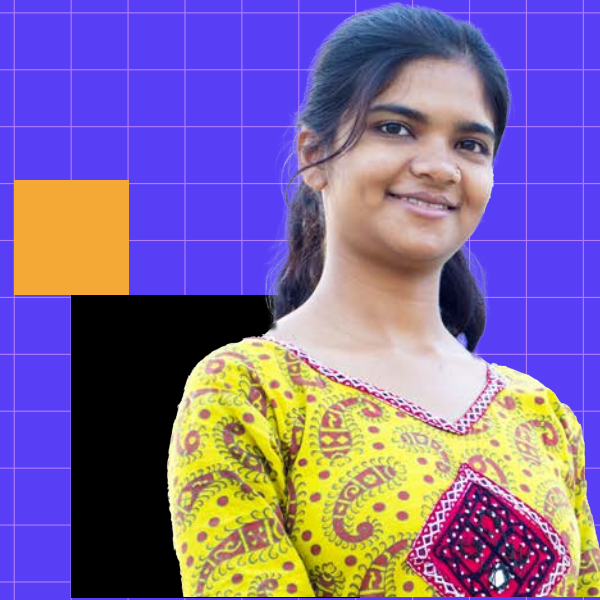
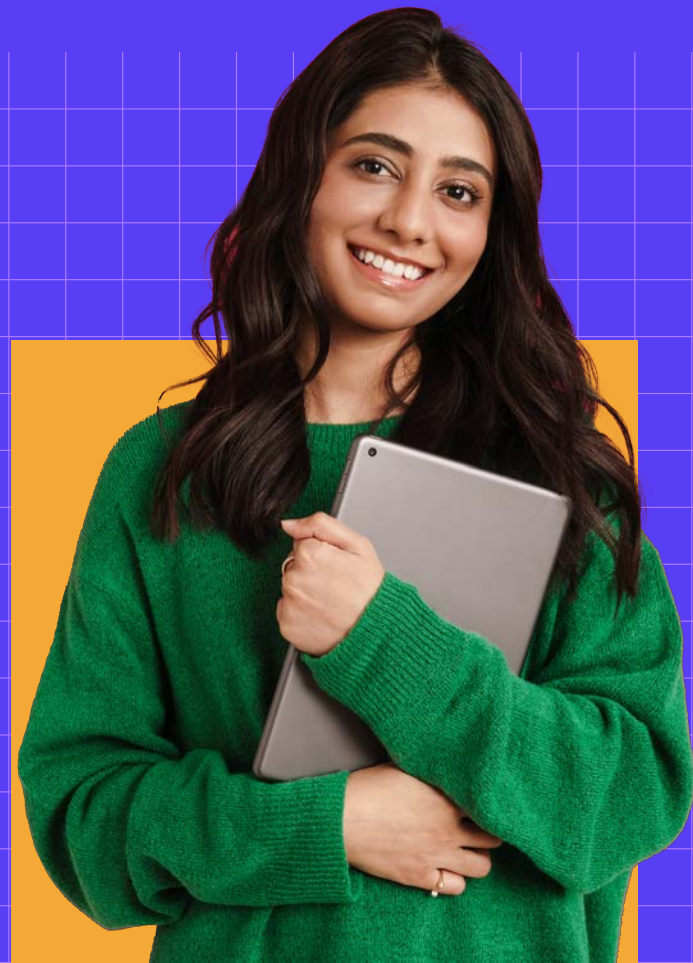


# Breaking Barriers, Building Futures

The Evolving Landscape for Women  
in Technology – 2025

by **TALENT500**





## Foreword

As we unveil the second edition of our Women in Technology report, we reflect on the progress made and the areas that still need attention. A joint survey by ANSR and Talent500 captured responses from over 3,000 women across IT/ITES, GCCs, startups, and product companies in India. This report provides valuable insights into the evolving landscape for women in technology and highlights key opportunities for growth and improvement.

This year's findings show improvements in workplace diversity and AI adoption, with women displaying greater confidence in new technologies. However, challenges like pay disparity, lack of mentorship, and limited career advancement persist.

A key trend is the rising demand for mentorship and leadership training. As India becomes a hub for global leadership roles, driven by expanding GCCs, the need for structured development programs is more urgent than ever. Organizations must invest in mentorship and career development initiatives to equip women with the skills to lead and innovate.

By addressing these challenges, we can unlock the full potential of women in technology and build a more equitable future.

**Smitha Hemmigae,**  
Head of Marketing,  
ANSR

**Monica Jamwal,**  
Managing Director,  
Talent Solutions, ANSR

# Women @ Work: What's Changed—and What Hasn't?



## Positive Shifts: **Signs of Real Progress**

### **Diversity efforts are finally moving beyond talk**

In our 2024 survey, 70% of women felt their company's diversity efforts were symbolic or moving too slowly. This year, that number has dropped to 40%—a significant shift. While progress is happening, the question remains: Is it keeping pace with expectations?

### **AI confidence is rising**

66% of women now feel equipped to use AI, a massive leap from below 40% last year, reflecting a growing readiness for AI-enabled roles.

