



Women @ Work 2025: A Global Outlook

Key findings at a glance

Women are estimated to account for 50.1% of the global working age population, yet make up only 40% of total employment and just 35.4% of management positions globally according to [International Labour Organisation](#) figures. So, what is holding them back from entering and staying in the workplace—or progressing to leadership roles? How do we harness the power that women can bring to enable business success?

Now in its fifth year, the Deloitte Global 2025 Women @ Work: A Global Outlook survey sought the views of 7,500 women in workplaces across 15 countries in an effort to answer these questions. The result is a data-driven, global insight into women's experiences at work—and into the aspects of their lives that could affect these experiences, such as health and domestic responsibilities.

Key findings:

Health and well-being

- Only around half of women describe their mental health as good, and four in 10 women say they feel able to switch off from work.
- The majority don't feel comfortable discussing or disclosing mental health challenges at work and almost 90% of respondents believe that their manager would think negatively of them if they told them they were experiencing such challenges.
- Just under 60% of women rate their physical health/well-being as good or extremely good. However, around a quarter (24%) of women experience health challenges due to menstruation, menopause or fertility challenges. For many of these women, their experience at work is one of working through high levels of pain and symptoms without taking time off.
- Of those who do take time off, many do not feel comfortable discussing these health challenges with their manager or disclosing the real reason for their absence. Indeed, only around one in 10 of all survey respondents believe that their manager would know how to respond if they spoke to them about challenges with their menstrual health or menopause.
- Some women are able to access workplace accommodations, such as a flexible schedule or other forms of support through workplace health benefits. For example, 63% of all respondents report having access to paid leave and support in accessing care for premature birth.



Household responsibilities and care

- Women who live with a partner hold the greatest level of responsibility at home for cleaning, childcare, caring for other adults, shopping for household items, and managing finances. And this trend continues for many of the 36% of these respondents who are the primary earner in the household.
- Just under four in 10 respondents say their workplace benefits include paid carer's leave or flexibility to take time off for unexpected caring commitments.
- However, around four in 10 respondents say they are concerned about the cost of care for adults or children. Of women who currently have childcare responsibilities, less than two in 10 say they have access to affordable care. And 16% of women with caring responsibilities have had to take time off work unexpectedly because of these responsibilities in the past year.
- The challenge of access to care is creating a missed economic opportunity for businesses. Estimates based on the survey data and publicly available data indicate that a lack of access to care results in more than 2 million lost workdays annually, equating to a potential missed economic opportunity of US\$16.5billion.¹

¹ This figure is an estimate based on the average number of unplanned days taken for caregiving each year (as reported by survey respondents) combined with publicly available data on the number of employed women in each survey country, and the average daily salary.

Key retention factors

- Only 5% of all respondents plan to stay with their current employer for more than five years.
- For these women, career development opportunities (the top factor), the ability to achieve a positive work/life balance and flexibility on working hours, along with a good pay and benefits package, are the main drivers of retention.
- Six in 10 women say that they think it is very important that employers provide parental leave for both parents. However, only 6% of all respondents say their employer provides equal parental leave for both parents. And only around two in 10 of women with children under 18 say their partner is able to work flexibly at their employer.
- These factors show up again when considering the reasons cited by the small minority of respondents who are currently planning on leaving their employers (6%) or have left an employer in the past year (9%).

Personal safety and experience of non-inclusive behaviors

- A third of women are very or extremely concerned about their personal safety when at work, and about one in 10 women have these concerns when traveling for work.
- When asked for the reasons for these concerns, around two in 10 women say they have been harassed at work by a colleague, around one in 10 say they have been harassed when traveling for work and 17% say they have been harassed or made to feel uncomfortable by clients or customers.
- More than a third (34%) of women say they have experienced non-inclusive behaviors at work in the past year, most commonly microaggressions.
- The majority of those who had experienced non-inclusive behaviors reported them to someone at work, but the likelihood of reporting varies by the type of behavior experienced, as does satisfaction with the action taken.
- Only one in 10 of all respondents believe that action would be taken if they were to report non-inclusive behaviors at work, regardless of the seniority of the perpetrator.





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- 1 Many respondents are concerned about their mental health, and “always on” culture and mental load are taking a toll on well-being

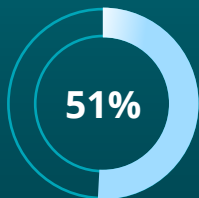


Mental health is a top personal concern for many women

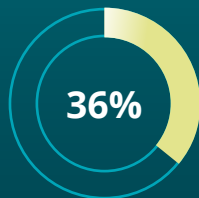
Mental health is one of the top two personal concerns for women (43% say they are very concerned or worried about it), second only to concerns about their future financial security (47%).

