



From Claiming Rights to Shaping the Future

Women's Leadership in the Age of Artificial Intelligence

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A brief historical overview

Women in Greece

1887



Kalliroi Parren
(1861-1940)

**First Female
Publisher**

**"Ladies'
Newspaper"**

1890



Ioanna Stefanopoli
(1875-1961)

**First Female
University Student**

Journalist

1952



**Greek women
gain the right to
vote in
parliamentary
elections**

1956



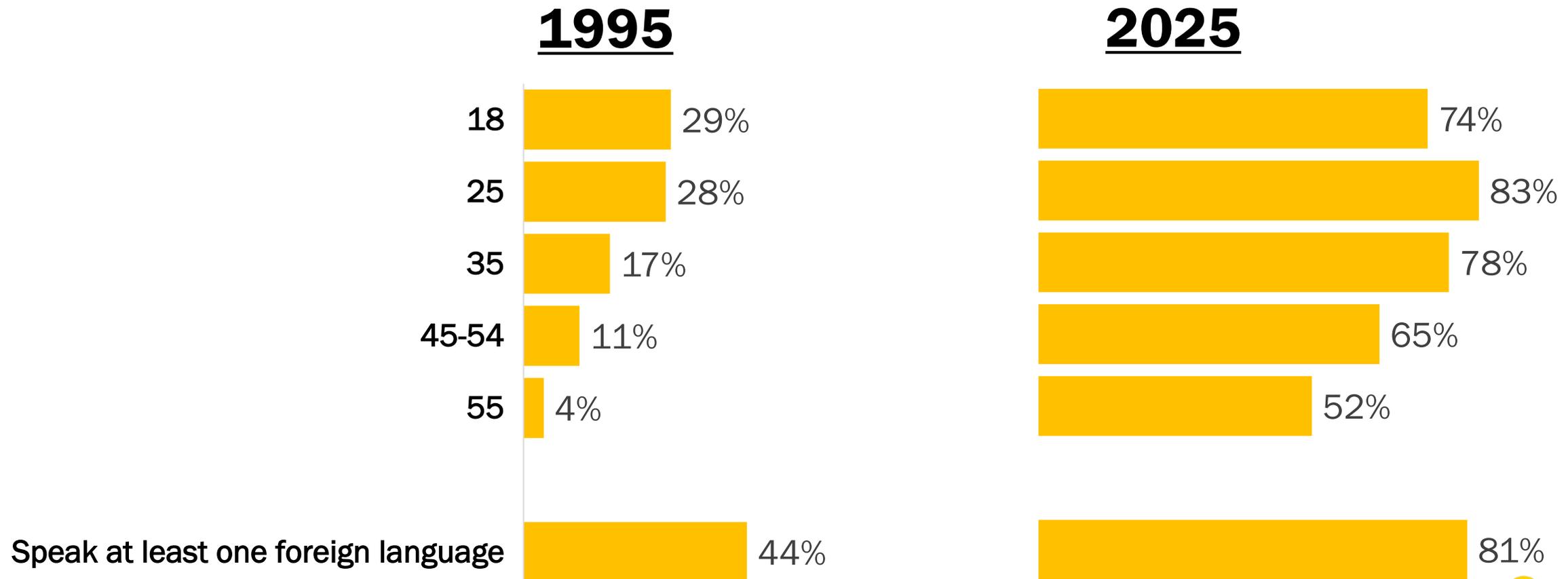
Lina Tsaldari
(1887-1981)

**First Female
Minister**

**Ministry of
Social Welfare**

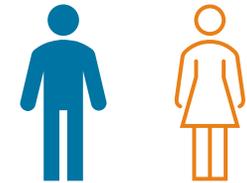
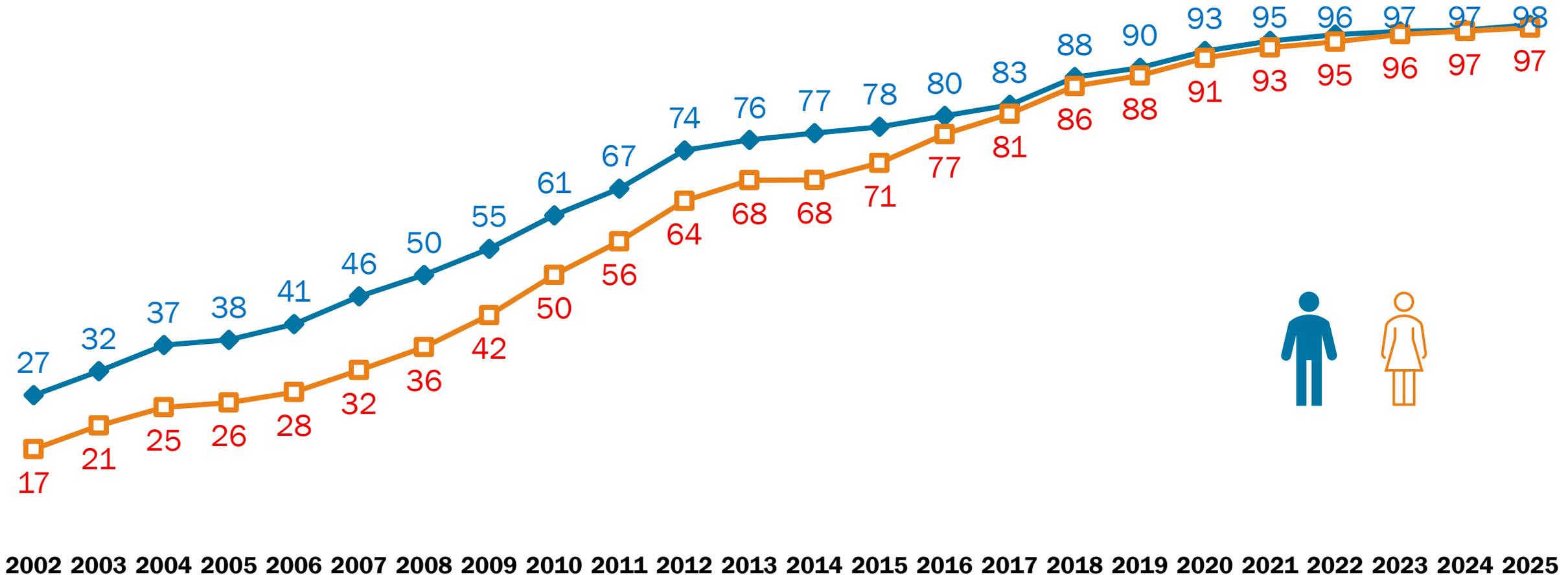
In 30 years, women in Greece acquire higher education

