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The Voice of Women in Tech

The paradoxes of progress, opportunity, and hope

Insights from 50 listening conversations with women in tech

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Executive summary

Women in tech are hopeful about the future. But many are struggling with the present. In 50 listening conversations with women across career levels and organizations, 42 said they feel hopeful about the future of women in tech, yet only 7 felt positive about the state of the industry today.

I heard stories of ambition and exhaustion, belonging and being overlooked, progress and setbacks. Women described an industry they believe in, but one that doesn't always believe in them.

The defining finding wasn't a single challenge or opportunity. It was the paradoxes women are navigating every day.

Being a woman in tech is hard, and it's worth it. Women know they belong, but don't always feel welcomed or valued. They're resilient, but exhausted by the effort it takes to prove themselves. They see more women entering the field, but fewer advancing into leadership. They're investing in their own growth, yet access to opportunity still depends heavily on who opens doors for them. And the programs and communities that have supported women are being scaled back, even though those same networks remain among their greatest sources of strength.

Across the conversations, several findings stood out:

- **Belonging isn't the same as being welcomed.** Women rated their sense of belonging an average of 7.3 out of 10. The most common explanation for their scores was a gap between how they see themselves and how they are received.
- **Access matters as much as ability.** Sponsorship, opportunity, and having someone willing to advocate for them emerged as critical to women's advancement.
- **Women hold themselves accountable, but see a need for systemic change.** A third named themselves as part of their biggest obstacle. Yet given a magic wand, 46 of 50 would change systems, leaders or culture, and only 4 would change something about women themselves.
- **What helps most is what's being cut.** Women lifting women was the top source of hope, while the rollback of DEI and formal support was the top headwind.
- **AI could level the playing field, or widen the gap.** No question specifically asked about AI, yet women raised it on their own, as both a top headwind (17) and a source of hope (13).

The message from these conversations is clear: Women aren't asking to be rescued or fixed, but they can't change the system alone.

For leaders and organizations, that means moving beyond encouragement to opportunity, beyond mentorship to sponsorship, and beyond conversations to meaningful action. The future women believe in is one they're already building. The question is whether the organizations shaping technology will help build it with them.

Introduction and context

Why this research

What's it like to be a woman in tech today? It's a question I've kept asking since I left my leadership role at Intuit to coach women in tech. After more than 20 years in the industry, I wanted to hear the answer directly from women, not from headlines, press releases, or industry reports. So I launched *The Voice of Women in Tech* to learn where they see their greatest leadership opportunities, the barriers they face, what support makes a difference, and what gives them hope.

Who I heard from

Between August and October 2026, I held 50 listening conversations with women across the United States, from entry-level professionals to executives, at startups and large companies. (See Appendix A for the full methodology.)

The moment

These conversations took place amid layoffs, rapid AI adoption, and a pullback from DEI and women-in-tech programs. I didn't explicitly prompt participants about AI or DEI. Both came up anyway and appear in the findings that follow.

The need

Many women thanked me for the conversation itself. Several named "conversations like this" as a source of hope, and asked for more space to talk and learn together. Women weren't just willing to talk; many were looking for the opportunity.

How to read this report

Again and again, women held two truths at once: it's hard *and* it's worth it. These aren't contradictions to be resolved, but tensions women are navigating at the same time. The report is organized in three parts: What it's like now, What gets in the way, and What comes next. Each theme is built around a paradox. The report closes by bringing the paradoxes together and sharing what women are asking for from leaders, organizations, and each other. The appendices cover the methodology, interview questions, and opportunities for future research.

Part 1: What it's like

How it feels to be a woman in tech today.

Both/and

PARADOX It's hard, and it's worth it.

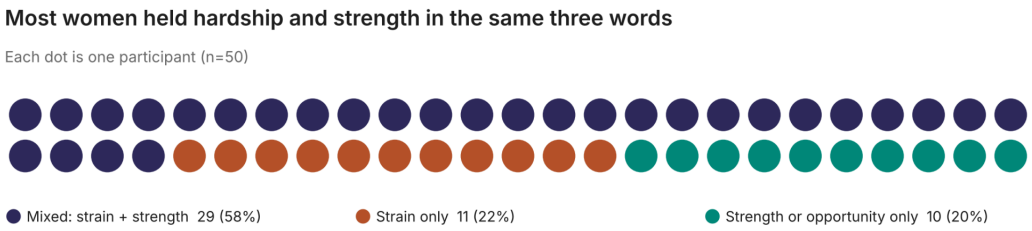
Asked for three words to describe being a woman in tech today, the 50 women gave 147 words, 92 of them different. "Challenging" was the most common, named by 11 women (22%), and no other word was used by more than five people. Counting related words such as hard, tough, not easy and intimidating, 17 of 50 (34%) named difficulty directly. There is no single shared story, but difficulty runs through most of them.

