Organizations recommit to in-house talent **to foster creativity, innovation, and personal growth.**

COMPUTERWORLD

Best Places to Work in IT 2025

31st ANNUAL REPORT

Contents

[COVER STORY]

Best Places to Work in IT

4   This year's leaders prioritize upskilling and retention as IT expands its influence across the business.

BY BETH STACKPOLE

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Upwardly mobile

Organizations are prioritizing career development for IT teams that play an increasingly critical role in business innovation and growth.

[BY BETH STACKPOLE]

COMPUTERWORLD
Best Places
to Work
in IT 2025

The ongoing quest for technical talent in an uncertain economic environment has caused many organizations to turn their attention inward, taking steps to keep their existing IT workforce engaged and invested in the overall business charter. The goal: build a collaborative IT culture defined by continuous learning, meaningful work, and positive contributions to the business.

Companies participating in Computerworld's 31st annual "Best Places to Work in IT" survey show a strong commitment to in-house IT talent, even as they cast a wider net for IT

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Top 10
[RANKINGS]

Best *of* *the* Best

Inside: Organizations that excel in six areas of human resources:

- **IT Growth**
- **Career Development**
- **Diversity**
- **Benefits**
- **Hybrid Work**
- **Employee Engagement**

candidates to build a more diverse workforce that fosters creativity and innovation. A heightened emphasis on training is designed to enrich technical skills — especially in artificial intelligence (AI), analytics, and the cloud — as well as soft skill sets that align with broader business objectives.

"We are steadfast in our technology investments and continue to modernize our skill sets, technologies, and processes at the same speed as ever — or even faster," says Deepa Soni, chief information and operations officer at The Hartford, ranked No. 2 overall and No. 4 in the career development/training

category among large companies in this year's survey. "We think about three things to make IT the best destination for internal and external folks: Leveraging cutting-edge technology and solutions, creating business impact, and building a culture that fosters creativity while being inclusive and diverse."

Precision hiring addresses critical skills gaps

Our survey found that the relentless pace of new hiring over the past two years remains robust. Among the surveyed companies, 79% have increased the total

number of IT employees over the last three years, on average by 36%. This is down from a high of 86% in the 2024 survey but surpasses the 72% of companies reporting three-year IT workforce gains in 2023.

Although IT hiring is picking up steam again after a brief lull, survey respondents indicated that another cooling-off period may lie ahead. Just half of this year's respondents plan to increase the number of IT hires over the next fiscal year, down significantly from the previous two years (71% and 72%, respectively). Nearly half of the organizations (46%) expect the size

> **We are steadfast in our technology investments** and continue to modernize our skill sets, technologies, and processes at the same speed as ever.
>
> **DEEPA SONI,** CHIEF INFORMATION AND OPERATIONS OFFICER, THE HARTFORD
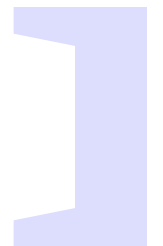
Top 10

COMPANIES   [**IT GROWTH**]

Demonstrating leadership in growing the IT ranks »

	[LARGE COMPANIES]	[MIDSIZE COMPANIES]	[SMALL COMPANIES]
1	Graphic Packaging International	Power Home Remodeling	MetroStar
2	Dayforce, Inc.	CHG Healthcare	Railinc Corp.
3	Johns Hopkins Medicine	Sophos Ltd.	IT Convergence, Inc.
4	University of Notre Dame	Enova	Connexus Credit Union
5	Johns Hopkins University Applied Physics Laboratory	Genesis HealthCare System	Amerisure Mutual Insurance Company
6	UKG	OCLC, Inc.	Nerdio
7	H. Lee Moffitt Cancer Center & Research Institute	Plante Moran, PLLC	Miles IT Company
8	Health Care Service Corporation	Five9	Nitel
9	Norton Healthcare	Kinaxis Inc.	Dataprise LLC
10	RSM US LLP	American Fidelity	Abarca Health

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VyStar is augmenting its IT staff with critical roles in AI, data, and DevOps.

of their IT workforce to remain the same, with larger firms more likely to face hiring slowdowns. Conversely, 70% of smaller companies plan to add IT talent, with an average increase of 10%.

VyStar Credit Union, ranked third overall among midsize company respondents, is being very intentional about its IT hiring strategy while it moves to fill key openings. The plan is to slowly augment its 271-person IT staff with several critical positions, including a high-level AI thought leader and champion, several data architects, and engineers versed in software development life cycle skills such as DevOps automation.

"We are focused on how to make the best use of AI for our organization and are on a relentless journey to automate and streamline processes," says Lisa Cochran, CIO of VyStar. "We are a heavily regulated organization, so we must have consistent ways of documenting changes. If we can capture and create artifacts without a human, then developers can spend less time on documentation."

Like VyStar, many other companies are mapping the smaller number of external hires to highly coveted emerging skills categories — many of which are in short supply in the general marketplace. Among this year's respondents, most new open IT-related positions fall into critical skills groups such as AI/machine learning (86%), data science/analytics (78%), cloud/multicloud (76%), and IT/cybersecurity (67%). In each of these competency areas, companies have dialed up hiring over last year's, most significantly in the AI/machine learning (ML) area, which saw a 12-point year-over-year hike.

To address the need for more traditional IT skills, companies are relying more heavily on contract workers. In this year's survey, the number of temporary or contract workers increased 10% on average across all respondents, compared with an average 7% decrease in contract workers hired over the prior 12 months.