% of higher/highest education by age group - women



Not lagging behind in Internet use

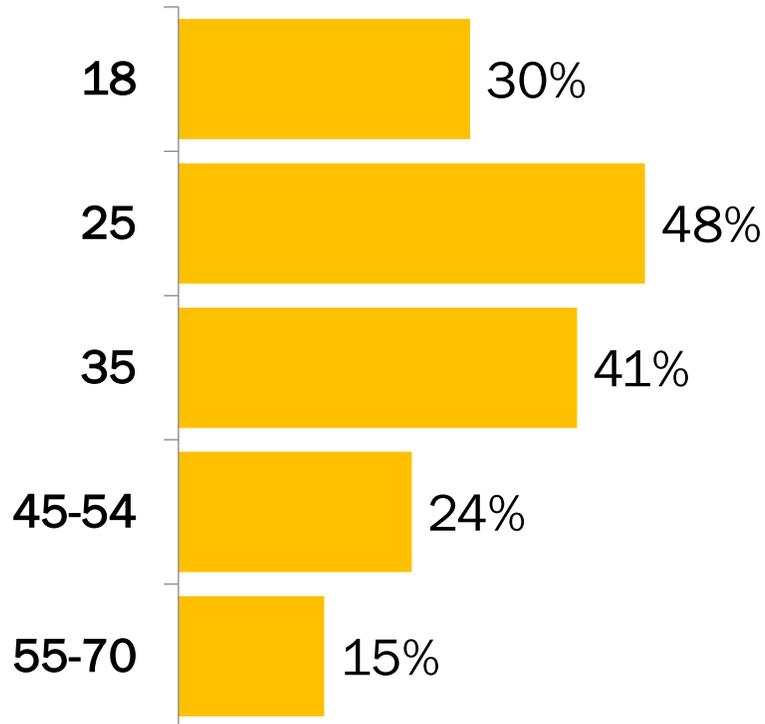
Internet penetration rate among men and women aged 13-74



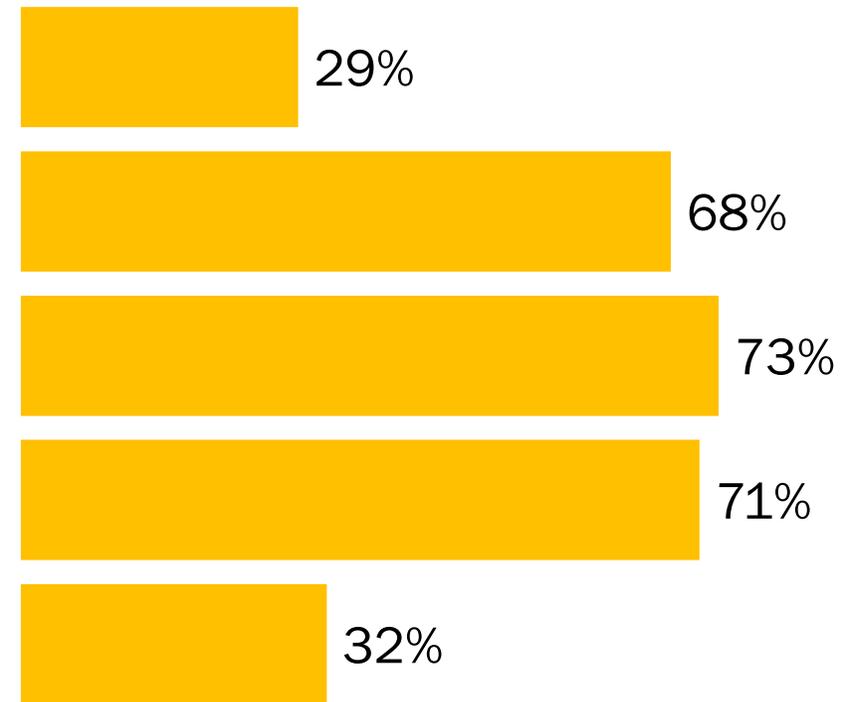
More than one in two are employed

% of women working by age group

1995: 25%



2025: 55%

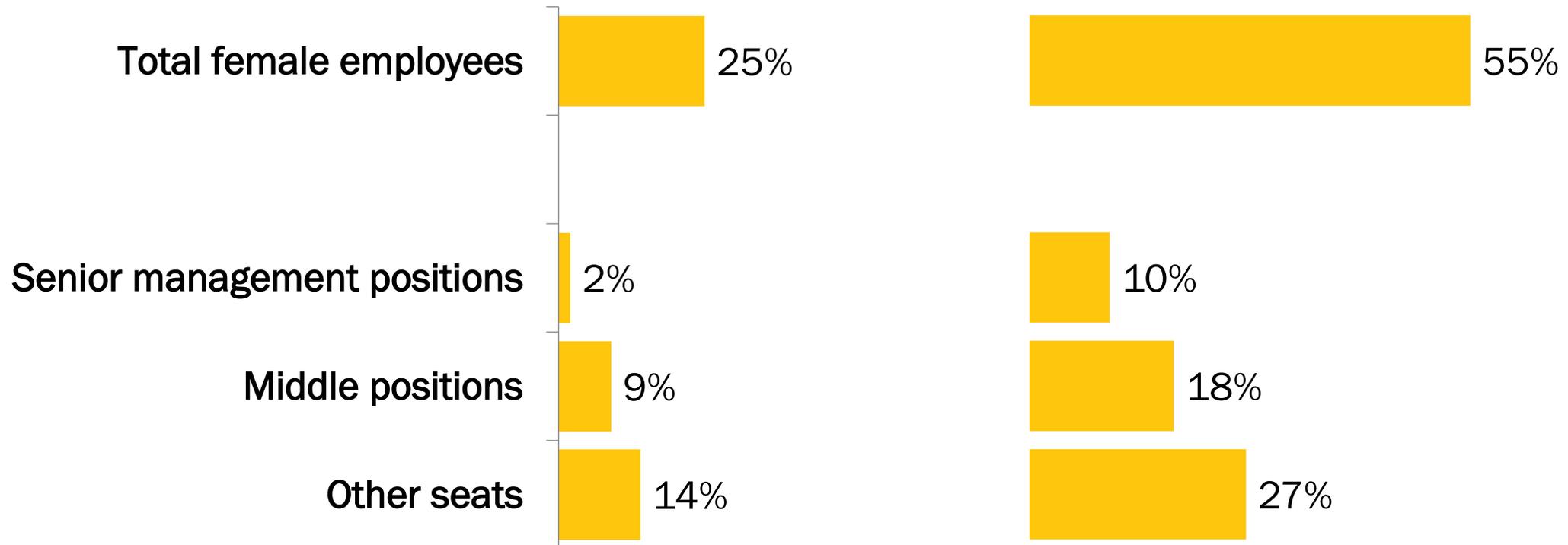


...but not in leadership positions

% of women in the workforce

1995

2025



#Key Learnings:

- It took decades for Greek women to **gain access** to education and employment
- Their participation increased—but their **influence** did not to the same extent
- Today we are facing a new turning point: **the era of Artificial Intelligence**

In the era of Artificial Intelligence

GLOBAL PUBLIC CONFIDENCE STUDY 2025

An international survey that captures how citizens feel today about the most critical issues of our time: the economy, health, climate, and artificial intelligence. 20 countries and nearly 15,000 participants.