When asked to rate their mental health, just over half of respondents (51%) say their mental health is good or extremely good. Over a third (36%) say that their stress levels are higher than a year ago, and a quarter of all respondents say they have taken time off work in the past year as a result of mental health challenges.

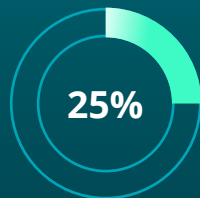
How would you rate each of the following aspects of your life today?



My mental health is good or extremely good



My stress levels are higher than a year ago



I have taken time off work in the past year as a result of mental health challenges

Base = 7,500



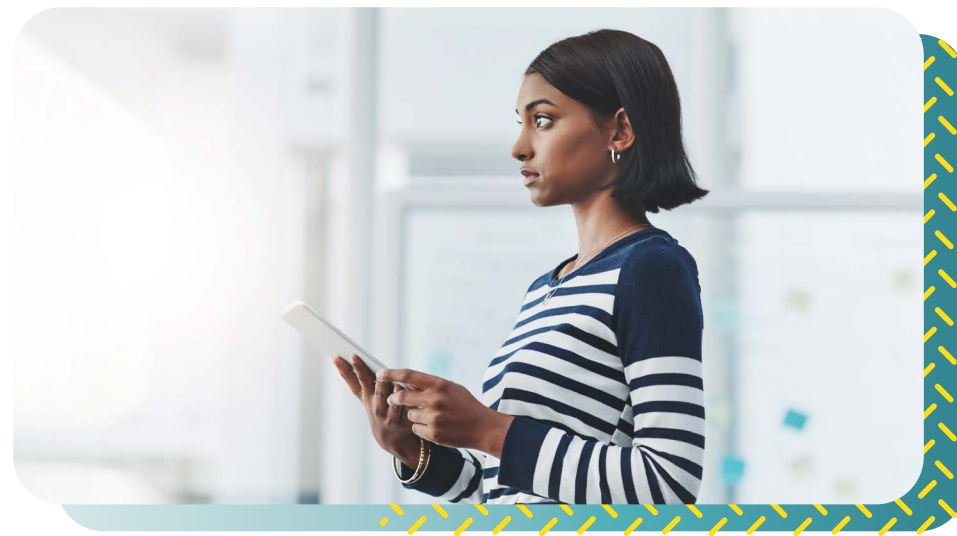
The majority of women say they don't get adequate mental health support at work and many are not comfortable discussing or disclosing mental health challenges there

Against this backdrop of concern and increased stress, workplace support on mental health is critical, but the picture here is stark. 43% of women say they get adequate support for their mental health from their employer; one-third say they feel comfortable talking about their mental health in their workplace; and only just under four in 10 (39%) say they have felt/would feel comfortable disclosing the real reason when taking time off work for mental health reasons.

Which of the following statements are true for you?



Base = 7,500



A quarter of women say that the provision of a psychologically safe environment and the provision of mental health resources are top enablers of success at work. Yet, the most cited reason by those who said they do not or would not feel comfortable to disclose mental health challenges as the reason for absence (for around two in 10 respondents) is a belief that disclosure would not result in the necessary support. Others are concerned about negative career impact: 16% cite concerns that disclosure would adversely affect their career progression chances; around one in 10 cite concerns about how they would be perceived by their manager; and a similar number cite concerns about potential discrimination or retaliation. Indeed, almost 90% of all respondents believe that their manager would think negatively of them if they told them they had challenges with their mental health.

“Always on” culture is prevalent, and the extent of mental load has implications for outcomes at work

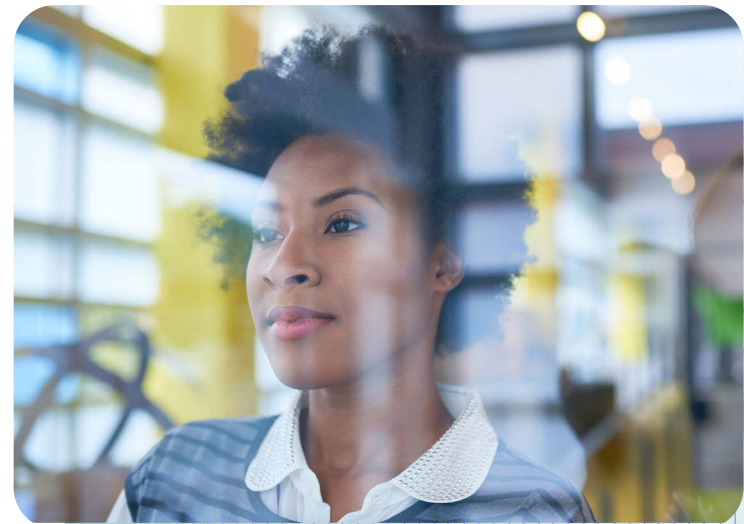
Around a third of women (29%) say they feel unable to switch off from work. While almost nine in 10 of all respondents report not regularly working more than their contracted hours each week, 14% say that they do. The data for the latter shows that this can impact not only well-being but also engagement at work. For example, women who work more than their contracted hours are significantly less likely than those who do not work in such a way to describe their mental well-being as good (15% versus 58%), and are much less likely to want to progress to a senior leadership role (only 38% say they want to progress into such a role, compared with 86% of those who don't regularly work more than their contracted hours). These women are also more likely to be looking for another job and much less likely to believe they will stay in their role for more than three years.