### **Workplace safety remains strong**

Nearly 75% of women say their workplace provides a safe environment.



## Persistent Challenges: **The Gaps That Persist**

### **Glass ceiling still intact**

7 in 10 women say career advancement opportunities remain out of reach. What's taking so long?

### **Pay gaps: the silent setback amid diversity gains**

The percentage of women citing unfair pay jumped by 10%. Where's the action?

### **Where are the mentors?**

58% of women now say they lack strong mentorship, up from 35% last year. The pipeline is broken, and it's showing.

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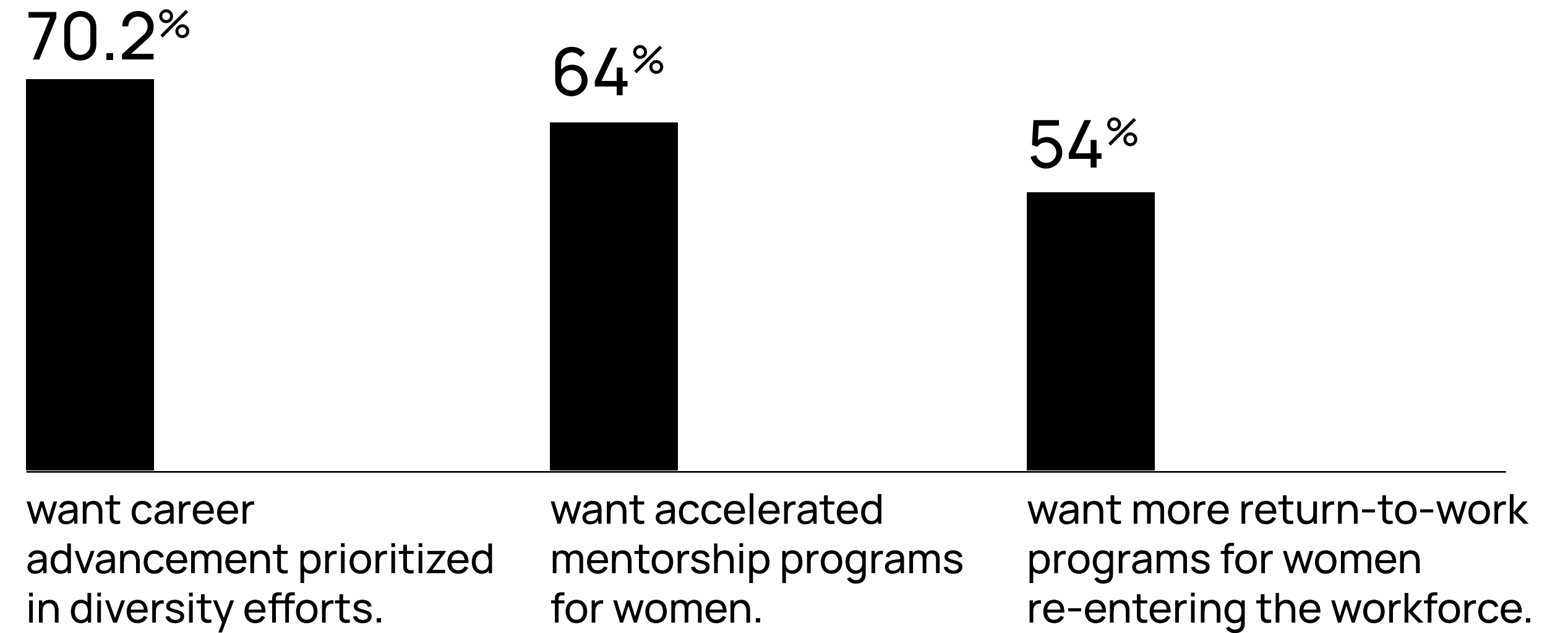
# Diversity Efforts: Progress or Plateau?

- While some strides have been made in diversity, it's a long road ahead.

40% 42%

India's top tech companies have dramatically transformed their gender landscape, with female representation soaring from single digits to nearly 40%. 42% specifically called out significant improvements in Diversity efforts over the last year. While these pioneering organizations shatter glass ceilings through innovative policies and mentorship, the journey to true equality remains unfinished.

## What Women Need for Diversity to Make Real Impact



### The Bottom Line

While India's tech companies and GCCs have made commendable progress in gender diversity, true inclusion requires a fundamental shift. Gender diversity must be embedded in the organizational DNA, spanning policies, leadership, and work culture. Surface-level initiatives are insufficient; companies must set measurable goals for women's empowerment, track progress, and foster an environment where diversity is not just a goal, but a lived reality.

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## Closing the Pay Gap: Is It Enough to Bridge the Larger Divide?

- While GCCs in India are making progress in closing the gender pay gap, disparities still exist.

Our survey results show that women in tech companies and GCCs earn, on average, 15-20% less than their male counterparts. This gap is attributed to factors like occupational segregation, with women often concentrated in lower-paying roles, and unconscious bias in performance evaluations and promotion decisions. Addressing these issues is crucial for achieving true pay equity within the GCC sector.

While some advancements are visible, the gap is still far from closed.

28%

of respondents have observed progress in closing the pay gap compared to last year.