Western Europe

Austria, Finland, Germany, Ireland, Italy, Spain, Switzerland

Central & Eastern Europe

Bulgaria, [Greece](#), Poland, Romania, Türkiye

Asia-Pacific

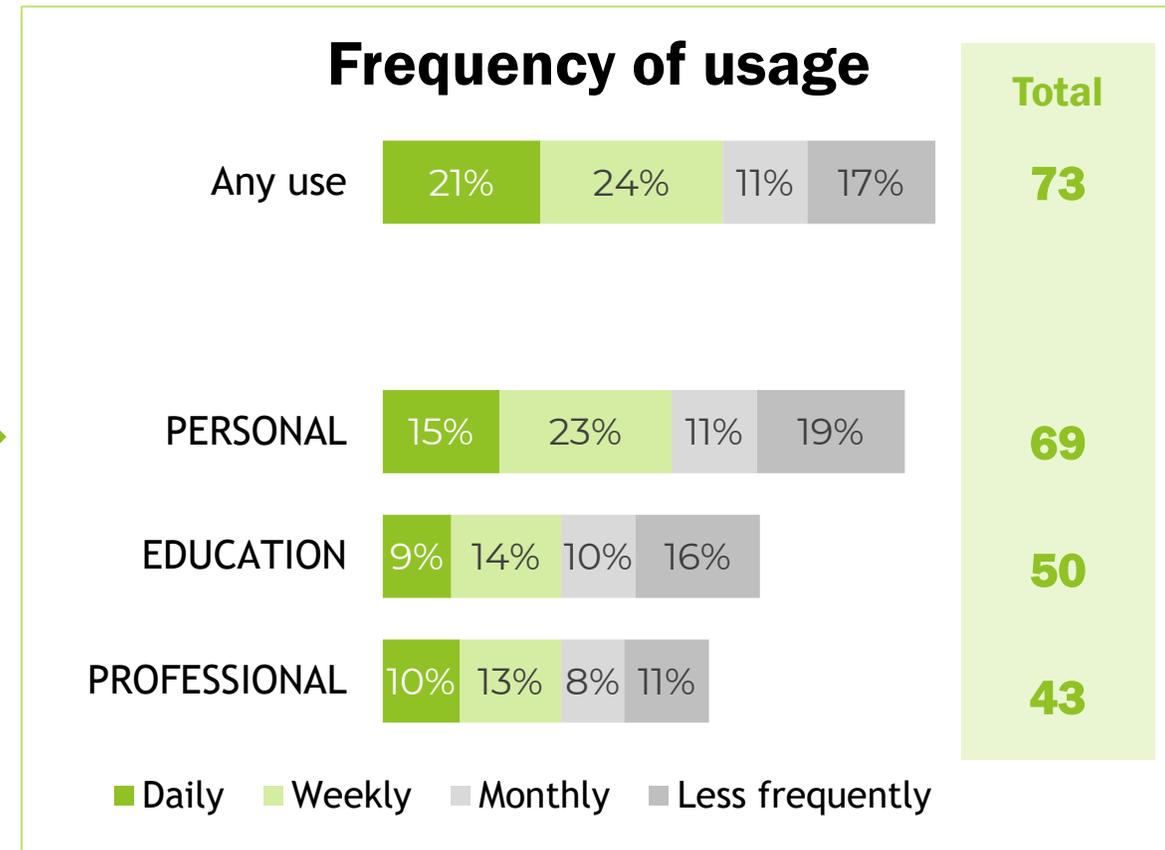
Australia, Indonesia, Japan, Malaysia, South Korea