This year, respondents were also asked to rate and describe the extent of their “mental load.”² Almost a quarter (22%) of women rate their mental load as being too high. Again, the data shows an impact on well-being and engagement, with these women more likely (than those who do not report a high mental load) to report lower levels of well-being, productivity, and loyalty to their employer. They are more likely to be looking for a new role in a different organization and less likely to say they want to progress into a senior leadership role in their organization.

² Also known as the “hidden load,” this is the unseen or invisible but often significant cognitive/emotional labor in managing a household, alongside a workload resulting from employment.



- 2 Women's health challenges are affecting women at work, and for some they are impacting career decisions and progression



Working through pain and discomfort is a reality for some women

Just under 60% of women rate their physical health/well-being as good or extremely good. However, nearly a quarter (24%) of all respondents say they suffer from pain or symptoms associated with menstrual disorders, menopause or fertility challenges, with over one in 10 of all respondents saying that they suffer from high levels of pain and symptoms associated with menstruation, while a little over one in 20 of all respondents say they experience such levels of pain or symptoms associated with menopause. While some of these women say they are able to access workplace accommodations, such as a flexible schedule or other forms of support through workplace benefits, for many the picture is one of working through high levels of pain and symptoms and not taking time off or disclosing the reason why to their employer—and for some of those who have disclosed, the outcome was not positive.

Many women suffering from menstrual health challenges work through high levels of pain

For some of those respondents who report experiencing health challenges related to menstruation, the workplace experience is positive. For example, 13% of these women say they have previously taken time off for these challenges and disclosed the real reason and received support from their employer. And just under a third (30%) say they have been able to access workplace accommodations, such as a flexible schedule, while 25% say they have been able to access support through workplace health benefits.

However, for others the workplace experience is less positive. Four in 10 (40%) report that they work through high levels of pain rather than taking time off work. Fifteen percent say that they have taken time off but did not disclose the real reason to their manager, while 13% did not feel comfortable discussing their condition and the impact it has on them with their manager. While some of these women attribute this to personal preferences (or, for some, the gender of their manager), around just over one in 10 are concerned about negative impact on career progression. And the same proportion fear that disclosure or discussion would make them vulnerable if their employer made staff reductions or say they worry that it would lead to negative assumptions being made about them.

For some of these women, these concerns may be based on experience: one in 10 of those who experience menstrual challenges say they previously disclosed them as a reason for taking time off and it negatively impacted their career, while 7% say that disclosure did not result in the support they needed from their employer. For 6% of these women, previous disclosure when taking time off and a lack of support from their former employer was a factor in them leaving their organization.

Given women's mixed experiences with taking time off for menstrual health challenges, it is perhaps unsurprising that the vast majority of all respondents—68%—say that if their employer offered menstrual leave, they would take it.

Thinking about the answers you gave to the previous question, which of the following statements apply to you?

Menstruation

40%	I experience high levels of pain and work through this pain/discomfort/other symptoms related to this issue
30%	I have been able to access workplace accommodations such as a flexible schedule
25%	I have been able to access support through my workplace health benefits
15%	I have taken time off for symptoms related to this issue, but I didn't disclose the reason to my manager/I gave an alternative reason

Base: Respondents who have experienced health challenges at work relating to menstruation, excluding those who prefer not to answer this question: Total=862

Menopause symptoms are affecting some women's confidence in their abilities—and their career decisions and progression

As with menstrual health challenges, the experience of some women experiencing health challenges associated with menopause is positive. Eighteen percent of them say they have been able to access support through workplace health benefits, 16% have accessed workplace accommodations such as flexible schedules, and just over one in 10 say they have previously disclosed menopause as the reason for taking medical leave and received support from their employer.