Difficulty was rarely the whole answer, though. 29 of 50 (58%) paired strain with strength, opportunity or community in the same three words. Across the group, 80% used at least one word about strain and 70% used at least one word about what draws them to the work. One woman chose Challenging, Energizing, Inspiring. Another chose Lonely, Demoralizing, Lucrative. A third, whose words were Opportunity, Setback, Perseverance, explained why she stays: *"I can't think of another industry where women can have as significant an effect on the good of society."*

"When you think about your experience as a woman in tech today, what three words come to mind?"



The minority deserves attention too. 11 women (22%) chose only strain words, and only 10 (20%) chose only strength words. For some, the balance is tipping: *“Feels like we have gone backwards… back to having to fight.”*



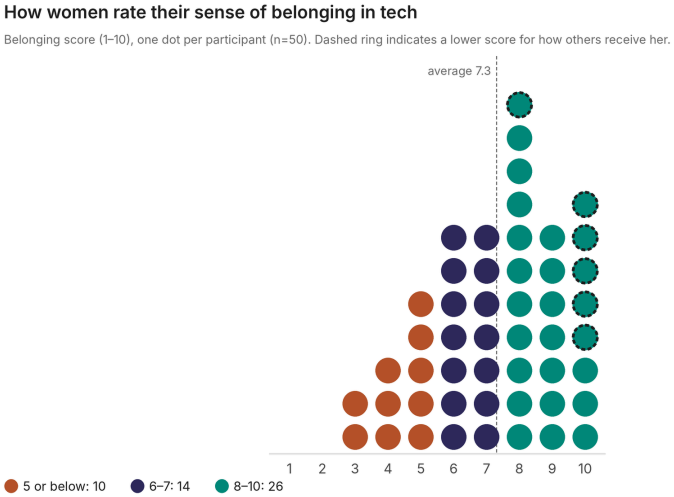
Neither a story about what’s lacking nor a celebration captures what women described.

These aren’t contradictions to resolve; they’re tensions women manage at the same time. The women who chose only strain words, and how often loneliness came up, are warning signs worth naming.

Belonging, but not always welcomed

> **PARADOX** Women know they belong, but don’t always feel welcomed or valued.

Asked to rate how much they feel they belong in tech on a scale of 1 to 10, women gave an average of 7.3 (median 8). Just over half (52%) scored 8 or higher, and 20% scored 5 or below. On its own, that reads as a mostly positive result. The explanations behind the numbers tell a different story.



The most common explanation, given by 17 women (34%), was a gap between deserving to be there and being welcomed there. Six women couldn't give a single number and gave two: one for their own sense of belonging and one for how they are received. The average gap between the two was 5.7 points. One answered simply, *"Belong: 10. Welcome: 2."* Using the "how she's received" scores, the overall average drops from 7.3 to 6.6. As another put it, *"I completely believe that I belong in the tech industry, but it often feels like the major companies dominating the space do not think I belong in theirs."*

> *"Belong: 10. Welcome: 2."*

That gap shows up in daily experience. "Lonely" was the second most common word women used to describe their experience, and 15 of 50 (30%) used words about isolation or being "the only," a feeling that increases with seniority and for women of color. 14 of 49 said women's work goes unseen, and the same number said bias is still real. 10 described opportunities shrinking when they lead authentically: *"Opportunities have improved IF you lead the way male colleagues expect; if you lead more authentically, opportunities diminish."* One woman kept a sticky note on her desk that read "keep your mouth shut."

> *"How much do I belong in tech as men built it? Probably a 3. In tech as women would build it, I'd be a 10."*

Asked what would raise their score, most women named changes to the environment rather than to themselves. The top answers were more women in leadership (11) and a more inclusive culture (8).

The belonging gap isn't a confidence gap. Women's belief that they belong is strong. What's missing is the welcome, and that is on the environment. In the words of one woman: *"We don't want out of tech. What we want out of is tech as an industry built by men."*

Resilient, but at what cost?

PARADOX Women in tech are resilient, and they're exhausted.

Resilience was one of the strongest threads in the interviews. 16 women (32%) used words like grit, perseverance and resilience to describe their experience, alongside 10 (20%) who used words about exhaustion and pressure. For 17 of 50 (34%), belonging is something they built themselves rather than something they were given. Where belonging scores rose over time, it came from inner work. Where they fell, it came from changes in culture or community. One woman described spending 30 years telling herself she belonged.