Americas

Canada, Dominican Republic, USA

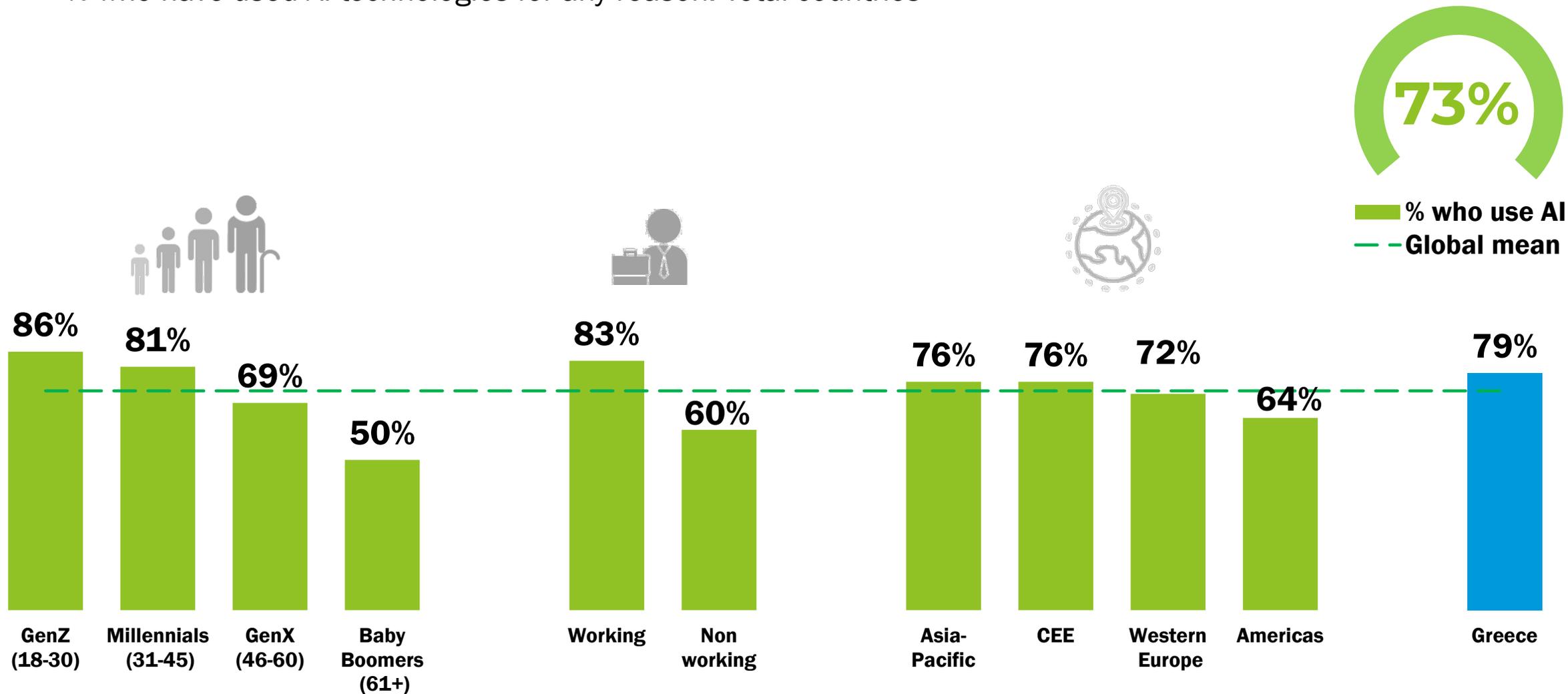
AI Readiness Funnel

% who are aware of | have used | feel informed about AI and its applications
Total audience across all countries