For other such respondents, however, the picture is again less positive. Almost one in 10 of these women are currently considering leaving their job due to their symptoms and 15% believe their symptoms have led to them missing out on career progression opportunities. Over a third say they work through high levels of pain and symptoms without taking time off work. Two in 10 say they have taken time off for menopause symptoms but didn't disclose the real reason to their manager, and just over one in 10 (12%) say they do not feel comfortable discussing menopause with their manager.

While 37% of those women who said they do not feel comfortable to disclose or discuss with their manager attribute this to not feeling comfortable discussing personal issues with them—and others said they didn't feel the need to do so—some cite concerns about career impact. More than one in 10 (13%) say they worry that disclosing could negatively impact their career progression and 11% worry that it would make them vulnerable if their employer made staff cuts. Previous experience may also play a role for some—indeed, around one in 10 of these women believe that previous disclosure when taking time off work negatively impacted their career.

It isn't just the physical menopause symptoms that are presenting a challenge to these women: 20% of all those women who experience challenges with menopause say that menopause or perimenopause-related anxiety has undermined their confidence in their ability to do their job.

Thinking about the answers you gave to the previous question, which of the following statements apply to you?

Menopause (including perimenopause)

36%	I experience high levels of pain and work through this pain/discomfort/other symptoms related to this issue
20%	I have taken time off for symptoms related to this issue, but I didn't disclose the reason to my manager/I gave an alternative reason
20%	Menopause (including perimenopause) related anxiety has undermined my confidence in my ability to do my job
18%	I have been able to access support through my workplace health benefits

Base: Respondents who have experienced health challenges at work relating to menopause, excluding those who prefer not to answer this question: Total=426



For some women experiencing fertility challenges workplace support is lacking

For women experiencing fertility challenges, the picture in the workplace is slightly more positive when it comes to taking time off, with just 16% of these women saying they work through high levels of pain and symptoms without taking any time off. Additionally, just over six in 10 of all respondents report that their employer provides access to paid leave and support in accessing care for premature birth, while a further 43% say that their employer provides similar benefits relating to miscarriage, unsuccessful reproductive procedures and other matters impacting pregnancy and fertility.

Nevertheless, in practice many of the respondents experiencing fertility challenges still report facing challenges when it comes to accessing workplace support. Indeed, just 16% of women experiencing fertility challenges say they have been able to access support through workplace health benefits, and just over two in 10 have been able to access workplace accommodations such as a flexible schedule. And while just over two in 10 have taken time off and disclosed fertility challenges as the reason and received a supportive response from their employer, 14% did so but did not disclose the real reason—the same number that say they do not feel comfortable discussing their challenges with their manager.

As with menstrual health challenges and menopause, previous experience might also play a role here. One in 10 women experiencing fertility challenges say they previously disclosed this as a reason for taking time off but didn't receive support from their employer, and just under one in 10 say previous disclosure negatively impacted their career. The same number say it did not result in support and therefore led to them leaving their employer.

Thinking about the answers you gave to the previous question, which of the following statements apply to you?

Fertility challenges (IVF, miscarriage etc.)

21%

I have previously disclosed this as a reason for taking medical leave/time off, and my employer was supportive

21%

I have been able to access workplace accommodations such as a flexible schedule

16%

I experience high levels of pain and work through this pain/discomfort/other symptoms related to this issue

16%

I have been able to access support through my workplace health benefits

Base: Respondents who have experienced health challenges at work relating to fertility, excluding those who prefer not to answer this question: Total=86