24%

of women perceive pay parity in GCCs. This highlights the need for GCCs to prioritize and accelerate efforts to achieve true pay equity.



## The Bottom Line

Sustained pay parity is fundamental to fostering gender equity and enabling women's career advancement. Organizations must implement transparent pay structures, conduct regular pay audits, and ensure equitable promotion and appraisal processes to create a truly inclusive and equitable workplace.

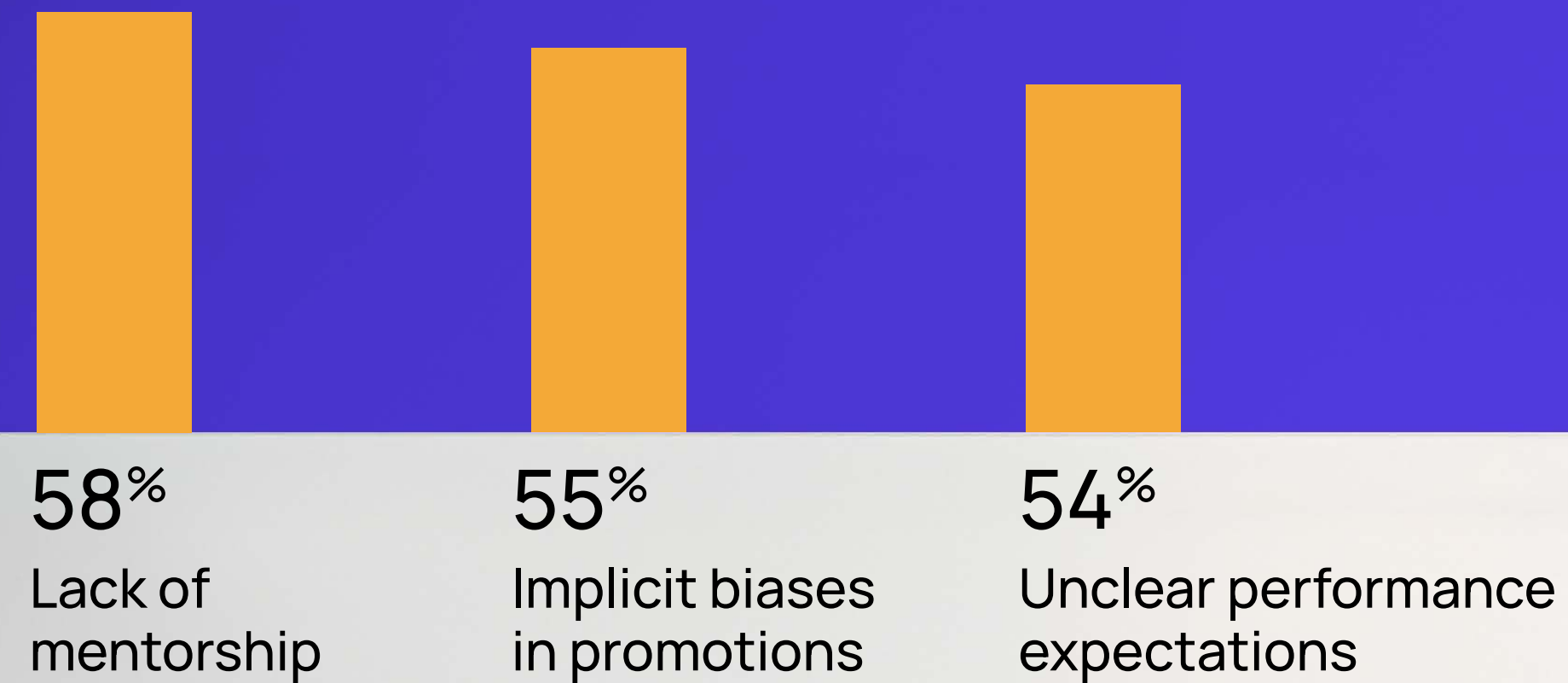
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## Women Demand Action: Equal Opportunities and Unbiased Growth