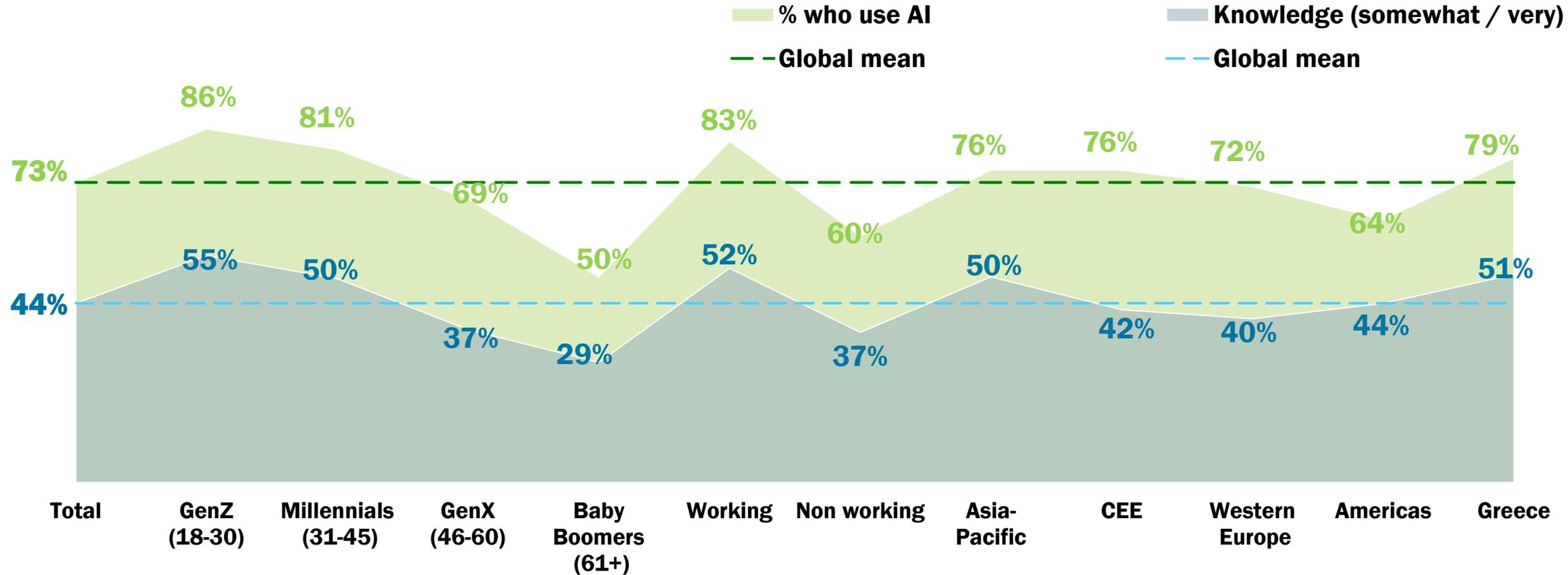


AI usage: adoption is uneven

% who have used AI technologies for any reason. Total countries



Adoption does not necessarily mean familiarization



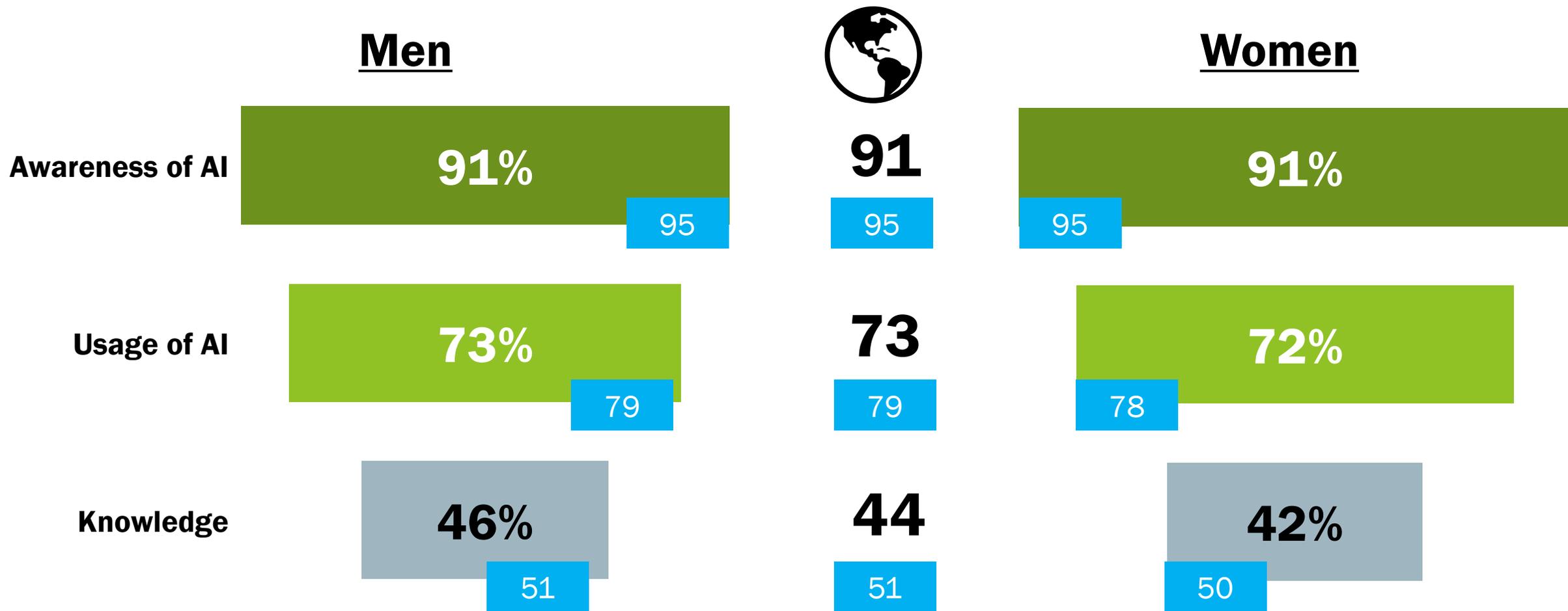
Confidence gap

29	31	31	32	21	31	23	26	34	32	20	28
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Readiness is not a gender issue

% who know about | have used | feel informed about AI and its applications.

Total countries



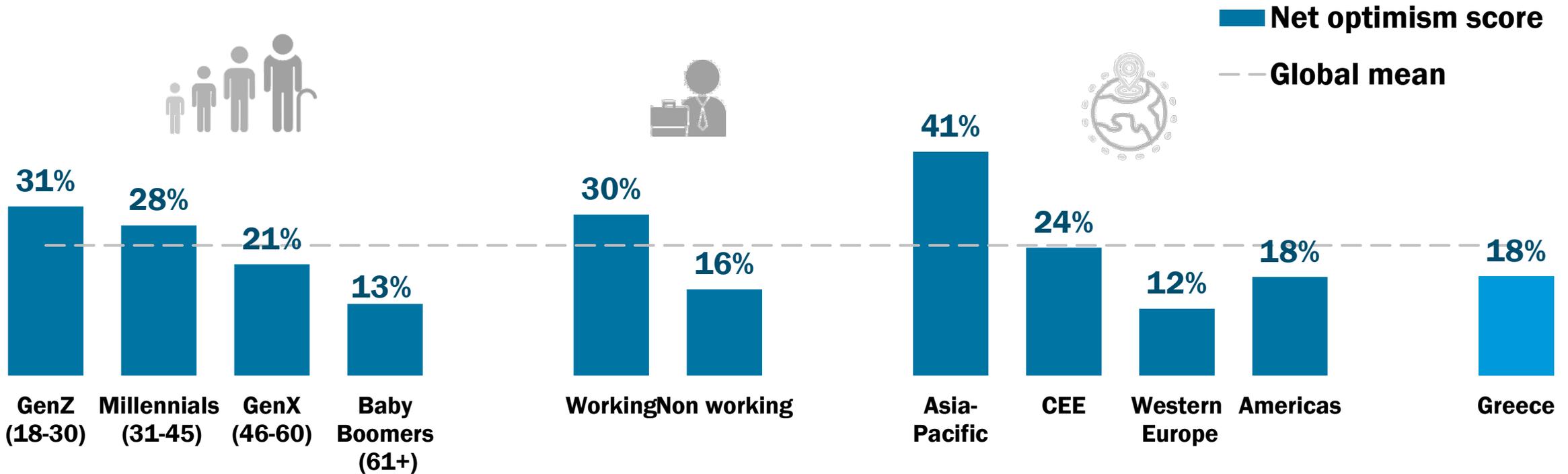
% in Greece

AI Net Optimism Score

Net score: % Perceived advantages – % Perceived disadvantages of AI



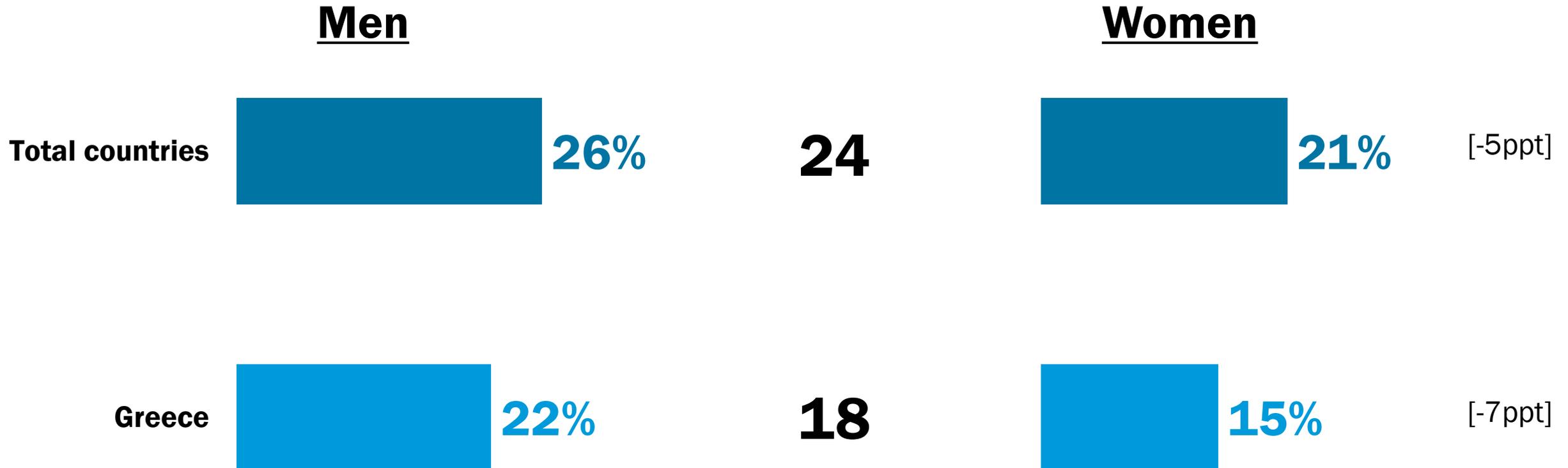
+3pp vs
2024



Overall, do you think the development of Artificial Intelligence (AI) will bring more advantages or more disadvantages for humanity? RESPONSE on a 4-point scale

