



JFTL · FRANCE · 2026

When Women Lead Tech



From Entry Level to Executive Management

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Board Member of ICTA

About Me

Bonjour, France!

Je suis ravie de revenir à Paris pour la première fois depuis 15 ans.



Winner of:

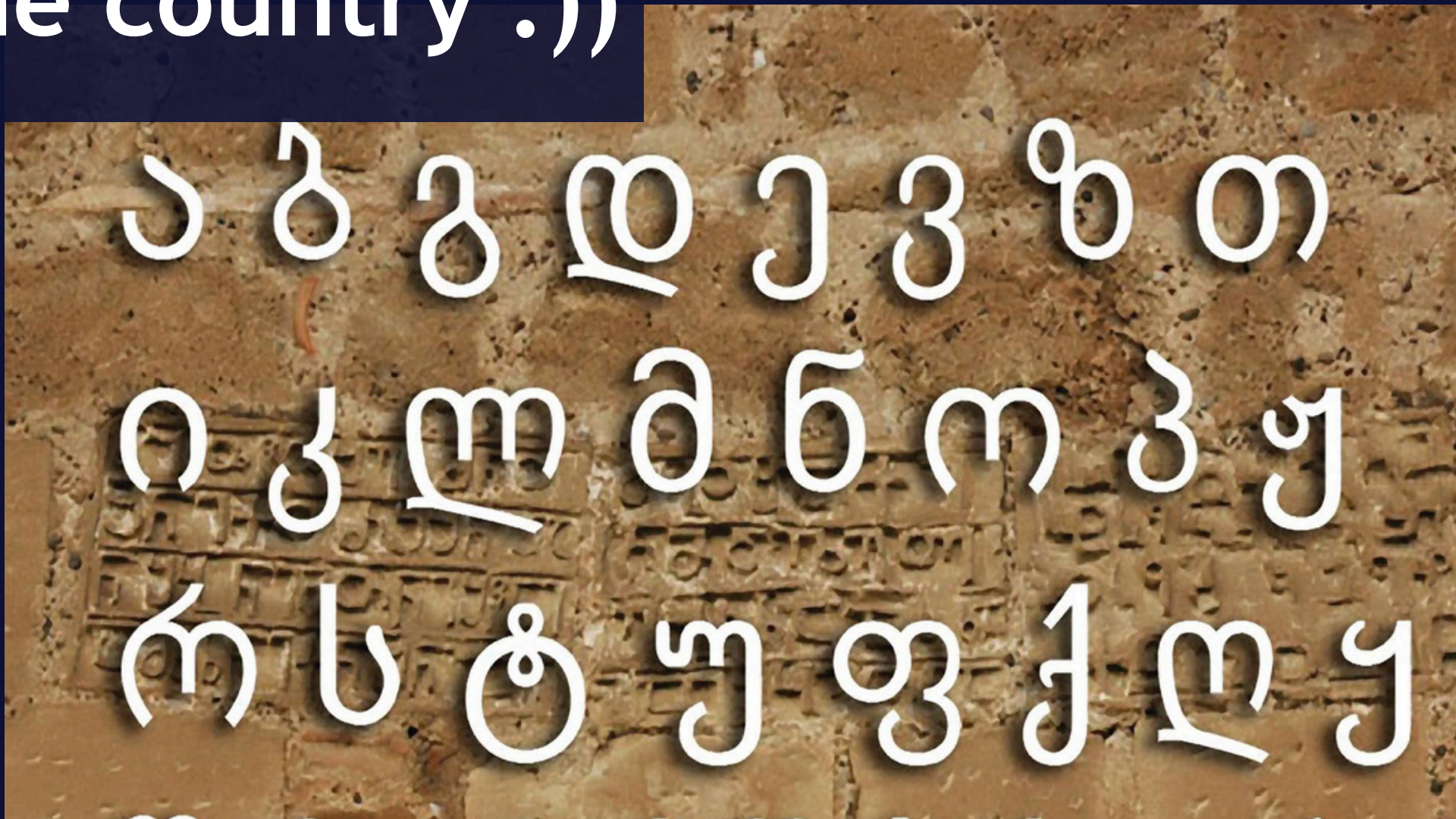
- **The Grace Hooper Awards “Technology Leader” category 2024**
- **The Meliora Awards “CSR Manager Of The Year” category 2024**