That work has a cost, and it is largely invisible. Women described the energy it takes to be the only woman in the room (15), to prove themselves twice (14), and to carry an invisible load of mental work, caregiving and health (13 of 49). Caregiving and an always-on culture came up for 10, and 9 of 48 said they have no time or energy left to grow. Women's health came up repeatedly but, as several noted, is rarely discussed at work. Others described the effort of constantly filtering themselves: *"Women are told to be many different things and must adapt to different environments. Let them be comfortable being themselves without filtering everything. It takes extra energy and effort."*

> *"I spend energy proving myself that other people get to spend on the actual work."*

Resilience is real, and women pay for it. It's an additional tax on women navigating these environments. That resilience deserves acknowledgment, but it shouldn't be treated as the solution. Every hour spent filtering, proving and building their own sense of belonging is energy that "other people get to spend on the actual work." Exhaustion is also a warning sign about who stays: 9 of 50 described women leaving tech or planning to leave.

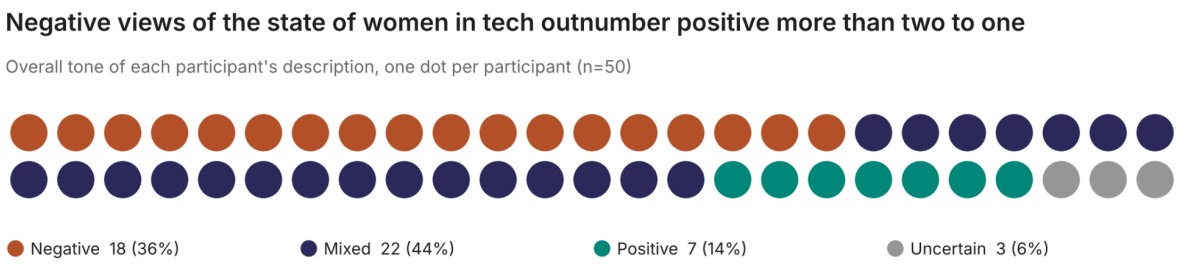
Part 2: What gets in the way

The structural and organizational conditions that shape opportunity and advancement

More in, fewer up

PARADOX More women are getting in; fewer are rising up.

These interviews took place at a moment of retreat. The most-cited change for the worse, named by 18 of 50 women, was the rollback of DEI and formal support: DEI becoming "a dirty word," Grace Hopper and women in tech programs scaled back, and diversity recruiting gone. Overall, 45 of 50 named something getting harder, while 34 named something improving, and negative views of the industry outnumbered positive ones by more than two to one (18 to 7).