AI Net Optimism Score by gender

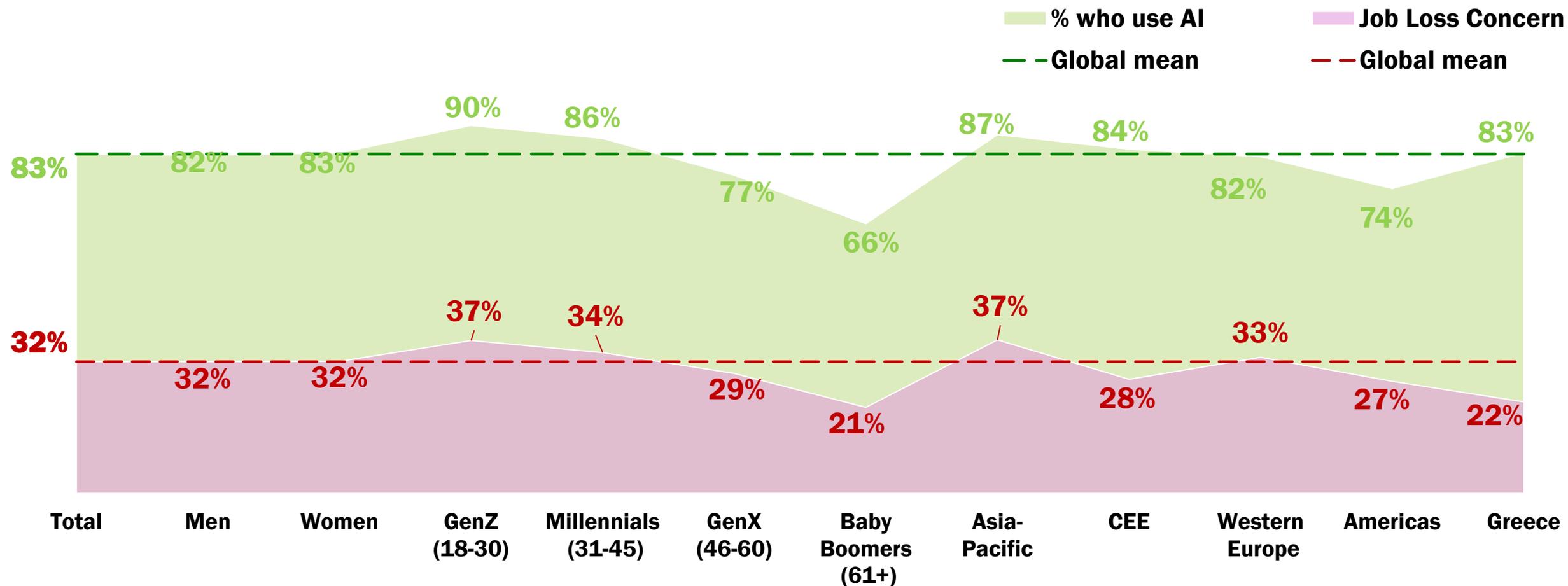
Net score: % Perceived benefits – % Perceived disadvantages of AI



Overall, do you think that the development of Artificial Intelligence (AI) will bring more advantages or more disadvantages for humanity? RESPONSE on a 4-point scale

Confidence vs Experience: Experience Breeds Concern

% of employees



How concerned are you that your job is at risk due to the increasing use of Artificial Intelligence (AI)?
 RESPONSE on a 4-point scale > Job Loss Concern: % Very concerned / Quite concerned

#Key Learnings:

- Adoption of AI precedes **understanding**
- Exposure to AI **increases**—not decreases—**concern**
- Technology is global – trust **is built locally**
- Readiness for AI **is not a gender issue**

#What it means for organizations:

- ▶ **AI is the norm for employees and consumers.**
 - **Transparency and simplicity** prevail over "black-box" solutions.
 - Need for **immediate upskilling** by HR.
- ▶ **Understanding lags behind usage**
 - Younger people expect AI tools — older people need support.
 - **Targeting** must take into account **levels** of **digital comfort**.
- ▶ **Optimism is not evenly distributed**
 - Trust is **local** — a single narrative (launches, campaigns, etc.) does not work
- ▶ **Anxiety management is a strategic priority**
 - High-exposure roles need **active communication**.
 - IT must be presented as **an enabler** — not a replacement.
 - Indifference to stress costs commitment and talent.

Women's leadership in the age of Artificial Intelligence

It is reported that there are differences in leadership styles between men and women

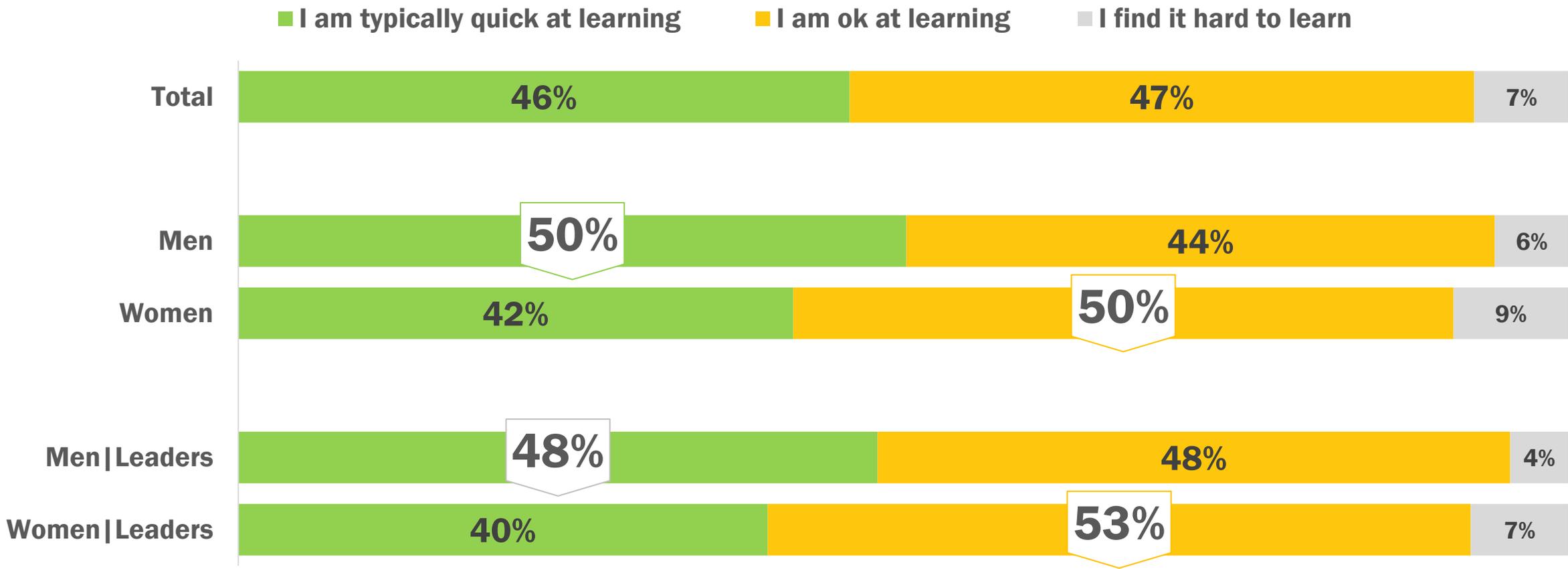
Male leaders

- They focus more on goals and results
- They operate in a more direct and directive manner
- They adopt a more strict/hierarchical style
- They emphasize the completion of the task