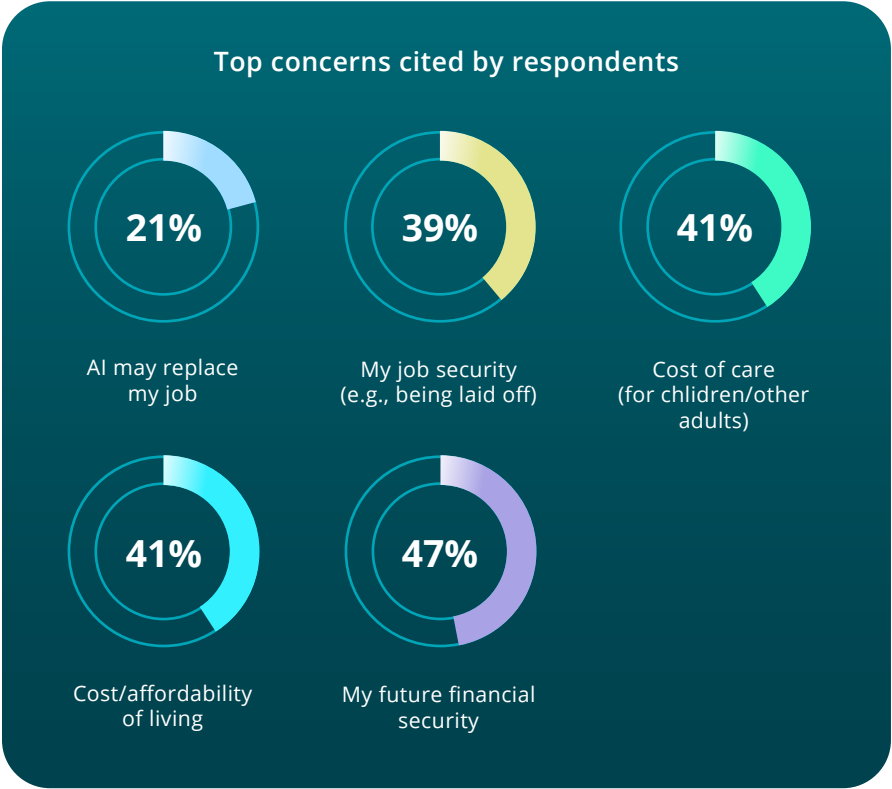


3 Financial concerns are top of mind for many



Financial security and cost of care are among the top personal concerns for women, and around two in 10 worry that artificial intelligence (AI) may replace their jobs

Future financial security is the most cited personal concern for respondents, with nearly half (47%) rating this as a top concern. Alongside this, around four in 10 women are concerned about the cost of living and the same number cite the cost of child or adult care. From a work and career perspective, nearly four in 10 say they are concerned about their job security, while around two in 10 say they are concerned that AI may replace their job.



Base = 7,500

A majority of women believe women's rights have improved in their home country in the past year, but half believe that at least one right has deteriorated for them personally

A significant number of women believe that women's rights have improved in their home country in the past year, with 43% of all respondents saying they were somewhat improved and 13% saying that the improvement is significant. Only 7% say that they believe that such rights have deteriorated, with the right to earn an equal wage and the right to live free from violence the most cited.

Despite these largely positive views of their home countries, half of all respondents cite at least one right that they say has deteriorated for them personally in the last year, with the right to earn an equal wage³ and the right to live free of violence again the most cited.

Most cited rights respondents say have deteriorated for them personally over the last year

16%	The right to earn an equal wage
12%	The right to live free from violence
10%	The right to own property
10%	The right to the highest attainable standard of mental healthcare

Base = 7,500

³ Also known as equal pay for equal work



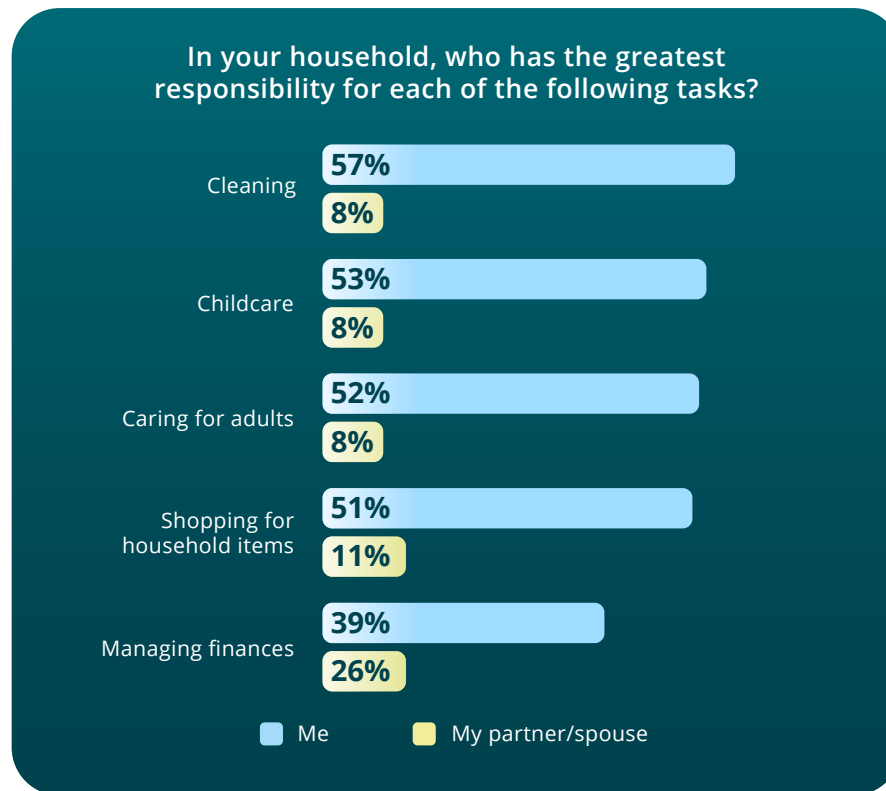
- 4 Women report bearing most of the responsibility at home, even as primary earners, and a lack of affordable care is impacting women's careers and the wider economy



The bulk of responsibilities at home are falling on women

Survey respondents who live with a partner/spouse hold the most household responsibility for each of the categories of domestic tasks listed in our survey, namely childcare, caring for another adult, cleaning, shopping for household items, and managing finances.