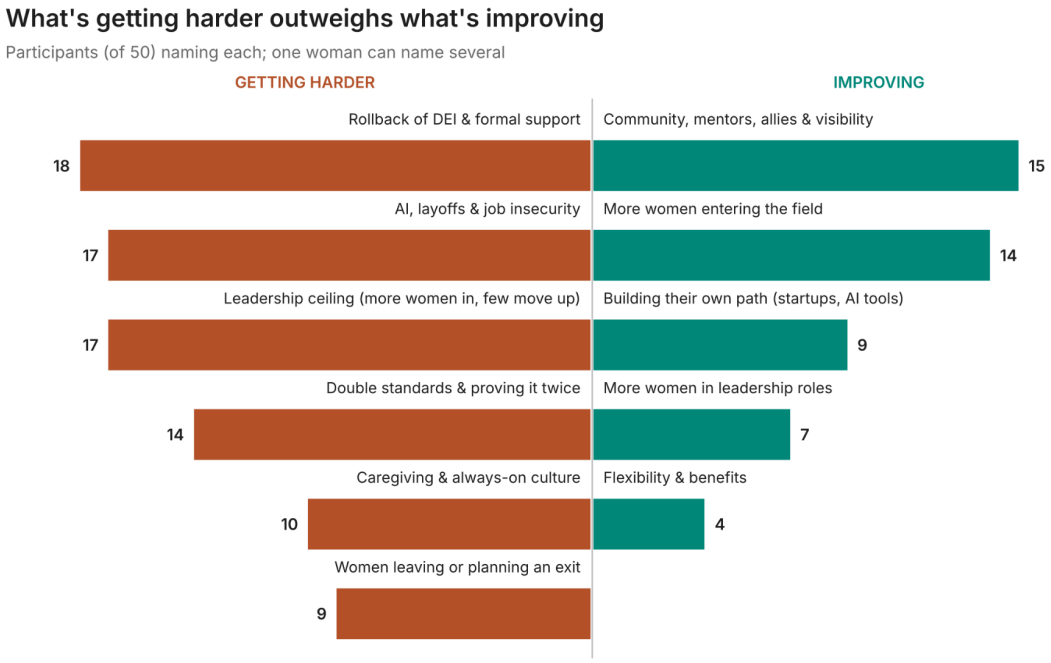


Women see progress, but it's uneven. 14 women see more women entering the field, but only 7 see more women in leadership. 17 described a leadership ceiling: the culture is better for individual contributors and early-career women, then drops off sharply above manager. *"Culture is better/safer for ICs; as soon as you become a leader there's nothing."* One woman named two gates in particular: the first promotion into management and the "near final" promotion into the C-suite. There is a path only "until director," and as another said, *"no one translated what it looks like in the middle stages."* In some companies, gains have reversed: *"Something like half our c-suite, including the CEO, were female only 2 or so years ago; now there's maybe 2 left."*

Some women are responding by leaving. 9 described women leaving tech or planning an exit, 11 are going around the system by consulting or building their own business, and 8 are rethinking whether they want to climb at all.

> *"I haven't talked to a woman in tech in the last year who isn't trying to figure out how to leave."*

Meanwhile, the entry point is narrowing too. Students and new graduates described entry-level jobs being cut and the diversity recruiting programs that brought earlier cohorts in disappearing (more on this in Part 3).



The industry fixed the front door, not the staircase. Now the handrails are coming off, and the door is starting to close behind them.

Access, not ability

PARADOX Mentorship and capability don't always translate into opportunity.

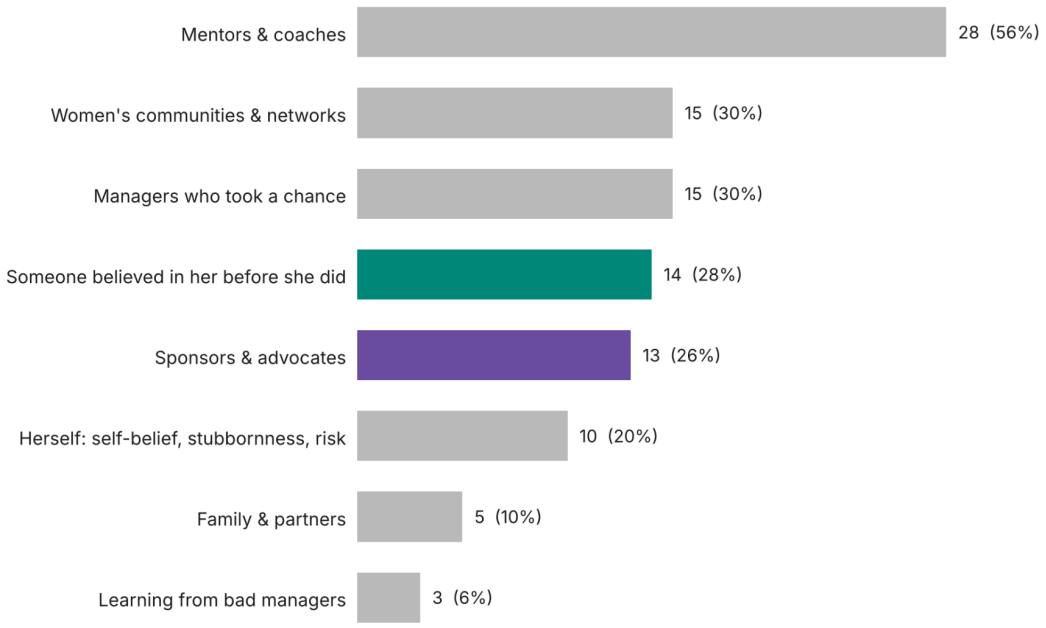
> *"They did more than tell me to feel empowered. They gave me access to power."*

Most women have had mentors. Far fewer have had sponsors. 28 of 50 named mentors or coaches as an influence on their growth, while 13 named sponsors, and those who explained the difference described sponsors as decisive. Sponsorship was also the most common theme when women talked about their own leadership prospects (18 of 50): 11 credited a sponsor, program or community for their opportunities, and 7 pointed to its absence. Asked what stands in their way, access and a fair shot was the top answer (19 of 48), whether that meant sponsorship and networks, a biased bar, or breaking in at all. One woman described what she needs: *"making*

sure the right people actually see my work and are willing to speak up for me when I'm not in the room."