Female leaders

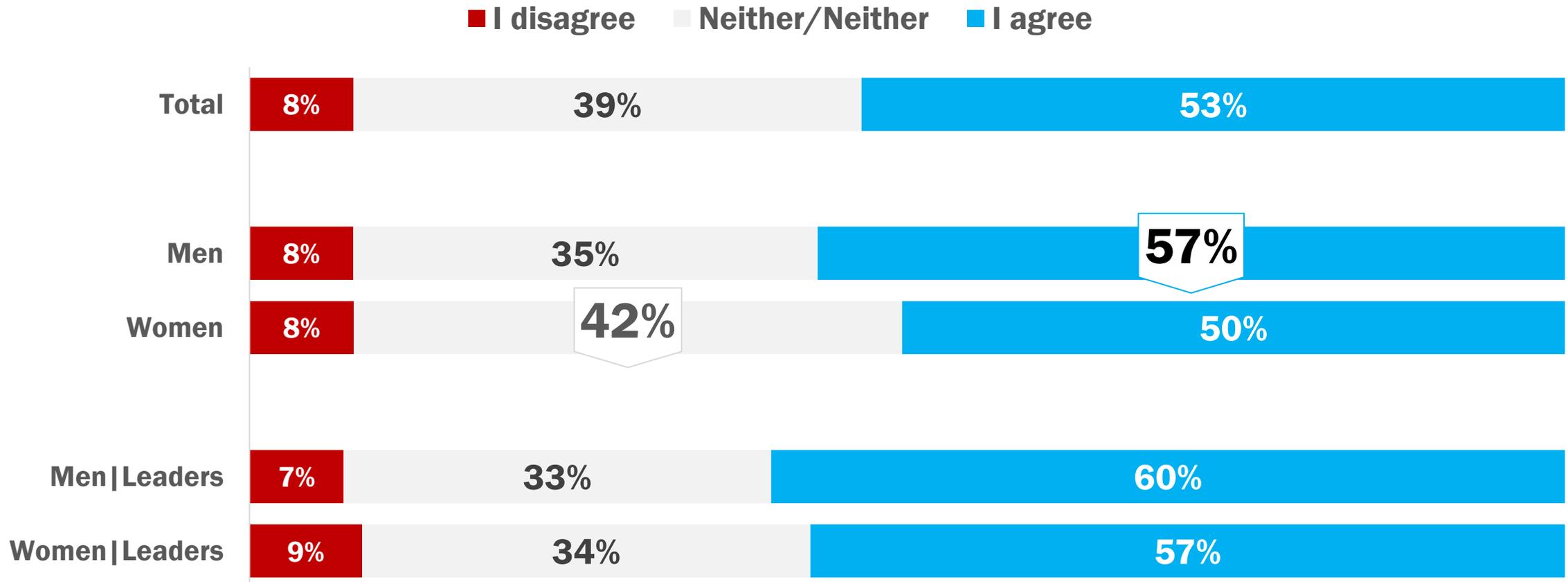
- They emphasize inspiration and change
- They operate collaboratively
- Show empathy
- Invest in team development

New technologies: Same ability & usage. Different readiness statement



SOURCE: Focus Bari YouGov Profiles | 20260223 | 18-64 Total Greece: Tech Literacy

"Technology is changing my life for the better": More critical thinking among women

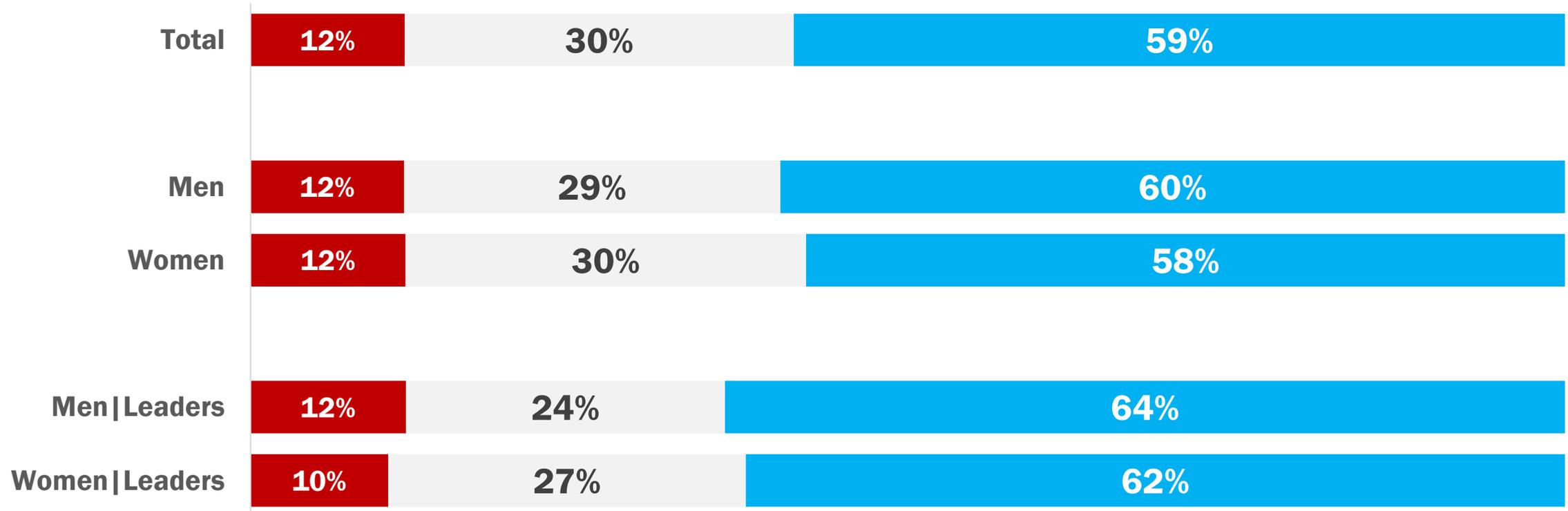


% agreement/disagreement on a 5-point scale

SOURCE: Focus Bari YouGov Profiles | 20260223 | 18-64 Total Greece: Technology changes my life for the better