This imbalance in domestic responsibilities is most significant for cleaning (57% of respondents say they have the greatest responsibility versus just 8% who say this falls to their partner/spouse); childcare (53% compared with 8% who say their partner/spouse is primarily responsible); caring for other adults (52% compared with 8%); and shopping for household items (51% compared with 11% who say their partner/spouse is responsible). The split becomes less significant when it comes to managing finances, albeit women still have the greatest share of this element of household responsibility—at 39% versus 26% who say this is held by their partner/spouse.



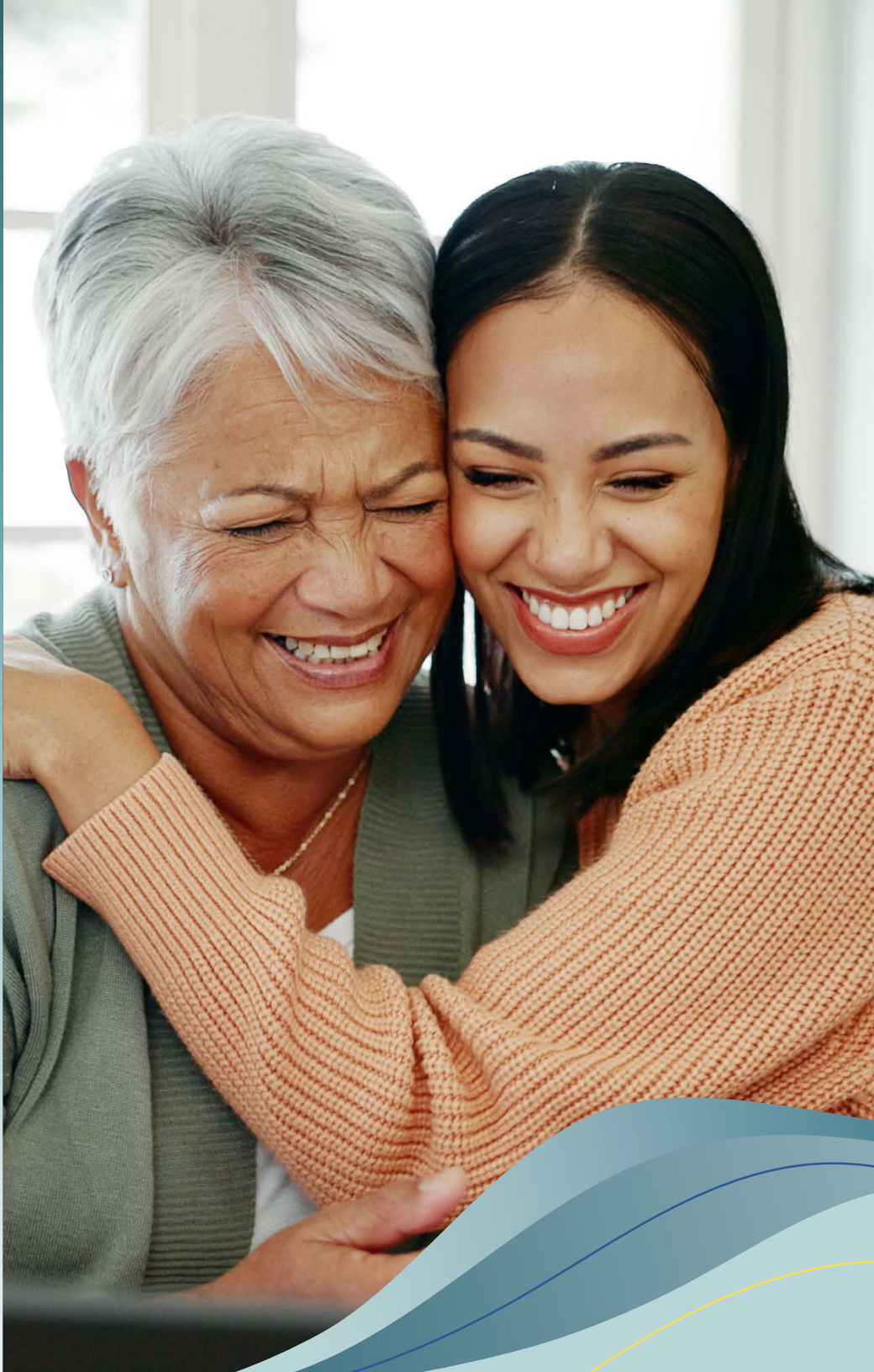
Base: Cleaning (Respondents who live with a partner: 5,470), Childcare (Respondents who live with a partner and also live with a child/children aged 17 years or younger who live with them full or part time: 2,367), Caring for other adults (Respondents who live with a partner and also have caregiving responsibilities for another adult: 950), Shopping for household items (Respondents who live with a partner: 5,470)