19 Years of Work Experience in Financial and Business Analysis, Systems Analysis, Project Management and Top Management:

- As CEO of the Tbilisi branch of Exactpro, a UK-based independent provider of AI-enabled software testing, development, training and consulting services for financial organisations. I oversee a spectrum of operations: HR, administration, finances, IT support, marketing, steering the company’s largest delivery location towards success.
- As Co-Founder and Executive Board Member of GeoSTQB, the Georgian chapter of the International Software Testing Qualifications Board (ISTQB), promoting professional excellence in software testing. Within ISTQB, I am also a member of different Initiatives.
- As a Board Member of the ICT Association, supporting the ICT direction in Georgia and aiming to move it further in various directions.



Georgia (the country :))



What makes you start on any initiative/project/program?

My main Principles

Being Fair

Being Kind and Supportive

**While believing the “the main IDEA”...
Don't stop trying unless you find the
proper way and solution.**

France vs Georgia: Women Leaders in Technology

FRANCE

GEORGIA

~24% of digital professionals (2025)

Digital Workforce
Share

~12% of the ICT sector (2020)

Binding quotas: Cope-Zimmermann + Rixain Law

Legislative
Leverage

No tech-specific quotas; national gender
strategy + donor programmes

~28-29% (CAC 40, 2024)

Executive
Committees

No equivalent quota-driven dataset

Law / regulation (top-down)

Engine of Change

Community + international partnerships
(bottom-up)

~35th out of 148 countries

2025 Global Gender
Gap Report

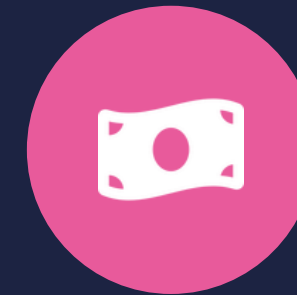
~69th out of 148 countries

Some Interesting Outputs



The broken rung

Women make up roughly 24% of digital professionals as of 2025, a figure that has stayed broadly flat for years in France, while women in ICT make up only 12% of the overall workforce in Georgia.



Pay Gap

~18% in IT; ~22% for engineers in France, while ~17.7% raw wage gap; ~37.2% monthly-salary gap in Georgia.



The role-model deficit

Over half of women in tech report having no female leader to look up to within their organization. Despite the legislative support in France, the numbers of female CEOs are still very low.



The retention leak

Roughly 50% of women leave the tech sector before age 35 in France and 19% point gender gap in labor-force participation and notes that occupational segregation "tends to exclude [women] from STEM fields."

One of our biggest obstacles



Apply for a job



Request a salary raise



Apply for/request a promotion
to high-level positions



Initiate new ideas & defend them



Much more...



Main Directions through the carrier path



“If you do not Risk and take a Chance, you will Never know if you could succeed.”

It is not what you think!



Not perfection.

Not waiting until you feel ready.

Not having all the answers.

Just the courage to start anyway.

Different chapters and various challenges

The road we will walk together



Building from zero

Setting up everything from the ground up and building a successful delivery center of an International Company in the country.



Software Testing Sector

Founding the Community and Becoming the Local Board of ISTQB. Building the Whole Software Testing direction in the country.



An ecosystem

Supporting the growth and development of the ICT Sector in the country.

First Steps and Challenge



One company can't change the whole market!

Was needed more changes in Education, Standards, on the Business and Industry fronts, and Support of specialists (Community).

