mentors who truly understand the unique challenges faced by women in revenue roles.

At Women in Revenue, we recognize the transformative power of mentorship, which is why our mentorship program is a core focus. Over half (54%) of respondents with a mentor reported receiving valuable guidance that helped them overcome professional challenges. The benefits of mentorship are proven, from boosting employee engagement and retention to increasing worker happiness and developing high-performers. Studies show that over 90% of mentees are happy in their roles, while mentors report higher job satisfaction and career success. More than half of organizations promoting mentoring programs say it boosts productivity and profits.

## Mentorship Gap by Generation

There is a huge need for mentorship amongst Gen Z, Women in Revenue is working to fill this void.



## Mentoring Programs Drive Business Success

93%

Midsize and smaller businesses say mentoring helps them succeed.

84%

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.

Unfortunately, over two-thirds of women in revenue don't have a mentor. Younger women in revenue have a near-universal belief in the value of mentorship, yet relatively few have mentors. Seasoned workers have increasingly positive views on mentoring, even as they no longer need a mentor. Connecting the two sides— younger workers seeking mentors and older leaders as potential mentors—is your call to action.

To learn more, check out Women in Revenue's mentorship program, meticulously crafted to uplift, support, and inspire today and tomorrow's female revenue leaders.





## Theme #2

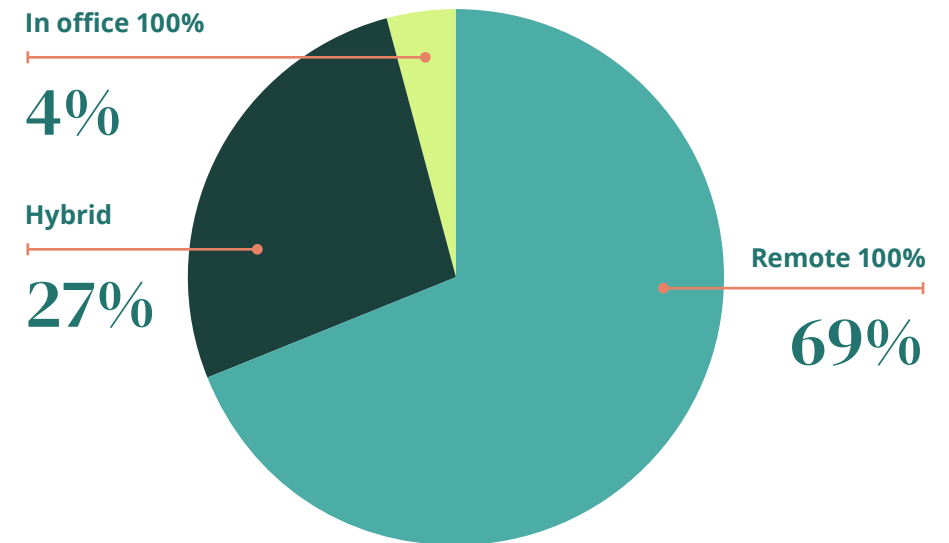
# We Want Flexible Work Options

One-third of women in revenue responded that work/life balance is a top challenge this year. That's down from 41% last year, but also reflects the immediate concern most of us have around job security and the need for related support.

When ranking workplace benefits, remote work (WFH) remains the most valued by women in revenue. Despite sensationalized headlines and corporate mandates pushing for office returns, studies show that the number of WFH employees actually increased in mid-2024 compared to 2023, now accounting for 23% of all workers. This trend, coupled with the rise of “hushed hybrid” work arrangements, introduces its own challenges—such as inconsistent policy enforcement—but continues to offer the flexibility many women in revenue seek. Among survey respondents, 69% work fully remote, 27% follow hybrid schedules, and the remaining 4% are either fully in-office or have alternative arrangements.

Meanwhile, benefits like flexible hours, compensation transparency, training opportunities, access to top healthcare, unlimited vacation, retirement plans, and diversity and inclusion programs all saw a decline in perceived importance this year. Notably, no benefit saw an increase in its ranking compared to last year.