Mentors are everywhere; sponsors are rarer, and those who have them call them decisive

Participants (of 50) naming each as the biggest influence on their growth; teal = a thread running across the others



Women also described being judged on a different standard. *"Men promoted on potential, women on performance. Have to prove it."* That is why the people who believed in them early mattered so much: 14 of 50 said their biggest influence was someone who believed in them before they had proof, often a manager who saw something in them they didn't yet see in themselves. 15 named a manager who took a chance on them, and one put it plainly: *"You can thrive at the worst company with an excellent manager."* The reverse is also true. Women described managers who *"say the right things but don't do them,"* and work that goes uncredited, like doing *"the organizing and note-taking while someone else presents the work."*

> *"It is not just about how hard you work or how much you know, but also about who gives you a chance."*

Talent isn't the bottleneck; access is. Mentors give advice; sponsors give access to power and opportunity. Women know this, and support and sponsor pairing was among their top asks for change. Yet the programs that created sponsors are the ones being "reduced or eliminated."

Credit out, blame in

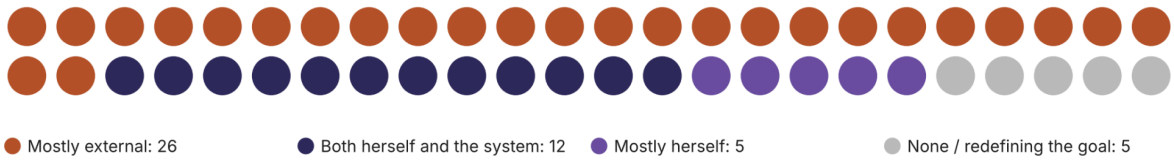
> **PARADOX** They take responsibility for their careers, but know individual effort can't fix systemic barriers.

When women talked about their growth, they gave the credit away. 45 of 50 named another person or people as the biggest influence on their growth, while just 10 also credited themselves.

When they talked about obstacles, many looked inward. 17 of 48 named themselves as at least part of their biggest obstacle, though most of them (12) named themselves alongside the system, and only 5 mostly blamed themselves. Self and system often appeared in the same sentence: *"My imposter syndrome and rising work expectations in terms of performance."* Another described *"going along with things I don't agree with without expressing my viewpoint"* in a workplace that *"claims the value of 'boldness' but doesn't really appreciate/mean it."*

Facing largely external obstacles, 17 still point at least partly to themselves

Where each woman locates her biggest obstacle, one dot per participant (n=48)



Mostly external: 26 | Both herself and the system: 12 | Mostly herself: 5 | None / redefining the goal: 5

Yet when asked what they would change with a magic wand, 46 of 50 would change systems, leaders or culture. Only 4 would change something about women themselves. Their answers were direct: *"Treat women the same way. One bar."* And: *"Go back to tracking percentages, growth, opportunities, ratios like we did before."* A few did see women as part of the solution, saying *"we stop ourselves more than others do,"* and one said simply, *"I don't believe in obstacles."*

Women hold themselves accountable for their leadership growth, including for barriers they didn't build. Asked what's in the way, a third say "me." Asked what they'd change, almost none say "myself." That raises a question worth sitting with: how much of "it's me" is bias women have absorbed, or an adaptation to the system they work in?

Part 3: What comes next

The opportunities, sources of collective strength, and sources of hope.

AI is a fork in the road

PARADOX AI could level the playing field, or widen the gap.

None of the interview questions specifically asked about AI. Women raised it on their own, and it contributed both to future concerns and sources of hope.

As a headwind, AI, layoffs and job insecurity were named by 17 of 50 (34%) as what's getting harder, second only to the rollback of DEI. 11 described shrinking career ladders, including roles reshaped by AI, and one described AI use being tracked in performance reviews, leaving people to wonder, "am I next?" The newest pressure lands at the bottom rung. Students and new graduates described entry-level jobs disappearing, and breaking in emerged as a new obstacle: *"The entry-level jobs I trained for keep getting cut, and a lot of the diversity recruiting programs my older friends got hired through aren't around anymore."*

As a source of hope, 13 women (26%) named AI and a shift toward the skills women bring. They described AI *"reshaping things to value traditionally feminine skills: collaborative, inclusive, human skills,"* and giving women the ability to build *"without needing anyone's permission."* 4 women named AI as both a headwind and a hope.

> *"With AI taking a lot of programmer jobs, I think there will be more demand for people who have social skills… That may open up opportunities for women who don't want to code."*

Which way it goes depends on time and access. Keeping up technically, including with AI, shaped belonging for 9 women, and the same time squeeze from Part 1 applies here. One woman found that AI shortened her time to a first draft but not the judgment the work required, and she saves her own training for the holidays.