Career development opportunities on the rise

While casting an eye toward external talent, organizations continue to promote from within to hold onto existing talent. This year's survey found that 13% of IT employees across all companies advanced to new positions in the last fiscal year, much as in the last two years (15% in the 2024 survey and 14% in 2023). Similarly,

Top 10
COMPANIES [**CAREER DEVELOPMENT**]

Investing in IT employees to help them grow their skills and careers »

[LARGE COMPANIES]	[MIDSIZE COMPANIES]	[SMALL COMPANIES]
1	MITRE	Sophos Ltd.	Tokio Marine North America Services
2	Total Quality Logistics	Power Home Remodeling	Axon Active Vietnam Co., Ltd.
3	SUNY Upstate Medical University	CME Group	Ostfriesische Tee Gesellschaft GmbH & Co. KG
4	The Hartford	National Information Solutions Cooperative	Railinc Corp.
5	The Kroger Company	FINRA	Miles IT Company
6	University of Notre Dame	CHG Healthcare	Amerisure Mutual Insurance Company
7	Navy Federal Credit Union	Worthington Steel	Prezzee Pty Ltd
8	Holman	CareSource	Avaap
9	Oshkosh Corporation	VyStar Credit Union	Dataprise LLC
10	Johns Hopkins Medicine	Kinaxis Inc.	Consumers Credit Union

salary bumps remain in line with last year's findings, with 90% of IT employees the beneficiaries of a raise. Salary cuts or wage freezes don't appear to be on the table — the vast majority (96%) of this year's respondents said no such plans were in the works, now or in the foreseeable future.

This year's survey indicates that IT professionals have plenty of opportunities to take advantage of internal programs to boost their career. Respondent companies are upleveling training programs with new curriculum that burnishes both technical and business skills, going deeper on high-demand technologies such as AI and cloud engineering while also providing education on soft skills such as change management and communications, to accommodate the increasing influence of digital technologies across the business.

As part of the emphasis on internal employee development,

companies are putting structures in place to help IT professionals actively chart a career course. New mentorship, apprenticeship, and job rotation programs deliver exposure to emerging technology domains as well as full immersion in the business. Defined learning paths and formalized skills assessments help IT workers be more intentional

about identifying and addressing critical skills gaps when mapping out their next career move.

These efforts continue to move the needle on internal mobility: Approximately 35% of IT vacancies are now being filled through company insiders, equal to last year's percentage and down slightly from the 38% reported in the 2023 survey.

At Amerisure Mutual Insurance, which ranked fourth overall among small companies and sixth for career development and training, communities of practice meet monthly or quarterly, providing cross-functional IT groups and business professionals with demonstrations, tutorials, and training to build expertise in areas such as agile, DevOps, and product architecture. In addition, all IT staffers now participate in a proprietary skills assessment that spells out current skills and targets key areas for improvement.

"Development plans can be too broad and not actionable," notes Amjed Al-Zoubi, Amerisure's CIO. "This isn't a checklist but, rather, a very clear conversation and development plan highlighting the skills they need to grow into specific jobs."

Amerisure also bolsters internal IT development practices by

Top 10

COMPANIES [**DEI**]

Demonstrating excellence in advancing workforce diversity, equity, and inclusion »

	[LARGE COMPANIES]	[MIDSIZE COMPANIES]	[SMALL COMPANIES]
1	Stanford Medicine Children's Health	OCLC, Inc.	Tokio Marine North America Services
2	NewYork-Presbyterian Hospital	CareSource	MetroStar
3	Cedars Sinai	ChenMed	Amerisure Mutual Insurance Company
4	H. Lee Moffitt Cancer Center & Research Institute	FINRA	Avaap
5	San Diego Gas & Electric and Southern California Gas Co.	CHG Healthcare	Dataprise LLC
6	The Hartford	Credit Acceptance	Nitel
7	USAA	Plante Moran, PLLC	IT Convergence, Inc.
8	Blue Cross Blue Shield of North Carolina	VyStar Credit Union	Prezzee Pty Ltd
9	Baptist Health System - Jacksonville	Enova	Consumers Credit Union
10	GSK plc	Sophos Ltd.	Nationale Nederlanden Vida

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increasing the emphasis on business outcomes. Historically, Amerisure assigned people to projects from a central IT talent pool, reassigning them when work was complete. Today, IT teams are aligned with eight different business groups.

"There were inefficiencies in our old process, and IT was limited in their ability to learn the business," Al-Zoubi explains. "Now the IT underwriting team is aligned with the business underwriting team, and they work together to solve underwriting problems. We bring our best, and they bring their best, and it results in higher-performing teams."

Training courses offered by survey respondents run the gamut and are available to all IT employees, regardless of where they work. Technical training, technical certifications, and management training are the most prevalent forms of

instruction, but there is also a heavy emphasis on professional career development, building business and soft skills, and even health and wellness.

The Hartford is continuing to uplevel its skills development programs to stay abreast of the latest technology trends and leadership skills. For example, the firm has doubled training hours available for cloud, agile development, data science, and cybersecurity. The company's HartCode Academy Bootcamp provides an avenue for non-IT people to learn software engineering and business data analysis skills, and there are numerous executive-level programs devoted to cultivating leadership skills.

"We are helping IT leaders get really comfortable with change and how they lead teams," Soni says. "We are training folks to be the CIOs of the future."

Given the general emphasis

The Hartford has doubled training hours available for cloud, agile development, data science, and cybersecurity.

on continuous learning, training budgets remain flush, with 39% of this year's respondents increasing their training budget from the previous year and 59% reporting no change to their allocations. The number of com-

panies increasing their training budget has fallen over the past two years, down from 62% in 2023 and 49% last year.

Most firms don't set caps on training: 77% give employees the latitude to participate in as many

Top 10

COMPANIES [**REMOTE / HYBRID WORK**]

Making strong commitments to a flexible workplace »

	[LARGE COMPANIES]	[MIDSIZE COMPANIES]	[SMALL COMPANIES]
1	Navy Federal Credit Union	Sophos Ltd.	Miles IT Company
2	Avanade	Janney Montgomery Scott LLC	MetroStar
3	Avery Dennison	Credit Acceptance	Tokio Marine North America Services
4	Oshkosh Corporation	FINRA	Data Intensity
5	Cedars Sinai	National Information Solutions Cooperative	Dataprise LLC
6	Holman	VyStar Credit Union	Connexus Credit Union
7	University of Notre Dame	OCLC, Inc.	IT Convergence, Inc.
8	RSM US LLP	Plante Moran, PLLC	Abarca Health
9	Fannie Mae	EtonHouse International Education Group	Nerdio
10	Genentech	CHG Healthcare	Nationale Nederlanden Vida

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> "We are helping IT leaders get really comfortable with change and how they lead teams. **We are training folks to be the CIOs of the future.**"
>
> **DEEPA SONI,**
> CHIEF INFORMATION
> AND OPERATIONS OFFICER,
> THE HARTFORD

programs as they desire. Those that do restrict employees limit them to seven days, on average, of in-person or remote training annually.