## What is your work location arrangement?



This year's survey introduced four new benefit options: performance-based incentives, traveling for work, stock/equity, and career progression or promotion opportunities. While traveling for work ranked lowest, the other three scored highly and, alongside WFH, flexible hours, and transparent compensation, rounded out the top six most valued benefits. With four of these six focused on work and compensation, it's clear that women in revenue are placing greater emphasis on the "work" side of the work/life balance.

A lack of work flexibility continues to drive turnover, with 43% of respondents considering quitting in the past year—a slight decline from 45% last year, but still concerning if nearly half the workforce is contemplating leaving. Only 22% reported not considering quitting, identical to last year's figure, while the rest either quit (14%) or were laid off (21%), mirroring previous trends. Notably, 33% of respondents reported being paid less than their male peers, a likely contributor to job dissatisfaction and turnover.

## Top 5 Most Important Benefits for Women in Revenue

- #1 **Work from home**
  - #2 **Career progression/Promotion**
  - #3 **Flex hours**
  - #4 **Transparent compensation**
  - #5 **Performance-based incentives**
- 



### Thinking of Jumping Ship?

Sometimes, it's just better to move on. If you're considering switching employers, use these resources to prepare:

#### Negotiating Your Way to Your Next Revenue Dream Job

Expert advice and strategies from women leaders in revenue roles on how to confidently negotiate, advocate for your true value, and go beyond the status quo.

#### Betts 2025 Compensation Guide

Detailed insights into sales, marketing, and customer success compensation changes based on the data from thousands of roles filled by this recruiting agency over the past year.

#### Job Change In-a-Box

Essential tips on getting your resume noticed, making a lasting impression on LinkedIn, and evaluating prospective employers based on your core values.



### Theme #3

# We Want Transparency for Fair Compensation

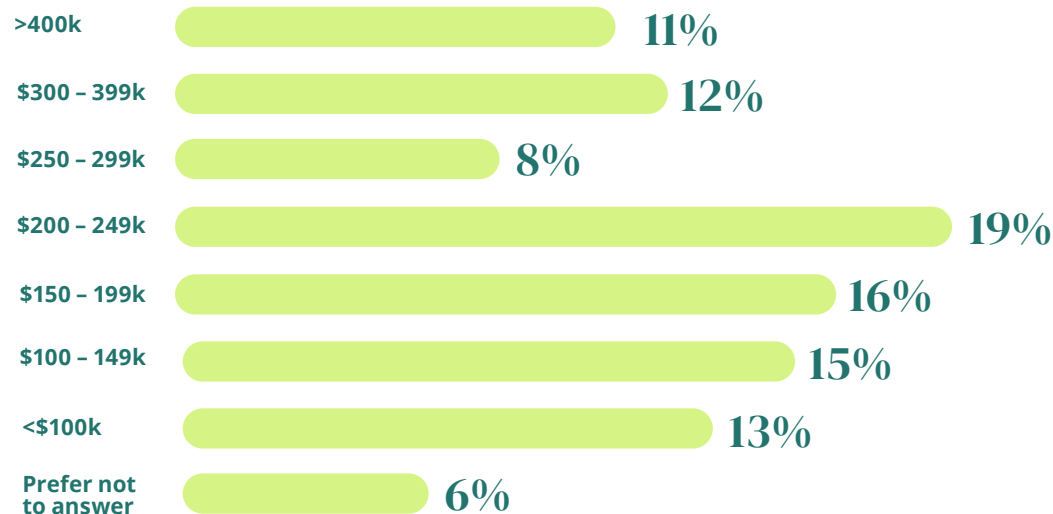
The average base+incentive salary for account executives in the tech industry is \$215,000, according to [Built in San Francisco](#), and \$206,000, according to [Glassdoor](#). That is well above [Glassdoor's estimate](#) of \$153,000 and [Salary.com's estimate](#) of \$124,000 for account executives in all industries.

The [average salary for all tech roles](#) was \$112,521 in 2024, compared with the average salary for all college graduates of \$80,652. For survey respondents, 81% earn at least \$100,000 annually while 50% earn over \$200,000. Despite the strong earning potential in revenue roles, women continue to face significant pay disparities.