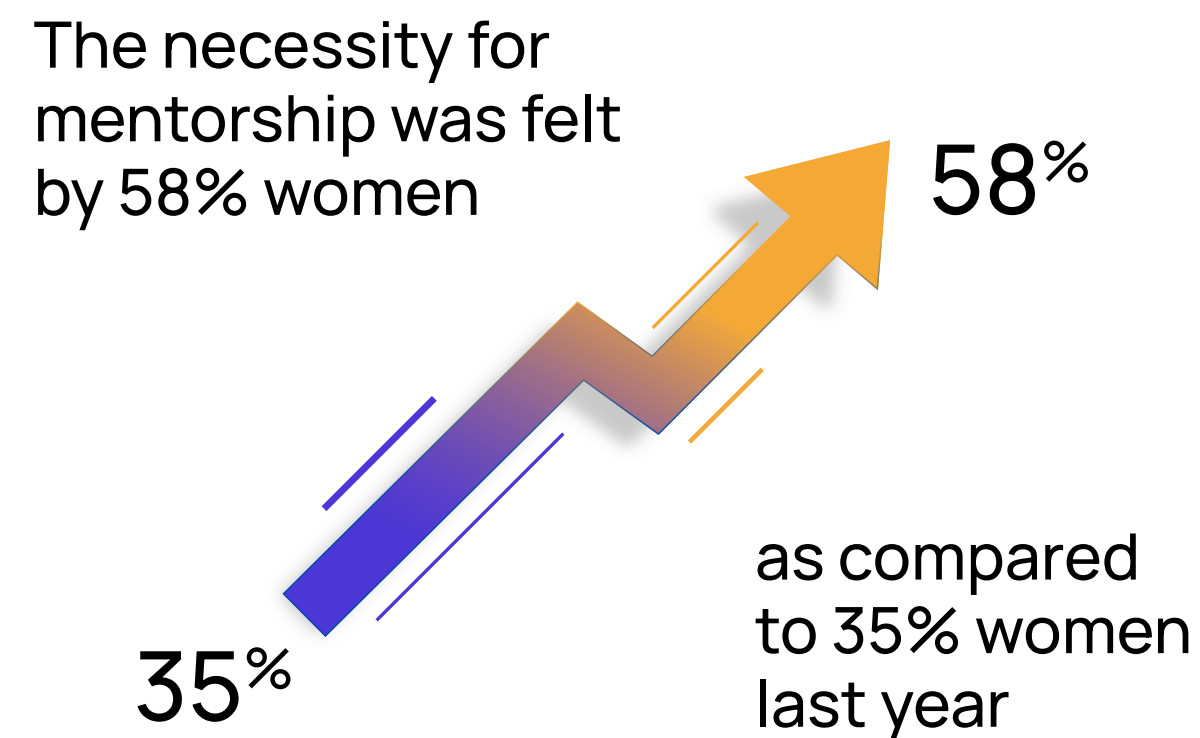
- The message is clear – women are calling for better mentorship and the elimination of implicit biases.



## Top barriers to career growth identified



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### The Bottom Line

To harness the full potential of women in leadership roles within India's expanding technology companies and GCC landscape, organizations must prioritize mentorship, eliminate bias in performance evaluations, and ensure equitable access to leadership development opportunities. This strategic approach will not only empower women but also drive organizational success by fostering a truly inclusive and high-performing leadership pipeline.

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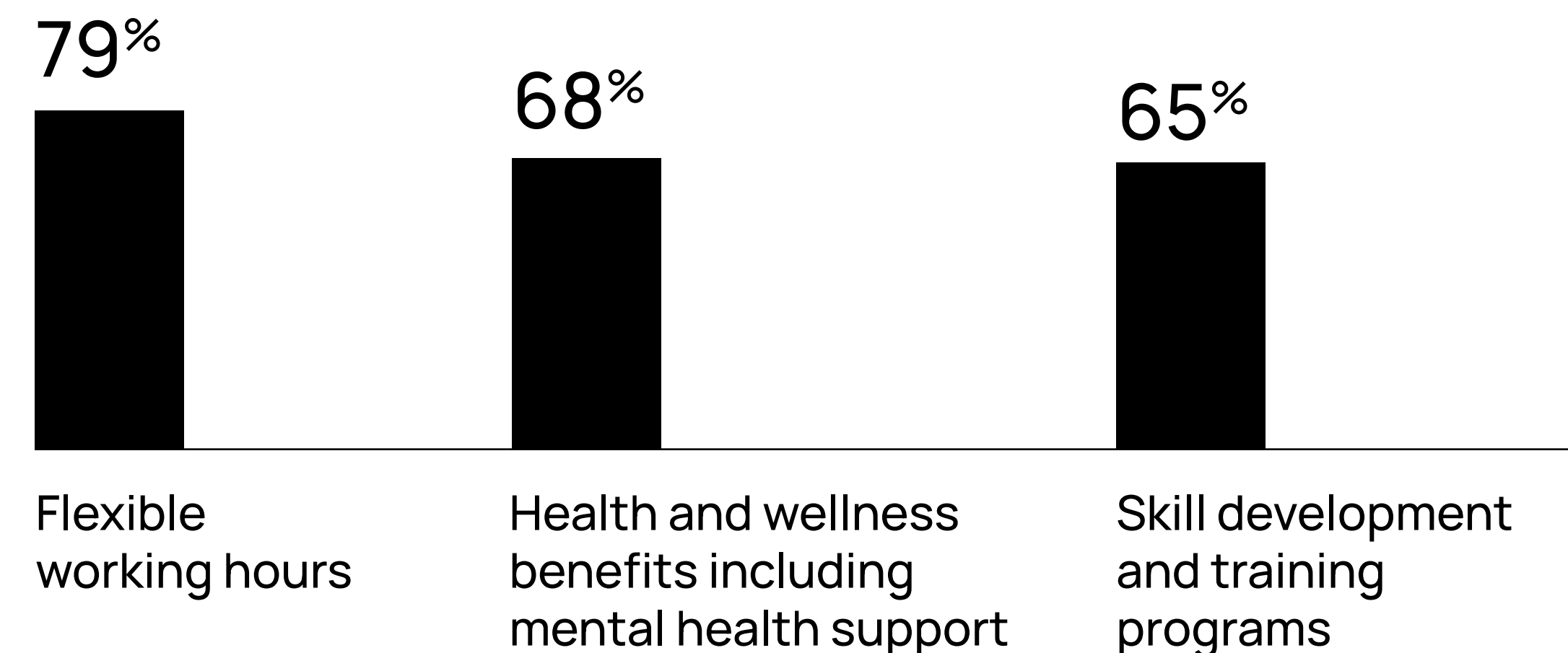
## Are Workplace Benefits in 2025 Truly Meeting Women's Needs?