To spark engagement, companies are courting employees with a variety of tactics, including hosting employee appreciation events (98%), doling out bonuses or other high-value items to reward high performers (92%), and building clear career paths with attainable milestones (88%). Free career development services are also offered by 82% of the respondents. Mentoring programs remain a consistent and widely prevalent vehicle for upskilling existing IT workers, offered by 76% of the responding firms, which is similar to last year.

DEI remains a priority, with mixed results

Companies continue to dedicate time and money to diversity, equity, and inclusion (DEI) initiatives, confident that greater workforce diversity is an important element of company culture as well as a factor in upleveling innovation and diversity of thought.

The Hartford views diversity as "a business necessity" and core to its cultural fabric.

Overall DEI efforts have made an impact, but they've been slower to reshape the makeup of the traditional IT workforce, particularly when it comes to women, who made up 27% of the IT workforce among respondents this year, down slightly from 29% in 2024 and 28% in 2023.

On the other hand, minority hires are on the rise. Among this year's respondents, the number of people in IT identifying as part of a minority group jumped to 36%, versus 33% in the 2024 survey. Minority groups accounted for 29% of the IT managers and 37% of the nonmanagers.

The percentage of companies with a formal DEI strategy fell

Top 10

COMPANIES [RETENTION & ENGAGEMENT]

Fostering deeper connections and employee well-being »

	[LARGE COMPANIES]	[MIDSIZE COMPANIES]	[SMALL COMPANIES]
1	Total Quality Logistics	National Information Solutions Cooperative	Avaap
2	Blue Cross Blue Shield of North Carolina	VyStar Credit Union	Dataprise LLC
3	Banner Health	CHG Healthcare	Tokio Marine North America Services
4	Oshkosh Corporation	Cambia Health Solutions	IT Convergence, Inc.
5	Johns Hopkins Medicine	Worthington Steel	Nationale Nederlanden Vida
6	Children's Healthcare of Atlanta	Guardant Health	Axon Active Vietnam Co., Ltd.
7	Liberty Mutual Insurance	Plante Moran, PLLC	Consumers Credit Union
8	GSK plc	Noridian Healthcare Solutions	Abarca Health
9	AdventHealth	Genesis HealthCare System	Nerdio
10	Probe Group	Power Home Remodeling	Nitel

this year to 88%, down six points from 2024. Large firms were more likely to have a formal strategy, at 94%. Companies were also less likely to have a dedicated role in place to promote DEI (54% this year, compared to 62% in 2024), although most respondents (92%) maintain either a person or a team in place to champion DEI policies and awareness.

The Hartford has been steadfast in its commitment to diversity, to the point where DEI is infused into company culture instead of serving as a standalone program, says Soni. "DEI is baked into the fabric of how we do business quite uniquely," she says. "We view it as a business necessity — we have to represent the society that we live in in the workplaces we have."

To encourage greater understanding of DEI and its potential impacts, organizations such as The Hartford are serving up a smorgasbord of DEI training, including curriculum focused on preventing discrimination and harassment (96%) and creating an inclusive workspace (92%).

Much of the DEI activity is consistent with last year's survey, with one notable exception: providing targeted internships for women and minorities, at 50% this year, compared to 60% in the 2024 survey.

Among the most popular steps for promoting DEI include celebration of employee differences (96%), recruitment strategies aimed at attracting diverse employees (94%), and diversity and inclusion training (93%). Creating corporate enterprise resource groups (ERGs) based on common goals, interests, and identity affiliations is another way organizations are fostering and empowering like-minded communities. Respondents are forming ERGs to support women, people of color, and LGBTQ populations as well as those aimed at niche areas such as caregivers, veterans, and even video gamers.

One of The Hartford's unique DEI efforts is its reverse mentoring program, where an employee with a diverse background is paired with a senior executive to help that person learn what it's like to work in the firm as a diverse hire. "It's about putting our executives in their shoes," Soni says. The program, which started as an experiment, has been well received by executives as well as mentees, she says.

Organizations are shoring up DEI efforts in part through leader accountability. Among the respondents, 33% evaluate IT leaders based on their progress on meeting specific DEI goals, up slightly from last year, 31%. At the same time, DEI progress and outcomes are having an impact on IT leader compensation: 22%

OCLC's Bart Murphy: Building a diverse IT talent pipeline.

this year, versus 19% in 2024.

OCLC, ranked second overall for midsize companies and first in the DEI category, has deployed many of these initiatives and is enjoying success in cultivating a more diverse IT workforce. The company, a nonprofit organization providing technology and services to the library community, has expanded recruiting

efforts into diverse talent pools, including technology boot camps for underrepresented communities, while forging partnerships with historically black colleges and universities (HBCUs).

Another lever for change: creating new job classes that remove the requirement for a four-year technical degree in tandem with instituting a local outreach coding program.

"This produces staff with some level of familiarity with development, but not a degree," says Bart Murphy, chief technology and information officer of OCLC. "We do a checkpoint every month to ensure the staffer is progressing and getting what they need to move up into an engineering role here or another organization. It's helped build a diverse pipeline."

The DEI efforts are having an impact. OCLC has shown steady increases in BIPOC and female representation for the last 15 years. Currently the IT department boasts 29.5% female representation, better than the industry average, Murphy says.

Hybrid work settles in

Well past the height of the pandemic, hybrid work models continue to be the norm, including in IT departments. Much like last year, most respondents (92%) to this year's survey have established a formal policy on flexible work, although there is no one-size-fits-all model. The breakdown of employee work patterns has remained consistent with last year's: On average, 13% of IT employees are reporting to the office on a daily basis; 31% are fully remote; and 56% work in some sort of hybrid model, splitting time in and out of the office.

Most companies (71%) give employees a moderate level of autonomy to choose where they work, but often the arrangement needs to be approved by the company or meet certain parameters. That's a notable change from last year, when 62% enjoyed moderate levels of autonomy and 35% could choose where they wanted to work on any given day. Midsize companies are more likely to leave the decision of where to work to employees, at 34%.

Companies now have well-established policies to ensure hybrid work success, including provisioning a full slate of technology equipment, formalizing use of collaboration platforms,

OCLC has expanded recruiting efforts into diverse talent pools, including technology boot camps aimed at underrepresented communities.

