

Opening doors to tech: CIO Ahold Delhaize USA Ann Dozier on the future of technology

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In recognition of International Girls in ICT Day, we sat down with Ann Dozier, Chief Information Officer for Ahold Delhaize USA, to talk about her journey in technology, the culture of her team and why the future of tech depends on creating space for everyone. From leadership lessons to the impact of emerging technologies, Ann shares her perspective on opportunities for the next generation.

What inspired you to go into technology and what key moments led you to your current role?

I've always been drawn to problem-solving and building things that make a difference in people's lives. Early in my career, technology felt like the perfect intersection of logic, creativity and impact. Over time, key experiences like leading teams through large-scale change, learning from failure in addition to success and seeing the impact of technology on the overall business shaped my path. Each of my roles reinforced for me that technology isn't just about data and systems; it's about people and outcomes.

Did mentors or role models influence your career and did that influence your leadership style?

I've been fortunate to learn from leaders who challenged me, trusted me with meaningful responsibility and led with empathy alongside high expectations. Those experiences shaped how I lead today. I strive to create an environment where people feel supported and empowered to grow, while staying focused on delivering results.

From your perspective, what defines the culture of technology at Ahold Delhaize USA and what makes it a great place to build a career?

Our culture is grounded in purpose and partnership. Guided by our #OneTech mission, we focus on enabling the business to run every day, while creating differentiated value and paving the way for the future. Our team is encouraged to think boldly, but always with a clear tie to how our work supports customers, associates and our brands. Collaboration is core to how we work, across functions and with each of our brands, and there's a strong sense of shared ownership. Equally important, we invest in our people by valuing diverse perspectives, supporting development and creating space for continuous learning and growth.

How do you approach decision-making when speed, innovation, and security all compete—and technology decisions affect millions of customers?

It starts with trust. Speed and innovation are essential, but they can never come at the expense of security or reliability. We rely on strong principles, deep expertise and clear priorities to guide decisions. Sometimes that means moving quickly; other times it means slowing down to make sure we get it right. It's about balance and staying grounded in what's best for our stakeholders, whether that's our brands, associates or customers.

Can you share a recent example where technology from your team quietly improved life for customers or colleagues?

Many of the best examples are the ones no one notices because everything works seamlessly. Whether it's improving system reliability during peak times, simplifying workflows for associates or enhancing how data flows behind the scenes, those behind-the-scenes improvements make a real difference. When

technology works as it should and enables people to do their best work, that's success.

With AI changing so many jobs, how do you think tech careers will look different in the future? How might AI help or challenge young engineers?

AI will continue to transform how work gets done, especially by automating routine tasks and accelerating learning and development. For young engineers, AI can be a powerful tool, helping you experiment, build faster and focus on higher-impact challenges. At the same time, it makes human skills like critical thinking, creativity and ethical judgment even more important.

How does your team create a place where diverse talent can grow and help drive our digital goals?

We are intentional about building teams where people are included and valued. That includes mentorship, development opportunities and leaders who actively listen and invest in their teams. When people feel they belong, they contribute more fully, and that in turn helps fuel innovation and progress.

What would you say to a girl who's interested in tech, but isn't sure if she belongs?

You belong. Technology needs many different perspectives, experiences and ways of thinking. Don't wait to feel perfectly ready; no one ever does. Stay curious, ask questions and seek out people who support and encourage you. Your voice and ideas matter more than you may realize.