While 33% of respondents reported earning less than their male peers—an improvement from 50% last year—the gap remains wide and persistent. Even in a high-paying industry, women in revenue are still compensated less than their male counterparts.

## We earn above-average salaries thanks to our industry (primarily tech), but still less than we deserve because of persistent gender pay gaps

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



### A substantial pay gap still remains

To the best of your knowledge, are you being paid more, less, or equivalent to your male peers for the same job?

**49%**  
Don't know / Unsure

**33%**  
I am being paid less

**16%**  
No difference (equal pay)

**2%**  
I am being paid more

Overall, women earn just 84% of what men earn, a minuscule increase of just 5% over the past 22 years (from 80% in 2002). Compared with white men, the wage gap expands to 31% less for Black women and 43% less for Hispanic women. Specific revenue occupations with the largest overall gender pay gap include financial services sales (women earn 45% less than men), insurance sales (34% less), and sales managers (29% less). Specifically in tech, the average annual salary for men is 15% higher than for women.

## Women continue to earn less than men in equivalent roles

**\$1.00** Men's Salaries

**\$.87** Women in Tech Industry (All Roles)<sup>1</sup>

**\$.66** Women in Insurance Sales<sup>3</sup>

**\$.84** All Women's Salaries<sup>2</sup>

**\$.57** Hispanic Women's Salaries<sup>4</sup>

**\$.71** Women in Sales Management<sup>3</sup>

**\$.55** Women in Financial Services Sales<sup>3</sup>

**\$.69** Black Women's Salaries<sup>4</sup>

<sup>1</sup> Jost, B., "Beyond the Numbers: Unveiling the Factors Behind the Gender Pay Gap in Tech," March 2024

<sup>2</sup> Hsu, A., "It's Equal Pay Day. Women earn 84 cents for every dollar men make — or even less," March 2024

<sup>3</sup> Occupations with the largest sex earnings gap

<sup>4</sup> Earnings and earnings ratios by sex, race, and occupation group

## Take Action on Compensation Inequity

Salary transparency remains a critical issue for women in revenue. While it's widely known that women are often paid less on a macro level, companies rarely offer the data needed for individuals to identify and address pay gaps. Speaking directly to a manager isn't always feasible, but there are still effective ways to advocate for greater compensation transparency.

### Challenge your peers.

Salary.com and Glassdoor are great resources for benchmarking salaries, as is our annual Women in Revenue survey. Pay transparency helps everyone, so put your anonymous data out there and encourage your colleagues to do the same. It's a great resource for quantitative compensation insights as you negotiate your own salary.

### Lobby your executives.

Respected companies like Salesforce and Intel have increased compensation transparency to reduce pay gaps. The SEC also requires employers with 100 or more employees to file (but not publicly disclose) an EEO-1 Report annually that details the number of workers by gender, race, and ethnicity, so most employers have this baseline data. The extensive Women in the Workplace 2024 report by McKinsey and LeanIn.Org highlights how top-performing organizations use such data to implement fair practices. Encouraging your executives to share this data or lead similar initiatives can be a powerful first step toward pay transparency.

### Write your legislators.

California, Colorado, Washington, and New York City require employers to disclose salary ranges for open roles and/or report wage data by race and gender. While these laws have paved the way for greater transparency, broader adoption is needed. Advocating for similar legislation in other states and strengthening existing laws will help drive fairer pay practices nationwide.



We all feel the impact of the pay gap—its frustration and its influence on both our careers and personal lives. At the core of this ongoing challenge is the persistent lack of pay transparency, which remains one of the top five most valued benefits for women in revenue—ranking even above performance-based incentives, stock options, and training opportunities. As economic uncertainty grows and work flexibility declines, the absence of transparent pay structures adds another layer of stress.