VyStar's Lisa Cochran: "Remote July" program encourages work/life balance.

and training employees and managers on tools and communications best practices.

VyStar's flexible work program lets employees choose the days they work in-office or remotely. Individuals select eight days a month to be in the office, and managers and leaders choose 12 days. All employees can work

remotely in July, a perk the firm touts as creating better flexibility and work/life balance.

"Remote July was created for people who want their kids to visit with grandparents or to see another country," Cochran says, adding that once a request is made, the IT department provisions the proper secure technology to support the arrangements. "It's a great benefit, and we get a lot of positive feedback."

Meaningful work drives overall satisfaction

Whether they're recruiting new talent or developing the skills of their in-house teams, the leaders in this year's "Best Places to Work in IT" study offer a variety of benefits to promote satisfaction and loyalty among the IT workforce. Programs range from comprehensive wellness plans and spot bonuses to financial wellness

coaching and even pet insurance.

Perhaps the most consequential factor influencing how IT professionals feel about their job is carving out opportunities for meaningful work and continuous professional development. At Tokio Marine North America Services,

ranked second overall among small companies and first in career development/training and DEI, this mindset translates into a culture that emphasizes leading-edge technologies in the context of driving business goals while providing individual advancement opportunities along the way.

"Flexible work arrangements and fair compensation make it easier to get people in the door," says Bob Pick, the company's executive vice president and CIO. "To keep them here, we train the daylights out of everyone and ensure diagonal and hori-

> "
> Flexible work arrangements and fair compensation **make it easier to get people in the door.**"
> **BOB PICK,** EXECUTIVE VP AND CIO, TMNAS

zontal career mobility. We retain great institutional knowledge, and people get a new career path. It's a win-win." ◆

BETH STACKPOLE *is a veteran reporter who has covered the intersection of business and technology issues for more than 20 years.*

Top 10

COMPANIES [BENEFITS & COMPENSATION]

Taking compensation and employee perks to the next level »

	[LARGE COMPANIES]	[MIDSIZE COMPANIES]	[SMALL COMPANIES]
1	Genentech	OCLC, Inc.	Dataprise LLC
2	Zimmer Biomet	CME Group	Avaap
3	Oshkosh Corporation	CHG Healthcare	Amerisure Mutual Insurance Company
4	Qualcomm	A+E Television Networks	Data Intensity
5	Motorola Solutions, Inc	Kinaxis Inc.	Nitel
6	UKG	Credit Acceptance	Consumers Credit Union
7	RSM US LLP	Sophos Ltd.	Tokio Marine North America Services
8	PPG	Plante Moran, PLLC	IT Convergence, Inc.
9	GSK plc	Guardant Health	Nerdio
10	International Paper	Tokyo Electron U.S. Holdings, Inc.	Nationale Nederlanden Vida

COMPUTERWORLD'S "Best Places to Work in IT 2025"

TEL

Technology Enabling Life

[COMPUTERWORLD **Best Places** to Work in IT 2025

PROFILE

NO. 53 | LARGE

Among organizations with 5,000 or more employees]

Total Quality Logistics

DON'T TALK ABOUT industry slowdowns to Total Quality Logistics (TQL), which has made its largest-ever technology investments over the past three years to bring greater agility and resilience to the business. The moves, designed to overhaul a proprietary system that serves as the company's operational backbone, demands the best technical team in the business — an asset TQL continues to nurture with a multipronged strategy designed to

Building a 'talent destination' through employee engagement

BY BETH STACKPOLE

shore up employee engagement.

The global third-party logistics provider and freight brokerage firm assembled its winning team through a combination of outside hires and investing in its

> **We want to make TQL a talent destination,** bringing the best people in and making sure great associates never leave."
>
> **RYAN KEAN,** CIO, TOTAL QUALITY LOGISTICS

existing IT workforce. A recruitment effort aimed at early-career candidates has attracted a pipeline of Gen Z workers, now 20% of the IT workforce. New hires are acclimated to critical technical skills through mentoring, coaching, and training programs in keeping with TQL's learning and growth mindset, says Ryan Kean, CIO of the firm.

"We want to make TQL a talent destination, bringing the best people in and making sure great associates never leave," says Kean. "We do that through three consistent factors: career growth and learning, the opportunity to

do meaningful work, and having a great culture." TQL earned the top spot among large companies for retention and employee engagement and ranked No. 2 in career development/training in Computerworld's "Best Places to Work in IT 2025" survey.

To help employees realize their potential, TQL hosts a business and technology learning event every six weeks. TechTrek Live connects IT team members to business leaders and outside partners, who chair educational sessions exploring the latest technologies and trends. "Of the 450 people within the technology organization, up to 380 will join TechTrek Live," Kean says.

CIO Ryan Kean wants to make TQL a "talent destination" by leveraging three consistent factors: career growth and learning, the opportunity to do meaningful work, and having a great culture.

"We are 100% focused on creating experiences to realize our growth mindset."

To further focus on self-development, every Wednesday — designated as a Focus Day — has no scheduled meetings, so IT employees can lock in on self-development time or uninterrupted work. On those days, employees can participate in workshops, whiteboarding sessions, and other self-development activities in the spirit of continuous learning.

A culture built on transparency and innovation

TQL regularly sponsors an IT hackathon to encourage innovation and demonstrate that IT's ideas are valued. Each hackathon is a 48-hour event in which eight-member teams rapidly iterate on software solutions keyed to customer needs. A cross-functional

> **"**
> Of the 450 people within the technology organization, up to 380 will join TechTrek Live. **We are 100% focused on creating experiences to realize our growth mindset."**
>
> **RYAN KEAN,** CIO, TOTAL QUALITY LOGISTICS
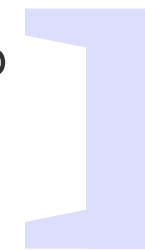
TQL sponsors a semiannual, 48-hour IT hackathon to encourage innovation, with teams tasked with iterating on software keyed to customer needs.

panel of executives chooses a winning proof-of-concept entry, which may be added to the software production schedule, and the winners get a congratulatory lunch with the CEO.