While working on the Software Testing Sector

➔ Networking and Organizing Meet-Ups

➔ Gathering the Team, establishing the Local Board and create Community

➔ Establishing Relations with Universities and Training Centers

➔ Establishing Relations with Companies and Increasing Demand in the Role of Software Testers and Testing

➔ Creating Materials and making them publicly available

➔ Becoming part of country based large-scaled programs and establishing relations to Government Bodies, United Nations, USAID and other bodies who were in charge of biggest Tech-related programs

➔ Providing Trainings, Creating Podcast Episodes and Blog posts, Establishing Annual Conference

➔ Enlarging the Network, Establishing relations with other Tech Communities, Supporting various Collaborations



Shaping the National Tech Sector

“

Shaping the ICT sector, not just serving it.



Policy & Strategy

Working with the government and the industry on how Georgia's tech sector is growing — and who gets to grow with it.



Talent & Education

Bridging the gap between universities, training programs, and what the industry actually needs.



Global Visibility

Putting Georgia on the map as a serious tech destination — not a cheap outsourcing alternative.

Raising New Leaders

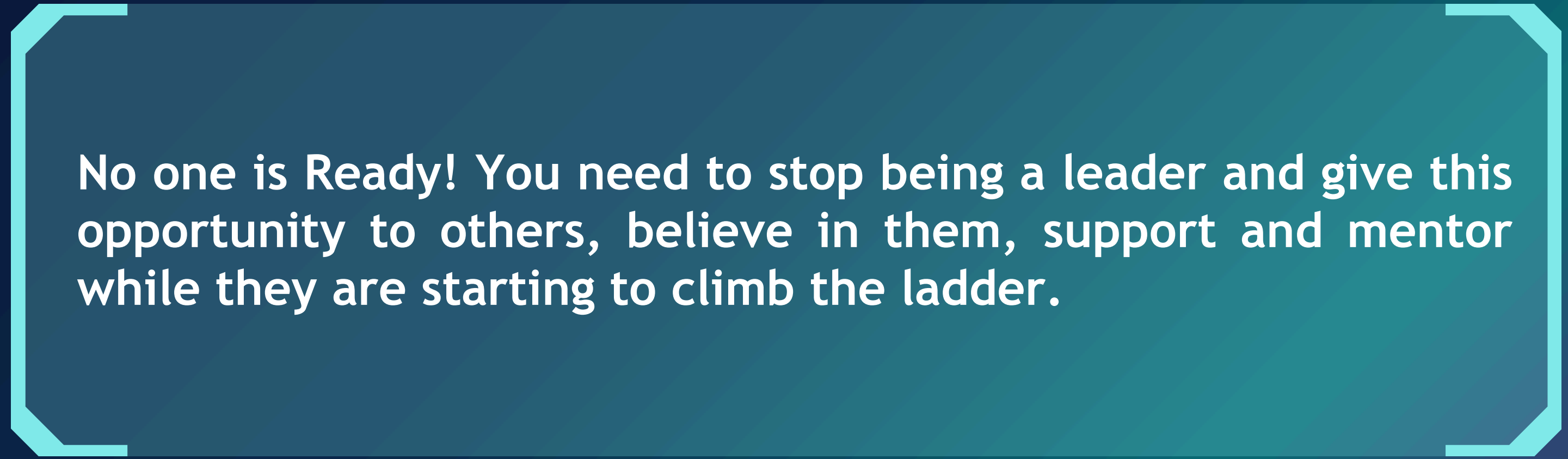
One of the Key Measures of “Being a Successful Leader” is raising New Leaders.

Several challenges might stand in your way:

- Trust and belief in young generation
- Stop being a lead for the team and give others the opportunity to lead
- Struggle with yourself about understanding “what is acceptable and what is not” which were delivered by New Leads



Raising New Leaders



No one is Ready! You need to stop being a leader and give this opportunity to others, believe in them, support and mentor while they are starting to climb the ladder.