- Adopt tailored benefits to support women's success

# Are companies evolving fast enough to meet women’s demands for flexibility and wellness in 2025?

GCCs are not just offering competitive salaries; they are actively fostering an environment where women in technology thrive. Majority of GCCs now offer flexible work arrangements, prioritize mental health programs, and provide continuous upskilling opportunities. These initiatives demonstrate a commitment to meeting the evolving expectations of women technologists and creating a truly inclusive and supportive workplace.

## The top 3 benefits valued most by women



## Flexibility is here to stay

Nearly no change in the percentage of women asking for flexible work arrangements which was at 80% last year compared to 79% this year.

**36%**

of women have observed a noticeable increase in inclusive benefits from companies compared to 2024, signaling a shift toward more tailored benefits that cater to women’s diverse needs.

**The Bottom Line**

Pay parity is just the tip of the iceberg. To achieve true gender equity, organizations must go beyond equal pay and recognize that women’s needs are diverse—even within the female workforce. Companies should embrace hyper-personalized benefits that cater to individual needs, such as tailored insurance benefits for women in different life stages, flexible working options, health and wellness programs, career development opportunities, and family support.

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## AI Goes Mainstream: Are Women Ready for the Tech Revolution?

- Women are embracing AI, but concerns around training and bias still need to be addressed.

GCCs are at the forefront of AI adoption, and women technologists are eager to embrace its potential. Majority of women technologists are enthusiastic about integrating new AI tools into mainstream workflows, particularly those that enhance developer productivity. This highlights the importance of providing upskilling and training opportunities to empower women in leveraging AI for career advancement and innovation.



## Can AI help avoid biases?

**51%** said it could eliminate bias if implemented correctly



### The Bottom Line

To fully leverage AI's potential, organizations must invest in training to build confidence in AI tools across the workforce. With 66% of women already embracing AI, the opportunity to harness this technology for both productivity and diversity is clear. However, companies must be vigilant in addressing the concerns around bias. While AI can be a powerful tool for reducing hiring biases, careful implementation, transparency, and regular audits are crucial to avoid reinforcing existing prejudices.

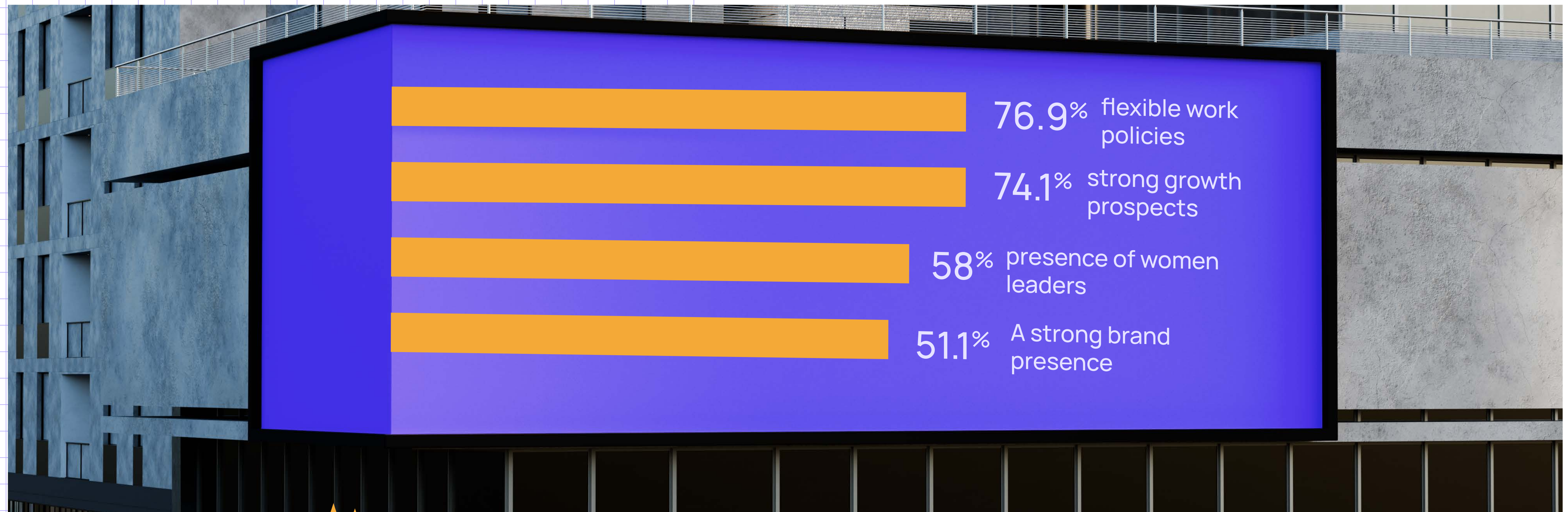
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## What Women Look for in Their Next Employer

- Are you the employer women want to work for?