Workplace flexibility is another way TQL caters to employees. The firm maintains a hybrid environment, giving employees the option to work remotely 40 hours a month. TQL has also opened up new IT hubs in Tampa, Florida, and Charlotte, North Carolina, creating potential avenues for employee relocation.

With competition for IT talent still fierce, TQL is committed to cultivating an environment where people want to come to work. There are a variety of perks to promote in-office well-being, including healthy food options in the cafeterias, free dinners for employees working off-hours, onsite gyms, and 20-minute chair massages. The IT department celebrates various cultures with potluck gatherings for Diwali and Cinco De Mayo, among other celebrations.

Any effort aimed at employee engagement should encompass elements of work/life balance. TQL hosts 200 employee and family events each year, and a recent $35 million headquarters expansion added a golf simulator and pickleball and basketball courts to the mix of perks served up to employees. "We want to make this a fun place to work," Kean says. "We work hard, but people genuinely like to be here." ◆

COMPUTERWORLD
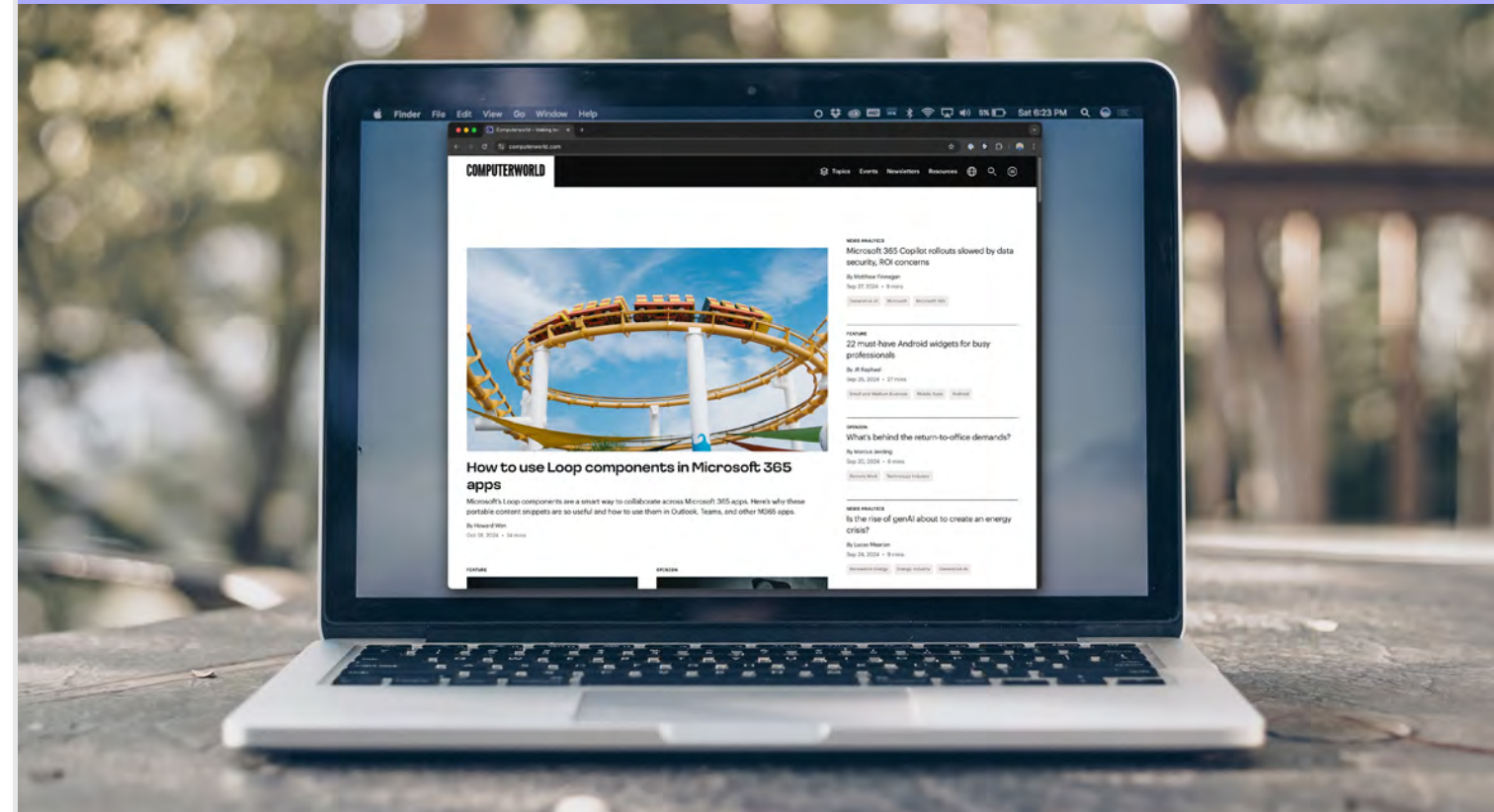**Best Places to Work in IT 2025**

LARGE
COMPANY RANKINGS

Among organizations with 5,000 or more employees

#	Company
1	Cedars Sinai
2	The Hartford
3	Blue Cross Blue Shield of North Carolina
4	GSK plc
5	Genentech
6	Oshkosh Corporation
7	RSM US LLP
8	UKG
9	Stanford Medicine Children's Health
10	University of Notre Dame
11	NewYork-Presbyterian Hospital
12	Johns Hopkins Medicine
13	USAA
14	H. Lee Moffitt Cancer Center & Research Institute
15	Johns Hopkins University Applied Physics Laboratory
16	CDW
17	International Paper
18	PPG
19	ADM
20	Unum Group
21	Baptist Health System - Jacksonville
22	DHL

23	Nationwide Mutual Insurance Company
24	Navy Federal Credit Union
25	Children's Healthcare of Atlanta
26	Health Care Service Corporation
27	Discover Financial Services
28	San Diego Gas & Electric and Southern California Gas Company
29	Mattel, Inc.
30	Avanade
31	Informatica Inc.
32	Motorola Solutions, Inc.
33	AdventHealth
34	Atrium Health
35	SUNY Upstate Medical University

No. 1 *for* **Hybrid Work** (→ 24)

36	Norton Healthcare
37	MITRE
38	Aflac, Incorporated
39	Holman
40	Graphic Packaging International
41	Zimmer Biomet
42	Dayforce, Inc.
43	Avery Dennison
44	Corewell Health
45	Qualcomm
46	Tractor Supply Company
47	FedEx Corporation
48	Avnet Inc.
49	Liberty Mutual Insurance
50	The Kroger Company

No. 1 *for* **Career Development** (→ 37)

No. 1 *for* **IT Growth** (→ 40)

51	Zebra Technologies Corporation		59	U.S. Department of Veterans Affairs, Office of Information and Technology
52	Fannie Mae		60	Casey's General Stores, Inc.
53	Total Quality Logistics		61	Amedisys
54	Children's Hospital of Philadelphia (CHOP)		62	Probe Group
55	Applied Materials, Inc.		63	Keck Medicine of USC
56	Banner Health			
57	Portland State University			
58	CVS Health			

CASEY'S GENERAL STORES, INC.