AI threatens to remove the bottom rung of the ladder while opening a side door for women who build. Which way it goes depends on who gets the time, access and a seat at the table.

Power of community

PARADOX What helps women in tech the most is what's being cut.

Across every part of the interviews, community surfaced as what works. It tied for the top theme when women described their experience in tech (17), shaped growth for 15, and was the top thing women saw improving, alongside mentors and allies (15). Women lifting women was also the top source of hope (19 of 50, 38%). As one said, *"All my opportunities came from women… in the end it's who vouches for you."*

Notably, most of the programs women credited were outside their employers: student organizations, local and national women in tech organizations and alumni networks.

This is the same support that is being pulled back. The rollback of DEI and formal programs was the most-cited headwind (18 of 50), and the erosion of culture and community lowered belonging for 10 women. Every woman whose belonging score fell over time tied it to lost culture or community. The cost is isolation, which is why "lonely" ranked so high among the words women chose.

> *"Grace Hopper was more than just a conference; it was a safe space… Losing opportunities like that makes me wonder where we are supposed to find that same sense of community now."*

Women aren't waiting. More support and community was the top change they would make with a magic wand (14 of 50). They want productive spaces, not just venting, and they want to prepare women to sponsor the women coming up behind them. One described how small groups form: *"When you take those one-on-one conversations and say, 'Invite a few other people to sit with you,' a little community starts to form."* Even those just starting out are already thinking this way: *"As I start my career, I already know I want to be that alum for the girls coming up behind me."*

Community is the engine women trust, and right now it runs on women's own time. Organizations pulled back formal support, and women are rebuilding it themselves. Organizations that want to help can rebuild it, fund it, and protect time for it.

Hope they're building themselves

PARADOX Women in tech believe in the future, but question the institutions shaping it.

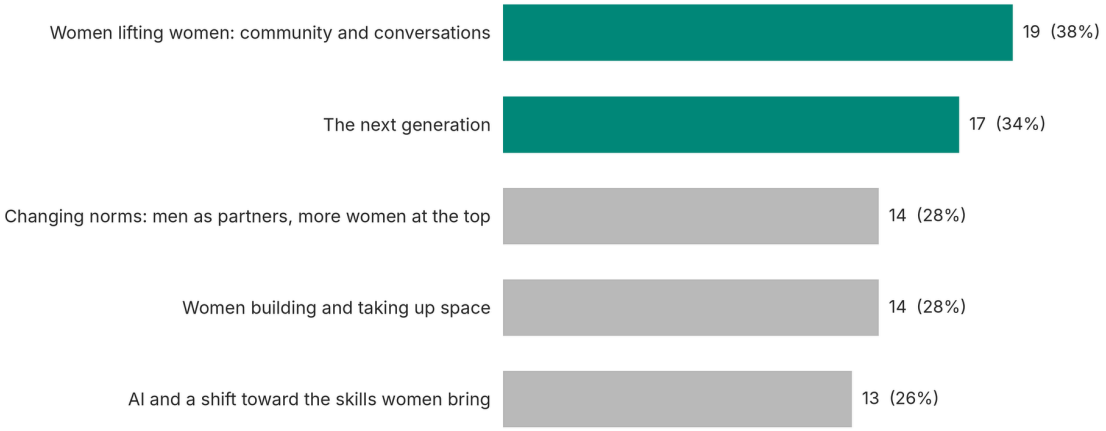
Despite everything women described in the first two parts of this report, they are hopeful. 42 of 50 (84%) said they are hopeful about the future of women in tech, and the remaining 8 were

hopeful with caveats. That stands in sharp contrast to how they see the present: only 7 of 50 were positive about the industry today, and 12 of 50 about their own prospects.

Their hope comes from each other. Women named women lifting women (19), the next generation (17), women building businesses and taking up space (14), changing norms such as men as partners and more women at the top (14), and AI (13). Only 6 of 50 located hope in companies, leaders, ERGs or a DEI rebound. *"Women no longer have to wait for a traditional corporate gatekeeper to hand them a title or validate their worth."* Men were part of the picture too: *"Watching male colleagues change their behavior. We can't do it without them."*

Hope comes from women themselves and the next generation

Participants (of 50) naming each as what gives them hope; one woman can name several



> *"Our biggest strength is that we are not only fighting for a place for ourselves, but also trying to make the path easier for the girls who come after us."*

The next generation gives women real reason for optimism. *"Those girls don't question whether they belong in tech the way I did at their age."* But it is also where the newest cuts are landing, as entry-level roles and the recruiting programs that once opened doors disappear. And for some, hope sits right alongside exhaustion, with women still telling each other privately that they want out.