Collaborations on Different Levels

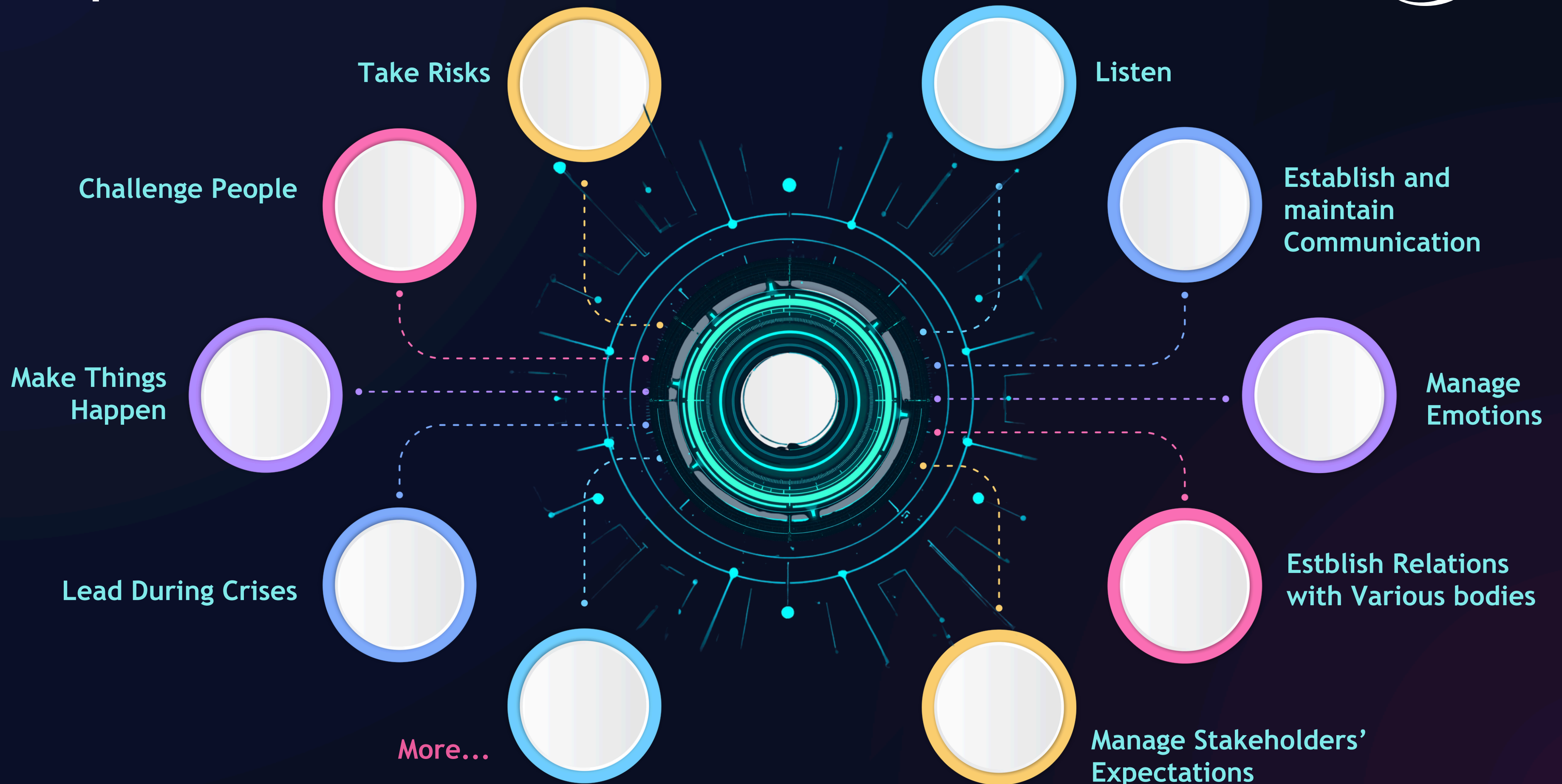


Think broader and be open-minded, think outside frames!

Analyse all authorities and power well, understand capabilities and opportunities.

Set a plan and Make it Happen!

Aquired Skills & Directions



Authentic Leadership!



- Without pretending to know everything
- With Courage to start
- Without the fear of not “looking like others in the room”
- Supportive
- Believing the idea and finding the way to make it happen

Authentic leadership can
make things different!

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- The WFE Global Gender Gap Report 2025.

Merci Beaucoup!

When women lead tech, everyone builds better.

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