COMPUTERWORLD
Best Places
to Work
in IT 2025

PROFILE

NO. 2 | MIDSIZE

Among organizations with 1,001 to 4,999 employees

Technology with a purpose drives workplace diversity

BY BETH STACKPOLE

OCLC

OCLC MAY BE A midsize software provider catering to a niche industry, but it's beating a lot of industry giants when it comes to workforce diversity.

The nonprofit company, which delivers technology and services to the global library community, has shown regular year-over-year increases in both BIPOC and female representation, landing it the No. 1 spot among midsize companies for DEI in Computerworld's "Best Places to Work in IT 2025" survey. As of this year, the makeup of OCLC's overall workforce is 25.5% BIPOC and 45.5% female, with its IT group

comprising 29.5% women. The industry average for women in STEM roles is under 28%.

Because it views DEI as a foundational plank for a positive and innovative workplace, OCLC gets creative with its offerings. At the local and national level, OCLC is actively collaborating on policy and outreach programs. It sponsors an array of conferences and meetups, including Stir Trek, Code Mash, and the Society for Women Engineers, to help recruit, promote, and develop female and BIPOC leaders in the technology space.

Partnerships with tech boot camps representing underserved communities, historically black college and university (HBCU) alumni networks, diversity internships, and diversity referral bonuses are also part of its strategy to attract and build a more diverse workforce. Management is held accountable, via metrics and compensation, for

moving the needle on the company's overall progress.

OCLC also takes a view of diversity beyond gender and ethnicity. It has created new job classes to cast a wider net for talent, including an associate developer role established with a local outreach coding program. "This helps create a diverse pipeline of folks who didn't go to college for a degree," says Bart Murphy, OCLC's chief technology and information officer. "We have folks who've spent 15 years as a teacher and then wanted to get into software development."

Purpose-driven work drives retention

While actively recruiting for diverse points of view, OCLC is equally committed to retaining existing IT talent. The average tenure of the IT staff is nine years, and 17% have been on board for two decades. Murphy credits

OCLC takes a broad view of diversity and has created new job classes to cast a wider net for talent.

OCLC's long-term strategic approach to hiring and investing in its people as a key retention asset. Employees are encouraged to create development plans and are supported with resources that

At OCLC, headquartered in Dublin, Ohio, the average tenure of the IT staff is nine years, and 17% have been on board for two decades.

> "You won't have people here for 20 years if you're **still offering them mainframe development work.**"
>
> **BART MURPHY,**
> CHIEF TECHNOLOGY AND
> INFORMATION OFFICER

help them achieve their goals. Recognition, rewards, and bonus programs are designed to call out superior performance. Flexible work schedules have long been the norm, but postpandemic, a hybrid model enables IT teams to work three days in office and two at home, with some exceptions, depending on the role.

OCLC is leveraging its technology orientation to up its appeal to a younger workforce. As a software-as-a-service (SaaS) provider, it empowers its developers to

> ## People still want to **work for a company that has a mission and does good work in the world,** and that's what we do."
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> **BART MURPHY,**
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> INFORMATION OFFICER

OCLC works to keep younger generations in the fold through extensive career planning, training, and pathways designed to visualize career goals.

work with the latest cloud technologies, including service-based architectures; large-scale data sets; artificial intelligence (AI); and AWS services for immutable infrastructure, microservices, container orchestrators, auto-scaling, and graph technology. OCLC works to keep younger generations in the fold, through extensive career planning, training, and pathways designed to visualize future and specific career goals.

"You won't have people here for 20 years if you're still offering them mainframe development work," Murphy says. "We mature them, giving them the space and tools to learn new skills."

Perhaps the biggest reason tech professionals stick around at OCLC is the desire to work for a company that is purpose-driven. Says Murphy: "People still want to work for a company that has a mission and does good work in the world, and that's what we do." ◆

COMPUTERWORLD
Best Places to Work in IT 2025

MIDSIZE

COMPANY RANKINGS

Among organizations with 1,001 to 4,999 employees

#	Company
1	CHG Healthcare
2	OCLC, Inc.
3	VyStar Credit Union
4	Plante Moran, PLLC
5	Sophos Ltd.
6	Power Home Remodeling
7	CareSource
8	Credit Acceptance
9	FINRA
10	Enova
11	Kinaxis Inc.
12	Cambia Health Solutions
13	Five9
14	Tokyo Electron U.S. Holdings, Inc.
15	Guardant Health
16	A+E Television Networks
17	CME Group
18	Worthington Steel
19	ChenMed
20	Janney Montgomery Scott LLC
21	American Fidelity

SUNOPTA, INC.