An imbalance remains even for the 36% of respondents who are the primary earner in their household, although the most significant difference for these women is in managing finances (75% versus 8% who say their partner/spouse takes the greatest responsibility). For caring, this imbalance is still present but less pronounced: 30% have most responsibility for childcare (versus 23%) and 41% for caring for another adult (versus 14% for their partner/spouse). Nearly one-third (27%) of primary earner respondents share childcare equally with their partner/spouse, with this increasing to 31% for adult care.

In your household, who has the greatest responsibility for each of the following tasks?
(Respondents who are primary earners)

	Me	My partner/ spouse	Shared equally
Managing finances	75%	8%	12%
Childcare	30%	23%	27%
Care for another adult	41%	14%	31%

Base = 2,716



Challenges in access to care exist for many women, and this is a missed economic opportunity

Around four in 10 women say they are concerned about the cost of child or adult care. A concern that is perhaps reflected in the fact that only 17% of women with children aged 17 years or younger say that they have access to affordable childcare, and around one in 20 say that a lack of access to affordable care may mean they need to give up their job. 38% of respondents report that their employer provides paid carer's leave or flexibility to take time off for unexpected caring commitments as a benefit; of significance given that 16% of women with caring responsibilities say they have had to unexpectedly take time off work in the past year to fulfill these responsibilities, with over a quarter of these women taking more than six days.

This caregiving burden is affecting well-being. Those women who have taken time off unexpectedly due to caring responsibilities are more likely than those who have not to report higher stress levels than a year ago and are more likely to have taken time off work in the past year for mental health challenges.

As well as leading to missed opportunities for women, this burden is also a missed economic opportunity. Analysis of this and other data estimates that a lack of access to care results in more than 2 million lost workdays annually, equating to an estimated missed economic opportunity of US\$16.5 billion.⁴

And the challenge of access to affordable care is not just worrying those women who currently have caring responsibilities. Almost a third of all respondents are concerned that a lack of access to affordable care may lead to them giving up their job in the future or their career slowing down. Additionally, only 3% of respondents with children under the age of 17 say they have progressed in their career since returning from maternity leave.



⁴ This figure is an estimate based on the average number of unplanned days taken for caregiving each year (as reported by survey respondents) combined with publicly available data on the number of employed women in each survey country, and the average daily salary.

- 5 When expectations around career development, flexible working and work/life balance are not met it impacts employer loyalty and retention



The majority of women polled expect to stay with their employer for just two years or less

Around four in 10 respondents expect to stay with their employer for one to two years, with a further 4% currently looking for a new role and 2% expecting to leave their job in the next six months (either voluntarily or involuntarily). Just over a third of respondents expect to be with their current employer for three to five years, while this drops significantly to just 5% when it comes to those respondents who expect to stay for more than five years.

How long do you expect to stay with your current employer?

1% I expect to lose my job within the next six months

2% I expect to leave my job (of my own choice) within the next 6 months

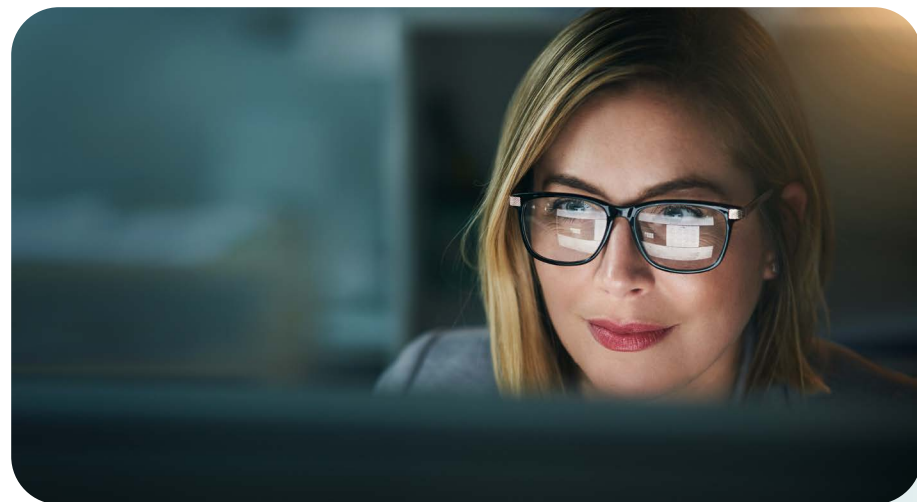
4% I am currently looking for a new role with a different organization