Women technologists prioritize employers who offer more than just competitive compensation. They seek a holistic value proposition that prioritizes growth, flexibility, mentorship, and inclusion. This comprehensive value proposition is key to empowering women in technology and fostering a diverse and thriving workforce.

## Key factors defining a strong employer brand for women



### The Bottom Line

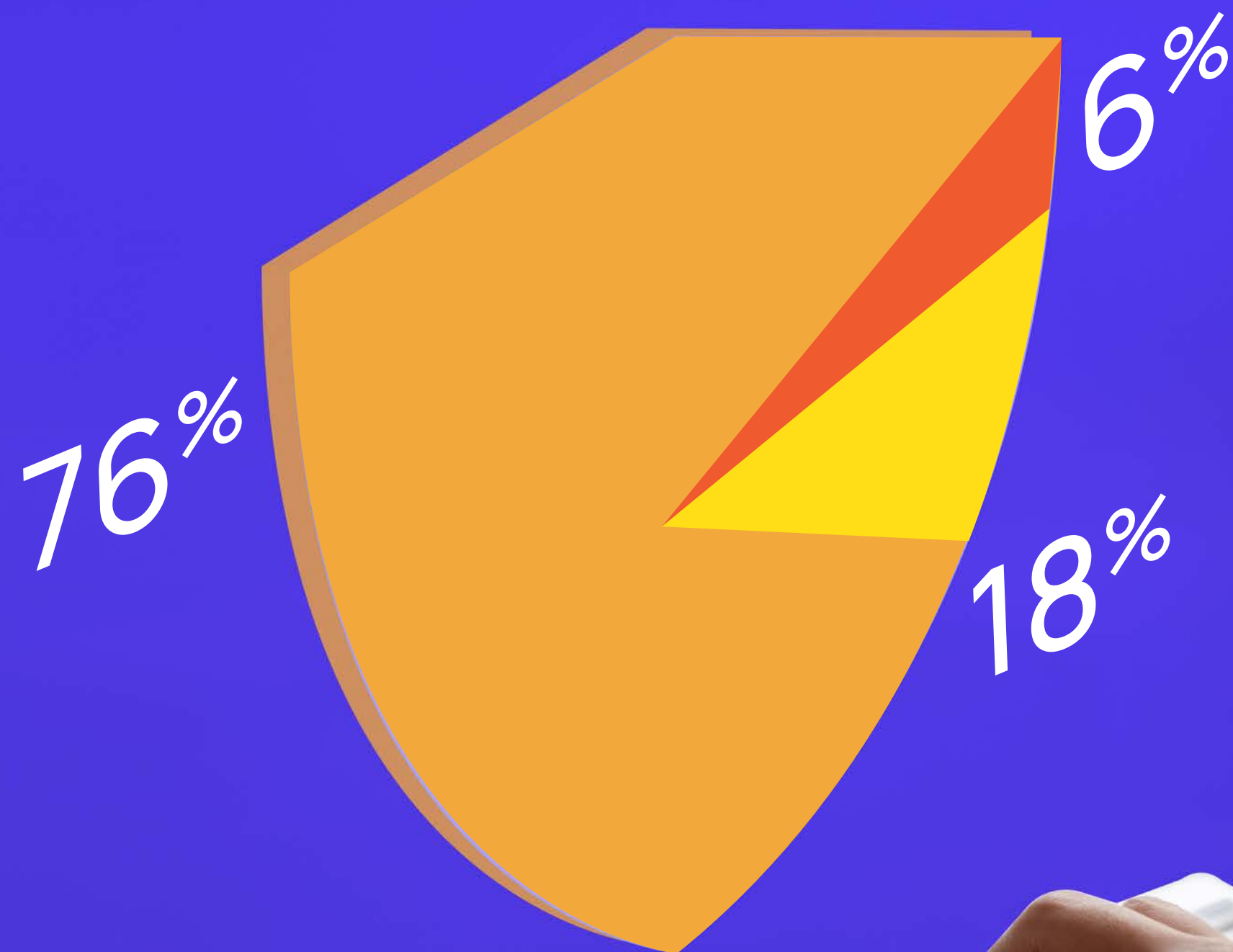
Women technologists are drawn to organizations not just for competitive salaries, but for the opportunity to make a meaningful impact. Companies that prioritize innovation, social responsibility, and a culture of inclusion, empowering women to drive change and shape the future of technology are preferred employers of choice.

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## Workplace Safety: Are We Truly Safe or Just Secure on Paper?

- Creating workspaces where women can thrive without fear





GCCs prioritize creating safe and inclusive workspaces, with zero tolerance for any form of discrimination or harassment. Guided by global policies and internal commitments, GCCs foster a culture of respect and equality, ensuring a secure and empowering environment for all employees.

While regulations are in place, are women truly empowered to report and feel protected?