No.	Company
22	National Information Solutions Cooperative
23	KnowBe4
24	Genesis HealthCare System
25	Noridian Healthcare Solutions
26	Miami University
27	SunOpta Inc
28	EtonHouse International Education Group
29	Altia
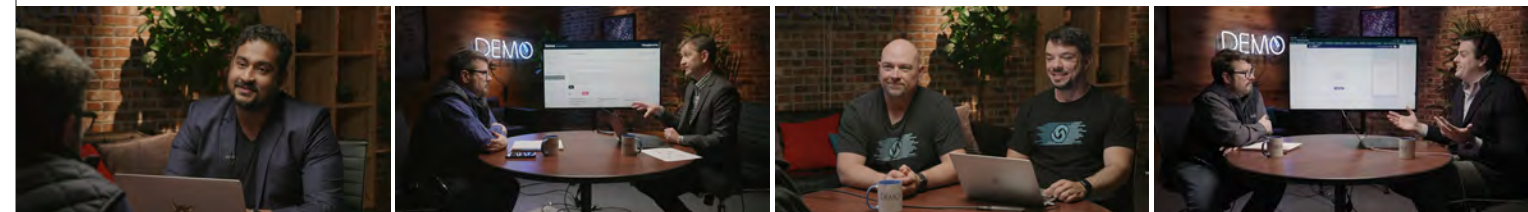
No. 1 *for* **Employee Engagement**

COMPUTERWORLD

Best Places to Work in IT 2025

PROFILE

NO. 2 | SMALL

Among organizations with 1,000 or fewer employees

Tokio Marine

Continuous learning — and many hats

BY BETH STACKPOLE

THE INSURANCE insurance industry is known for being slow and steady, but at Tokio Marine North America Services (TMNAS), a dogged emphasis on growth, diversity of thought, and continuous learning has helped accelerate an IT culture predicated on innovation and career mobility.
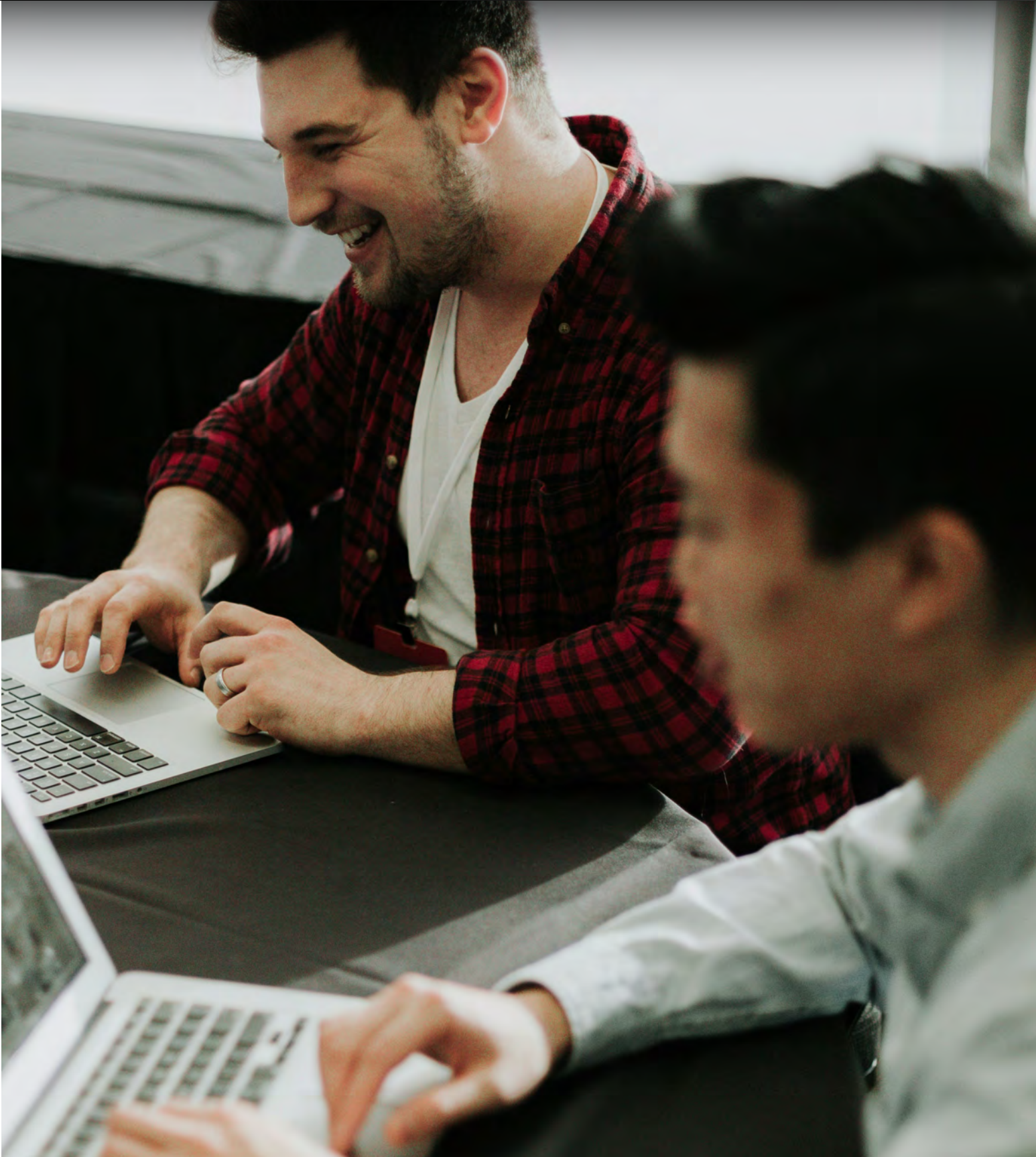
As a shared services organization supporting the Tokio Marine family of insurance providers, the 300+-person IT group operates in a consulting-like mode. This means staffers are encouraged to stay abreast of disciplines such as agile development, artificial intelligence (AI), and user experience. They're comfortable wearing many hats.

To promote a culture of continuous learning, TMNAS has opened up new career pathways, reworked 190 job descriptions, and refreshed its individual development programs. Long-standing IT job families — including programmer and systems analyst — have been updated to reflect current work patterns; new roles have been added for data science, DevSecOps, intelligent automation, and more.

"It was time to run a comb through our job families to correct and add branches to reflect various modern disciplines," explains Bob Pick, executive vice president and CIO at TMNAS, which ranked second overall and No. 1 in both the career development/training and DEI categories among small companies in Computerworld's "Best Places to Work in IT 2025" survey.

With AI and generative AI in the spotlight, TMNAS also is standing up training programs and pilot initiatives to prepare IT staffers for responsible use of the new technologies. The company has formed two generative AI (genAI) working groups, one focused on technology and the other on risk. "We're making incremental staff investments as well as looking to system integration and consulting partners to learn about genAI and do things safely," Pick says.