Compounding this issue is a widespread lack of confidence when negotiating non-salary compensation elements like bonuses, commissions, and equity. This low negotiation confidence may reflect the impostor syndrome (read our take on [self-doubt and shattering the impostor myth](#)) and a lack of negotiating experience, which mentoring can help to alleviate. Over the past three years, the average negotiating confidence has improved less than one point to this year's 5.4 out of 10 but remains decidedly low.

On a positive note, 35% of respondents reported receiving a salary increase in the past year, indicating some forward momentum for women in revenue. However, this progress still falls short of closing the overall pay gap between men and women.

**On a scale of 1 to 10, how confident are you in negotiating the non-salary elements of your compensation (commission, bonus, equity, etc.)?**



**Today's Compensation Shapes the Future**

For women in revenue, compensation reflects both their contributions and the systemic challenges they continue to face. While the industry offers strong earning potential and rewards performance, many women still earn less than their male peers—despite putting in equal or greater effort—and encounter fewer opportunities to advance.

A career in revenue has the power to build generational wealth, helping women overcome some of the longstanding structural inequities. However, when combined with current shifts away from diversity and equity initiatives and diversity-supporting government policies, women remain disadvantaged compared to men.

Women in Revenue is focused on helping women navigate these challenges by providing tools for salary negotiations, access to experienced mentors, and data-driven insights that highlight ongoing pay disparities. You deserve your seat at the table—not as an exception, but because you've earned it through hard work, results, and impact.

Because what we earn today doesn't just shape our careers—it shapes our futures, our families, and the opportunities for generations to come.



# Your Voices on Compensation

We asked the open-ended question: Have you experienced discrimination in your workplace? These are some of the responses related to compensation inequity.

“

**My male colleague, who has approximately 20 years less experience than I do, was offered and accepted a ‘step-up’ role, and it was all negotiated in the dark, so I was one of the last to know that the role even existed.”**

“

**I was passed over for role expansion/ promotion despite a high-performance track record by someone who’d been repeatedly reported to HR for misogynistic behavior—the promotion went to an underperforming male peer who then ultimately fired me.”**

“

**I had a boss (male, C-level, in his late 60s) ask if I was on my period when I tried to negotiate my salary when my responsibilities were expanded.”**

“

**I know my peer on the team was paid 33% more.”**



# Discrimination of All Types Remains A Fact of Life for Women in Revenue



Once again, survey respondents shared their personal experiences of workplace discrimination and harassment. Nearly 350 stories (almost half of our respondents) paint a concerning yet all too familiar picture of our shared reality. While it's disheartening to read these accounts, they align with previous surveys. However, for the second year, only 2% of respondents identified harassment as a top challenge, highlighting how harassment has been normalized and downplayed within company and team cultures.

Recurring terms like *unfair*, *boys' club*, *excluded*, and *ignored*, along with explicit accounts of sexual harassment and inappropriate conduct, highlight the pervasiveness of this toxicity. The responses suggest that many women in revenue view these behaviors as an unavoidable reality of their career paths—a troubling indication of how deeply ingrained these issues have become.

## Sexual harassment

- I processed an HR grievance against [my harasser] and the response was that they didn't uphold any of it and are confident he has good intentions in his actions. It was completely dismissed, and solidified my decision to leave.
- Had male management make comments about my body and was told that women have to wear high heels to meetings.

## Ageism

- I've had people say things like: "You look too young to be doing this," "What's a pretty face like yours doing in a role like this?" and "That smile will get you anywhere."
- I was told to leave off 10 years of work experience [from my resume] so I wouldn't appear as old as I am.
- I work with CEOs and leaders who use phrases like "we want a step-up candidate" or "we want someone with modern, fresh ideas" or "we want someone earlier in their career."

## Racism

- My braids were called contraptions during a meeting.
- I've seen men drowning out any woman's voice—especially women of color. I'm a white woman who had to forcefully interrupt 3 white men to remind them that their host—their boss and our client, a woman of color—had the floor.



It's a painful truth that women continue to face unfair treatment in the workplace. Yet, despite these challenges, there is power in community and resilience. Women in Revenue has created a platform for women to share their journeys through the video series Unstoppable Women in Revenue. These short videos shine a light on shared struggles, offering inspiration and a reminder that no one is alone in this fight. We're here to support you—and together, we have the power to reshape what's possible.