“Artificial Intelligence: the next stage of evolution”: **common acceptance**

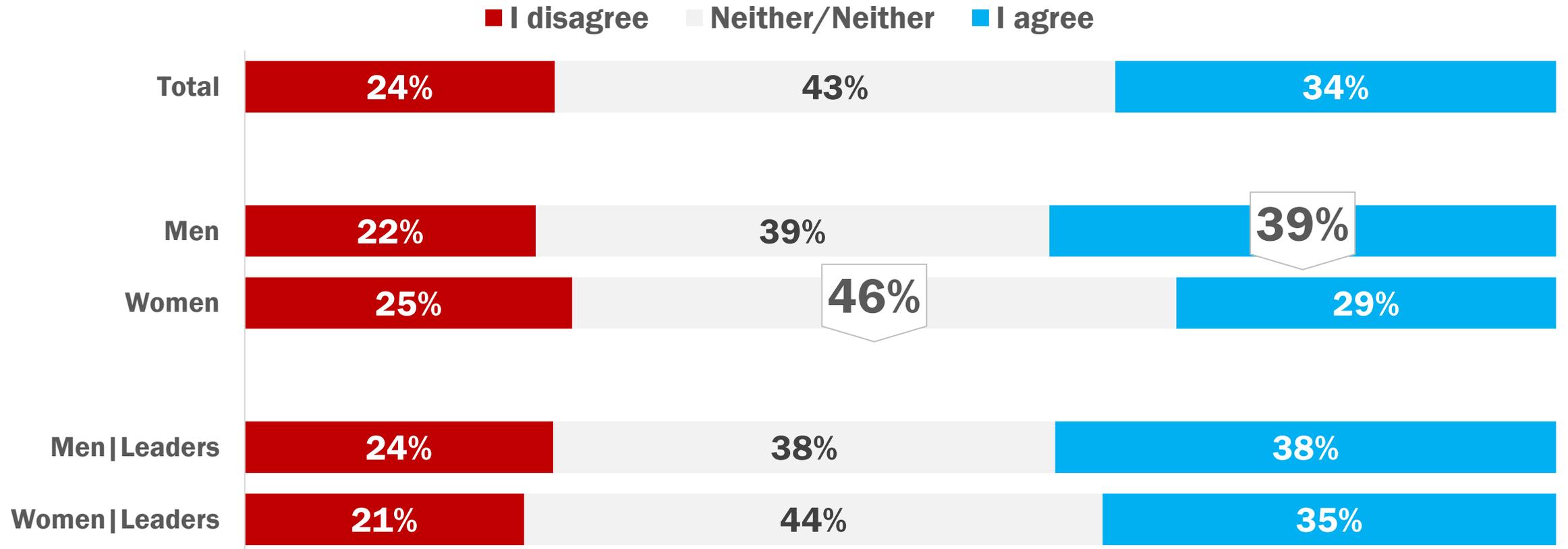
■ I disagree ■ Neither/Neither ■ I agree



% agreement/disagreement on a 5-point scale

SOURCE: Focus Bari YouGov Profiles | 20260223 | 18-64 Total Greece: I think artificial intelligence is just the next step in evolution

***“There is a technological solution to all of humanity’s problems”*: women’s critical distance**

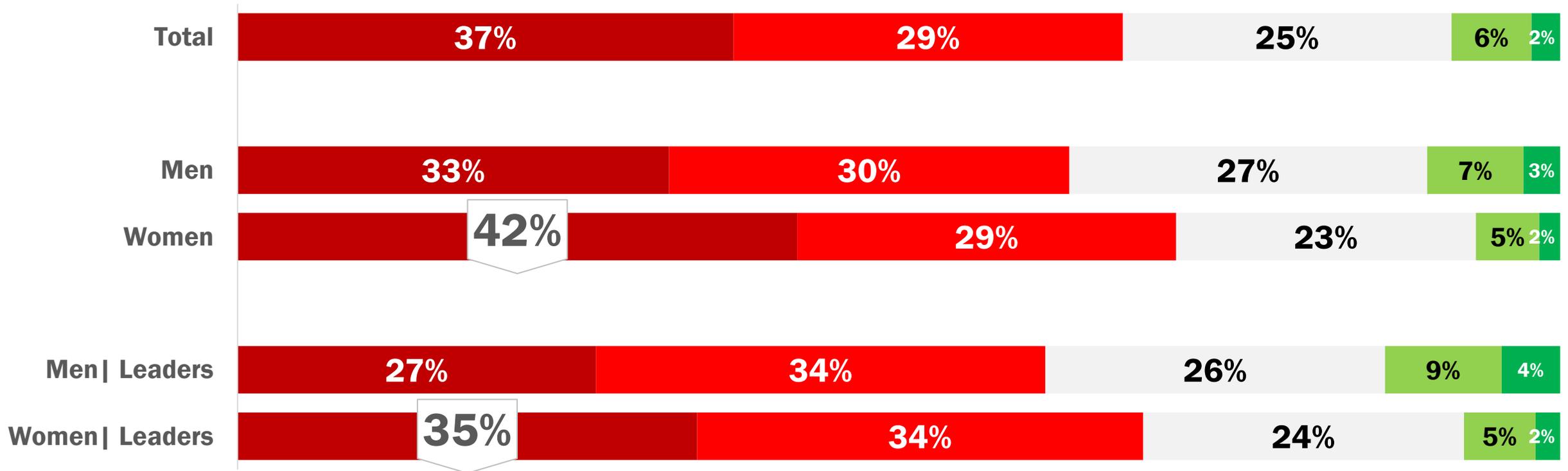


% agreement/disagreement on a 5-point scale

SOURCE: Focus Bari YouGov Profiles | 20260223 | 18-64 Total Greece: I believe there is a technological solution to all of humanity's problems

“Concern about the social impact of technology”: **Higher social sensitivity among women**

■ Very concerned
 ■ Somewhat concerned
 ■ Neither/nor
 ■ Somewhat unconcerned
 ■ Not concerned at all



**The difference is not in
technological capability.
It is in **the way** technology and
AI are integrated.**

#Women Leaders in the age of AI bring:

- **Systems thinking**
- **A long-term perspective**
- **Emotional regulation of change**
- **Ethical reflection**

#What this means for organizations:

- ▶ **Include women in AI steering committees and ethics boards: balance techno-enthusiasm with strategic thinking**
- ▶ **Connect AI with HR, Risk & Customer Functions with women's participation: jointly design applications and governance frameworks**
- ▶ **Invest in boosting confidence in AI: leverage female leaders' focus on social impact & incorporate the diverse needs of employees into the design.**



Thank you!

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women
in digital

The Human Touch in the Age of AI, March 5, 2026