The future women believe in is one they're building. Organizations can join it, or be left out of it. And the young women they're counting on need a door that's still open and welcoming.

Closing

Living in the paradox

Across these conversations, one thread ran stronger than any other: women in tech are living in paradoxes. Not every woman feels every tension at once, but most are feeling the pull of at least one.

Being a woman in tech is hard, *and* it's worth it. Women feel they belong, but don't always feel welcomed or valued. They are resilient, but at a cost. Getting into tech isn't the same as getting ahead, and access isn't unlocked by ability alone. Women may be mentored, but not sponsored. They're doing their part and investing in their own development, but that isn't enough, and what helps them most is what's being cut. AI could level the playing field or widen the gap. And women remain hopeful about the future, even as they question the institutions and systems shaping it.

One woman captured where we go from here: we need to "move beyond listening to advancing women." For too long, we've been admiring the problem from the outside. It's time for collective action.

What women are asking for

When I asked women what they wish leaders understood and what they'd change if they had a magic wand, their answers were practical and specific. They spoke to three audiences: leaders, organizations, and each other.

For leaders

Women want leaders to open doors rather than wait for them to prove they deserve a seat: give them the chance, advocate for them, and build visibility into the system instead of relying on self-promotion. They also want leaders to know that bias is still real and far bigger than what reaches them. Much of what women face goes unspoken; what leaders hear is "probably about 1% of what's actually happening."

They want leaders to recognize the value women bring, and what's lost when they aren't in the room: a different lens on the products being built, attention to everyone who will use them, and ways of leading that make teams stronger. As one woman put it, "Including us isn't a favor to us. It makes the technology better for everyone." Many described a double standard in how they're judged (too nice or too direct, not confident enough or too confident), and asked leaders to stop requiring women to filter who they are. "The way tech has made the norm is not the only way to lead."

And they asked leaders to see the whole person. Mental load, caregiving, and health come to work too, often unseen. Their ask was simple: get curious. Sit down, listen, and learn.

For organizations

Women's magic-wand wishes were largely structural; only 4 of 50 aimed the change at women themselves. The most common ask was for organizations to invest in women's growth: sponsors, communities and practical training on the parts of a career nobody teaches, like managing up, negotiating, building visibility, and organizational savvy.

Next was representation: more women in the rooms where decisions are made, a clear standard (one suggested 30%), and a return to tracking the numbers. They asked organizations to make this a business priority again, led from the top, with real accountability.

They asked for one fair bar for advancement: equal opportunity in hiring and promotion, with women evaluated on their potential, as men often are, rather than having to prove themselves first.

They asked for a culture that accepts women as they are, where they're respected as technologists and don't have to wear a mask to belong. And they asked organizations to design work around real lives, with flexibility that values output over hours in a seat, support for childcare, and leave without penalty for everyone. As one woman noted, "Advocating for more leave for dads and non-birthing parents is advocating for women."

For each other

Women were clear that the biggest fixes are structural. But for now, much of the work of breaking in and moving up still falls on them, and they have advice for each other on carrying it.

Give yourself permission: don't reject yourself before someone else does, go for the role you feel underqualified for, and voice your opinion. Make your work visible, because showing your worth isn't bragging.

And lift each other up. Women further along should reach back and open doors for others. Community, at work, outside it, and starting as early as school, came up again and again as a source of support and belonging.

Women aren't asking to be fixed. They're asking for the conditions to thrive. The next move is ours.

With gratitude

Thank you to the women who generously shared their time, experiences, and insights for this research. Your honesty and candor made this report possible, and I'm deeply grateful to each of you.

Keep carving your path.
– Tracy

About the author

Tracy Stone is a leadership and career coach, facilitator, and tech executive with over 20 years of experience leading teams and developing talent in the engineering and tech sectors. A proud Purdue engineering alumna, Tracy has built a career at the intersection of leadership, inclusion, and career advancement. Most recently, she led strategic diversity initiatives at Intuit, including the Tech Women @ Intuit initiative and the company's presence at the Grace Hopper Celebration. She also serves as a facilitator for Stanford Graduate School of Business's Women in Management program.

Today, Tracy partners with organizations and individuals to accelerate leadership development, unlock career growth, and create inclusive, connected teams. She is an ICF-credentialed coach (ACC), writes the *Carving Her Path* newsletter, and speaks regularly on leadership, confidence, and navigating career transitions. She launched *The Voice of Women in Tech* to listen directly to women about where they see opportunity, what's getting in the way, and what support actually makes a difference.