## Gender stereotypes

- I was told, "It's ok if you want to cry."
- Male counterparts always expect female employees to do the more traditionally female roles like organizing dinners, meetings, gifting, cleaning up, taking minutes, etc.
- I have had a co-worker mention my children as a reason I may be too busy to take on more work to my boss.
- At our company, there unfortunately is a consistent pattern of women facing career setbacks after their maternity leave. They still have a job and the same level (HR/legal box checks) but nearly everyone's scope of role has been reduced. For many managers, they lost all or some of their team when they returned to work.

## Unsupported by other women

- I've come to realize that I have more challenges working under female leaders than male leaders.
- The CEO was harassing a number of women at the company. The worst part was the Head of HR, a woman, was covering it up.
- I was passed over for a promotion that had been on the table when I was hired in favor of a male colleague who had managed only an intern for six weeks. My (female) manager explained that my colleague had a wife who had just had a baby and "he has a family to support."





# Survey Methodology and Demographics

We surveyed respondents over one month during October and November of 2024. More than 750 women responded, with representation from sales and marketing, revenue operations, customer success, and professional services.

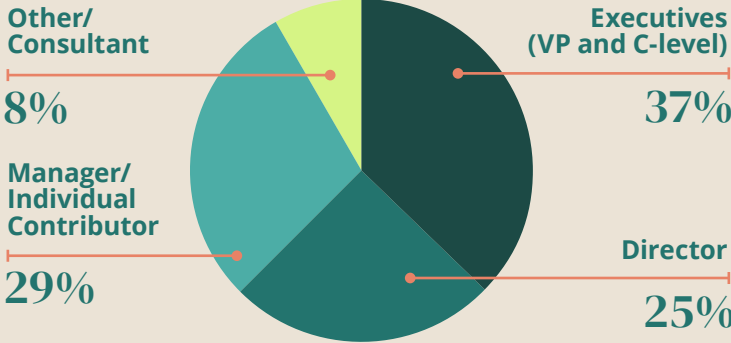
The career level of respondents is split between executives (VP and C-level, 37%) and emerging leaders—directors (25%), managers (12%), and individual contributors (17%)—accounting for more than half of the respondents.

Marketing and sales make up 54% of respondents, but both fell slightly compared with last year. Revenue operations increased to 19% this year after doubling in 2023. Customer success nearly doubled from last year to 11% this year. The remaining 13% of respondents were in finance, HR, professional services, and other roles.

We again gathered data on age and salary. While compensation was addressed earlier, the age distribution of respondents remains consistent with prior years. Gen X and Gen Y make up the majority of respondents, with a slight increase in Gen Z participation this year.

The race/ethnicity response rate changed slightly from prior years, with 75% white respondents, down from closer to 80% the previous two years. Respondents identifying as Asian doubled to 12% this year, and those identifying as Black rose by nearly half to 5%.

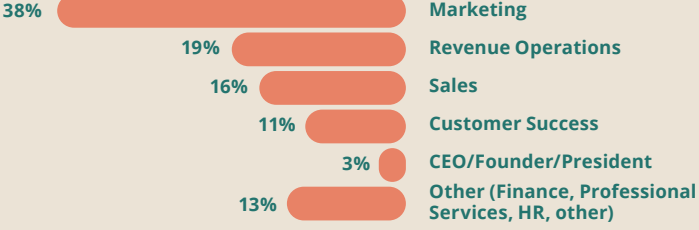
## What is your level?



## What is your title?

C-Level	16%
Vice President	21%
Director	25%
Manager	12%
Individual contributor	17%
Consultant	4%
Other	4%

## What is your job role?



## What is your age group?

	2025	2024
Gen Z - 25 or younger	3%	2%
Gen Y/Millennial - 26-41	49%	54%
Gen X - 42-57	43%	38%
Baby Boomer - 58-76	4%	6%
Other/no answer	1%	



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**Women  
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