Beyond technical disciplines, TMNAS offers several additional pathways for career growth. One takes aim at IT professionals interested in individual advancement without the responsibility of managing people. The positions offer pay and prestige commensurate with a management-level post. A second gives seasoned managers a chance to advance even if they're not ready for a top officer role or there isn't an available C-level position. A third, from Tokio Marine's Global Training program, offers rotational experience and training for individuals in business roles interested in crossing over to IT, providing entrée to new careers in areas such as cybersecurity without having to leave the firm.

To promote a culture of continuous learning, TMNAS has opened up new career pathways, reworked 190 job descriptions, and refreshed its individual development programs.

TMNAS sponsors and promotes philanthropic activities throughout the year to strengthen local communities.

"

We focus on finding the best people for the job, and the best people come from a variety of backgrounds."

BOB PICK, EXECUTIVE VICE PRESIDENT AND CIO, TMNAS

Flexibility and diversity of thought

The TMNAS IT organization has always supported flexible work arrangements, and post-COVID, the majority of TMNAS's IT staff (75%) is now fully remote. IT employees and managers collaboratively establish the best working arrangement, based on job requirements, and the firm has implemented numerous technologies — from collaboration spaces to in-office A/V equipment — to make hybrid collaboration easier and fully productive. The hybrid model has also opened up IT recruiting in areas outside of the company's Pennsylvania headquarters. "We now have 50-state recruiting, and the number and quality of résumés have shot through the roof," Pick says.

Fostering diversity and community is ingrained in the TMNAS culture, and the company stood up a number of employee resource groups (ERGs) last year focused on women, generational workers, caregivers, and LGBTQ+ staff members. The efforts are moving the needle on promoting more diversity in IT: 30% of the ERG leaders hail from the IT department. Many of the top company leaders — including the CFO, CHRO, and chief legal officer — are women, and historically the percentage of women working in IT at TMNAS has been above market averages. In addition, the presence of previously underrepresented groups in IT, such as the black, indigenous, and people of color (BIPOC) community, is increasing. At TMNAS, nearly half of IT management and nonmanagement identify as BIPOC.

"We focus on finding the best people for the job," Pick says, "and the best people come from a variety of backgrounds."

COMPUTERWORLD

Best Places to Work in IT 2025

SMALL

COMPANY RANKINGS

Among organizations with 1,000 or fewer employees

No.	Company
1	Dataprise LLC
2	Tokio Marine North America Services
3	IT Convergence, Inc.
4	Amerisure Mutual Insurance Company
5	MetroStar
6	Avaap

No. 1 *for* **Diversity** (Tokio Marine North America Services)

No.	Company
7	Consumers Credit Union
8	Nitel
9	Axon Active Vietnam Co., Ltd.
10	Nerdio
11	Prezzee Pty Ltd
12	Nationale Nederlanden Vida
13	Railinc Corp.
14	Connexus Credit Union
15	Abarca Health
16	Ostfriesische Tee Gesellschaft GmbH & Co. KG
17	Miles IT Company
18	Data Intensity
19	Keesler Federal Credit Union
20	atmira

COMPUTERWORLD publisher Foundry conducted its 31st annual survey to identify the best places for IT professionals to work. In April 2024, Computerworld started accepting nominations for Best Places consideration from organizations that had a minimum of 100 total employees and at least five IT employees.

Participants were asked to provide contact information for a person at their organization who is familiar with or has access to employment statistics and financial data. The company contact would also need to know about benefits policies and programs for the IT department and the entire organization.

Beginning in mid-April 2024, contacts at the nominated organizations received a 58-question company survey that spanned six categories:

COMPUTERWORLD
Best Places to Work in IT 2025
31st ANNUAL REPORT

How we chose the Best Places to Work

The methodology behind our selection of the organizations on this year's "Best Places to Work in IT" lists

- DEI (diversity, equity, and inclusion) practices
- IT turnover, promotions, and growth
- IT retention and engagement programs
- Remote/hybrid working
- Benefits and perks (such as eldercare and childcare, flextime, and reimbursement for college tuition)
- Training and career development opportunities

In addition to receiving scores based on answers to closed-ended questions, the survey entries (including numerous open-ended responses) were reviewed and evaluated by a panel of industry experts.

The nomination and company surveys were conducted online. Responses to the company survey were collected and then tabu-

lated by a third-party research vendor. The research was closed in July 2024.

Top 10 lists

Our top 10 lists show the best of the best — the organizations that excel in each of the six categories covered. To determine each list, we considered the following factors:

- **DEI:** DEI strategies and practices, the existence of dedicated role(s) promoting workplace diversity and inclusion, inclusion of women and minority groups within the IT workforce and IT management, leadership accountability for DEI, and DEI training opportunities

- **Employee retention and engagement:** Frequency of employee satisfaction surveys, promotions, salary increases, and actions taken to boost employee morale

- **Remote/hybrid work:** Employee autonomy over work location, percentage of remote and hybrid employees, policies regarding flexible work, actions taken to support flexible work, and actions taken to ensure employee safety and well-being

- **Benefits:** The range of benefits and perks offered, including sabbaticals, eldercare and childcare, paid time off, and (within the U.S.) family leave and healthcare benefits

- **IT career development and training:** Mentoring programs, training budget, promotions within IT, accessibility of training to remote employees, and unique training programs

- **IT growth:** Changes in IT head count over the past three years, IT turnover and anticipated growth, new skills companies are planning to hire this year, outsourcing plans, and the company's revenue growth over the past three years

Scoring

For scoring the responses from the company surveys, results were weighted against averages and benchmarks calculated within each company size group.

The survey process was managed by Jen Garofalo, research director in Foundry's Global Services group, in collaboration with independent firm Research Results, Inc. ◆

About our judges

Amy Bennett is editor-in-chief for Foundry's five enterprise brands. She is a veteran editor with more than 20 years of experience in B2B tech publishing and considers herself lucky to have had a front-row seat to IT's business strategy evolution.

Rob O'Regan is founder and principal of 822 Media, a technology marketing consultancy. He is a veteran journalist and content marketer with a passion for great storytelling.

Valerie Potter is managing editor, features, at Computerworld. She has worked in technology journalism for more than 20 years.

Anne Taylor is director of content strategy at Foundry. She has served as a news reporter, editor, and freelance writer covering the tech industry for 20+ years.