Keep the conversation going

If you're a woman in tech, I'd love to hear about your experiences and what resonated with you. If you're looking for personalized strategies and support to grow your career, I'd love to work with you. And if you are a leader looking for ways to support women in tech in your organization, let's talk.

Learn more at tracygstone.com and carvingherpath.com.

To apply for a career or leadership strategy session: https://www.tracygstone.com/contact.

Connect directly with me:
Email: tracy@tracygstone.com
LinkedIn: https://www.linkedin.com/in/tracy-stone/

Appendices

Appendix A: Research methodology

This research was informed by 50 listening conversations with women working in technology, conducted between August and October 2026. Each conversation lasted about 20 minutes and took place over Zoom; a small number of participants shared their responses in writing, using the same set of questions. Participants represented a range of career levels and roles, working at both startups and large companies. All participants were based in the United States, representing different geographic regions across the country. By career level, participants included 17 executives, 12 senior-level leaders and managers, 11 mid-level professionals, and 10 entry-level professionals.

Participants were recruited through a combination of personal outreach and invitations shared on LinkedIn and Substack. Some were part of my existing professional network, while others had no prior connection to me. Participation was voluntary, and individuals opted in to share their experiences and perspectives. To respect participant confidentiality, individual responses and quotations are shared without identifying participants or their employers. Quotations have been lightly edited for brevity and clarity.

Each conversation was guided by the same set of open-ended questions, designed to explore women's experiences, challenges, opportunities, and hopes for the future of women in tech. The findings reflect themes and patterns that emerged across these conversations.

Responses were captured in notes during each conversation and reviewed question by question to identify recurring themes and patterns, which were then grouped into broader categories. A single response could be counted under more than one theme. Counts reflect the number of participants whose responses included a given theme, and denominators vary where participants did not answer a particular question.

Given the relatively small, self-selected sample, quantitative findings should be interpreted as directional rather than representative of the broader population of women in technology. Participants skewed toward senior and executive roles, which may shape perspectives on leadership and advancement. Those who chose to engage may also place a greater value on conversation and community than those who did not participate. As a leadership coach and longtime advocate for women in tech, I brought my own experience and empathy to these listening conversations. While my perspective inevitably shapes this work, I aimed to let participants' voices lead.

Appendix B: Interview questions

The following 10 questions guided my conversations, providing a consistent framework while allowing participants to share their individual experiences and perspectives.

Question #1: Overall experience

When you think about your experience as a woman in tech today, what three words come to mind?
Tell me more about those words.

Question #2: Current state

How would you describe the current state of women in tech today? Specifically, what's improving?
What's getting harder? Where do you see the biggest opportunities?

Question #3: Leadership opportunities

How do you feel about your own opportunities for leadership growth and advancement today? What has helped? What's getting in the way? Has that changed over the last few years?

Question #4: Belonging

On a scale of 1 to 10, how much do you feel you belong as a woman in tech? Why that number? What would move it one point higher?

Question #5: Sources of support

Who or what has had the biggest impact on your professional growth?

Question #6: Biggest barriers

What's the biggest obstacle between you and where you'd like to be professionally?

Question #7: Future hope

What gives you the most hope about the future for women in tech?

Question #8: Leader perspective

What's one thing you wish leaders understood about the experience of women in tech?

Question #9: The magic wand

If you could change one thing about the experience of women in tech, what would it be?

Question #10: What else?

What else would you like to share? Is there anything I didn't ask you that I should have?

Appendix C: Opportunities for future research

These conversations surfaced additional questions and opportunities for further exploration. Several participants expressed interest in expanding the research to better understand how women's experiences differ across roles, identities, and career stages.

In addition to repeating this study annually to track how experiences change over time, potential areas for future research include:

- **Differences across roles and organizations:** Exploring how experiences vary by career level, job function, industry sector, and company size or stage.
- **Career advancement and negotiation:** Examining how women in tech advocate for themselves, negotiate compensation, and pursue promotions.
- **Women's health and career:** Understanding how health experiences and related policies (e.g., fertility, menopause, parental leave) influence women's careers and experiences in the tech workforce.
- **Intersectionality and identity:** Investigating how dimensions of identity, including race, ethnicity, motherhood, caregiving, and LGBTQ+ identity, shape the experiences and opportunities of women in tech.
- **The changing tech landscape:** Examining how AI adoption and industry layoffs are reshaping career paths, advancement, and opportunities for women in tech.