- 76% feel their workplace provides a safe environment, but 18% believe mechanisms to report harassment are underutilized.
- Over 6% mentioning that mechanisms are completely ineffective is a cause of concern



## The Bottom Line

To strengthen harassment reporting mechanisms, organizations must ensure they are not only easily accessible but also confidential and non-punitive. Providing clear, anonymous channels for employees to report incidents, coupled with regular training on how to use these tools, can foster a culture of trust. It's also crucial for leadership to demonstrate a zero-tolerance approach by responding swiftly and transparently to reports, ensuring that employees feel heard and supported throughout the process.

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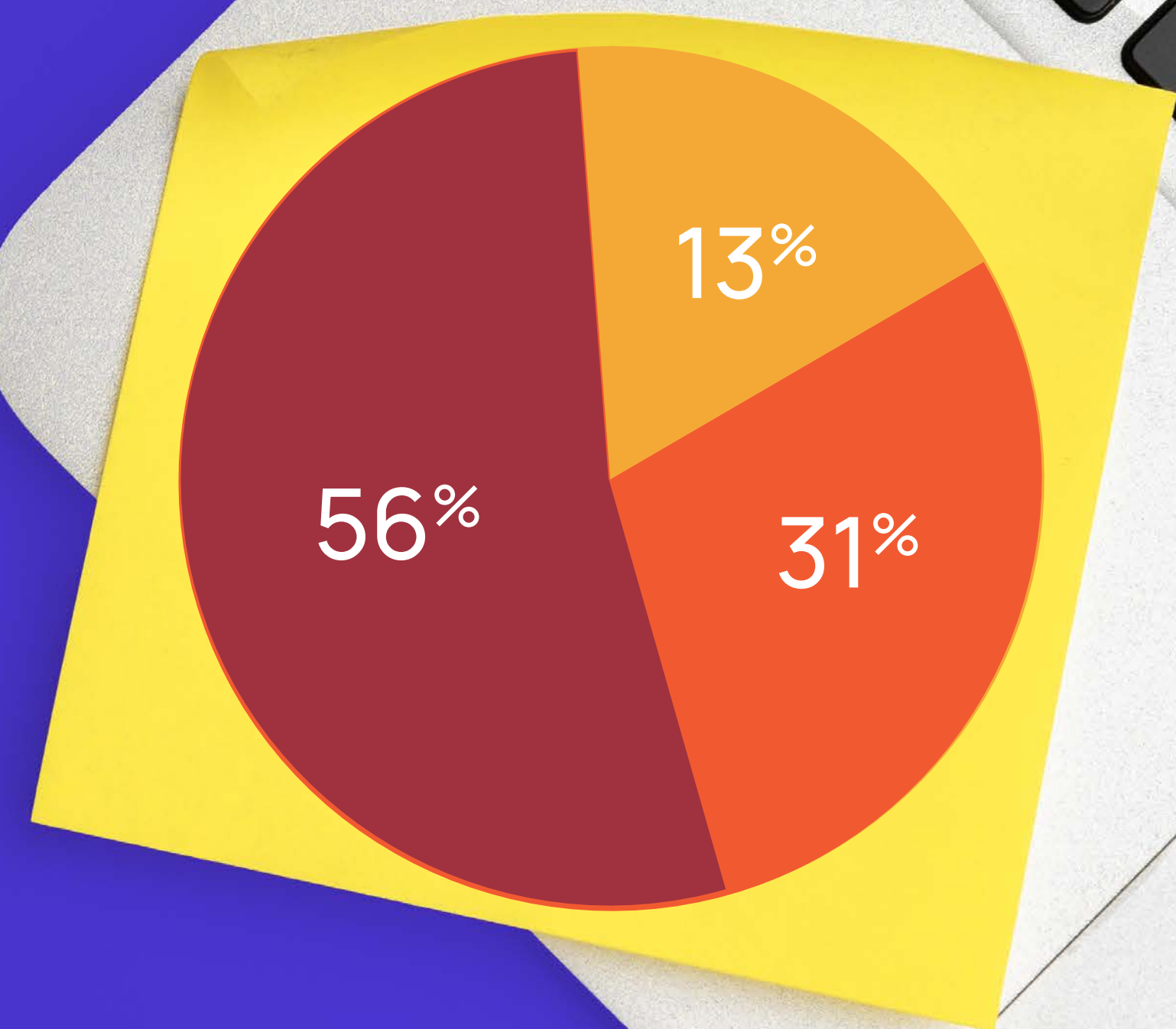
## What Women Felt About Inclusive Benefits in Corporate India

- More women recognize growing efforts toward workplace inclusion but also notice gaps

GCCs in India are leading the industry in fostering an inclusive workplace. comprehensive benefits include gender-neutral parental leave, childcare support, flexible work arrangements, and employee resource groups. These initiatives demonstrate a strong commitment to supporting and empowering women technologists throughout their careers.

## More women recognize growing efforts toward workplace inclusion but notice gaps too

- 56% women notice how so many companies around them are taking action like parental leave, childcare, or mental health support
- 31% women say it is somewhat there but not really widespread
- 13% women say they hardly see any improvement



## The Bottom Line

To bridge the gap between policy and practice, organizations must actively translate inclusive benefits into tangible actions. This requires fostering a culture of inclusion, measuring progress towards diversity goals, empowering women in leadership, and promoting transparency and accountability. By embedding these principles into their operations, companies can create a truly equitable and inclusive workplace for women technologists.

Demographic Overview

### Experience Levels

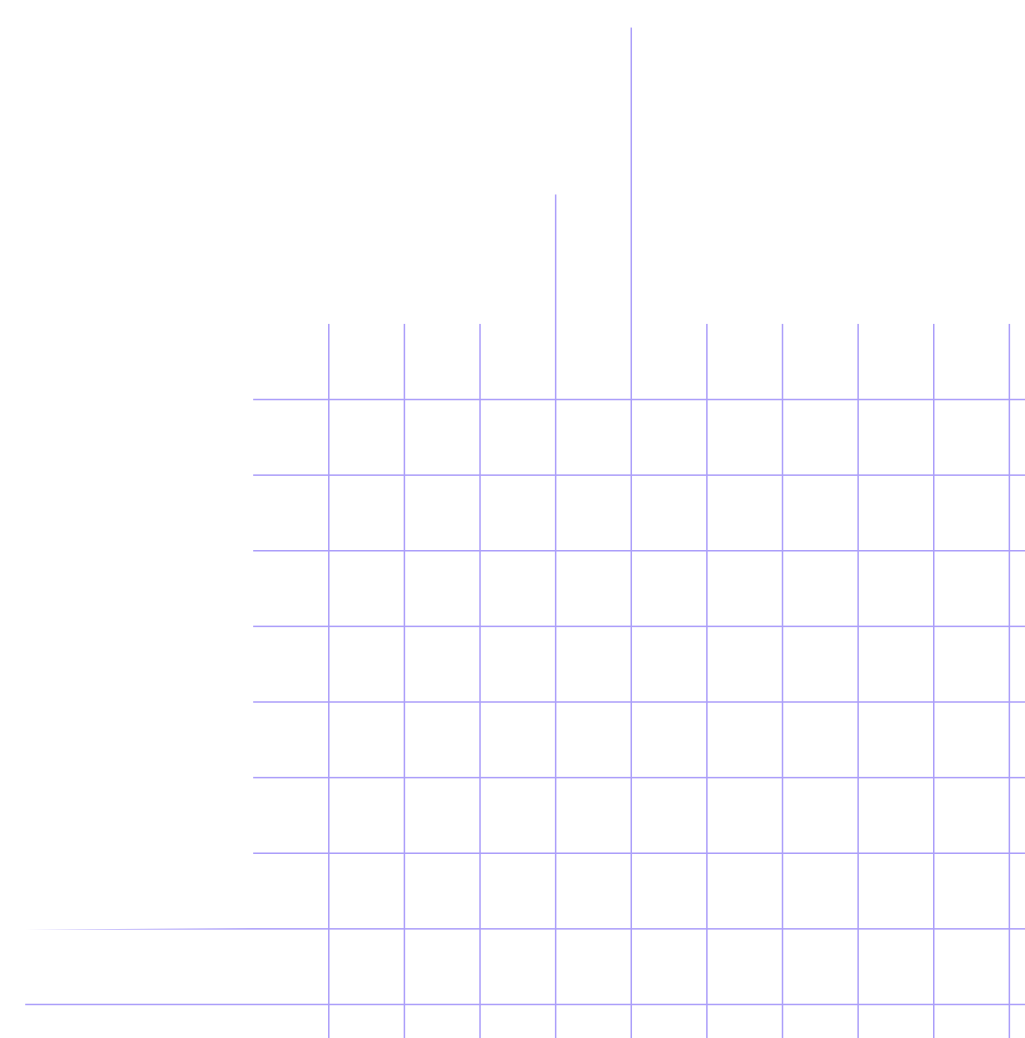
- Less than 3 years: 23%
- 3-5 years: 25%
- 6-10 years: 29%
- 11-15 years: 13%
- More than 15 years: 10%

### Industry Representation

- IT/ITES: 41%
- GCC/GIC: 19%
- Startups: 8%
- Product companies: 17%

### City Distribution

Respondents from Bengaluru, Hyderabad, Pune, and NCR dominated the survey with around 80% of the respondents from these areas.





## Conclusion

In 2025, women's expectations from employers are clear: they seek flexibility, pay parity, and personalized benefits. Key priorities include flexible work hours, health benefits, and career development opportunities tailored to their unique needs. Hyper-personalized benefits will be essential for organizations aiming to attract and retain top talent, addressing women's diverse requirements across various life stages.

While progress has been made on pay parity and mentorship, companies must do more to combat biases, particularly in promotions and career growth. Mentorship programs, transparent pay structures, and leadership opportunities in Global Capability Centers (GCCs) in India will be critical to empowering women and fostering inclusive leadership pipelines.

Workplace safety and trust also remain crucial. While most women feel secure, organizations must continue to strengthen harassment reporting mechanisms, ensuring they are effective, confidential, and accessible. With leadership commitment, companies can create a culture where women feel supported, safe, and empowered to excel.

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