39% 1-2 years

34% 3-5 years

5% More than five years

Base = 7,500



Opportunities for career development, flexible working and work/life balance are among the top factors driving retention

The top factors cited by women who expect to stay with their employer for more than five years are varied, ranging from opportunities for career development (the most cited factor, for over four in 10) to a job/workplace that is supportive of their mental health (for almost a quarter). The ability to achieve a positive work/life balance is also a top factor (cited by just over a third), as is the related issue of flexibility in working hours (cited by 28%). Having access to high pay and/or a competitive benefits package is also a main factor for around three in 10 of these women.

When these factors are not experienced they adversely impact retention

As could be expected, failure to experience these factors drives the decisions of those women who are currently planning to leave their employer or are looking for a new role. Indeed, a failure to achieve work/life balance is the main driver for women who are looking to leave their jobs (cited by three in 10); notably, around four in 10 of all survey respondents say they do not feel supported by their employer in their efforts to balance their work responsibilities with commitments outside work. This is followed by pay not being high enough (cited by 28%), lack of flexibility around when they work (27%), and a lack of opportunity to advance (18%). Mental health also plays a role for 16% of these respondents, who cite feeling burned out and the job/workplace being detrimental to their mental health as a main driver of their plans to leave their current employer.

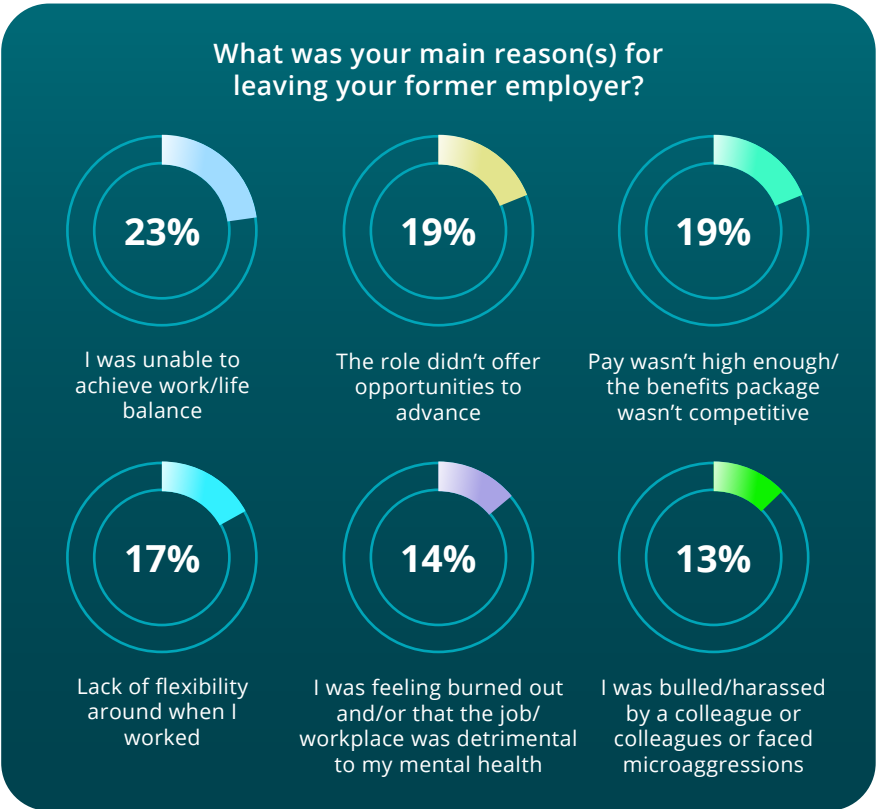
Caring responsibilities, current or future, also play a role in the decision of some women to look for another employer, with 5% saying that they want a family in the future but that their current employer is not family friendly.



Base = 444

For those who have left a role in the past year the same factors are at play, along with bullying and harassment

Around one in 10 respondents have left an employer in the past 12 months, with inability to achieve work/life balance again the main reason for leaving (for nearly a quarter of these respondents). Lack of opportunity to advance and pay and benefits not being high/ competitive enough are each cited by 19% of these respondents, and lack of flexibility around when they work is the main factor for 17%. Mental health again plays a role for some, as does being bullied or harassed by a colleague or facing microaggressions, with 13% citing this as their main reason.



Base = 698

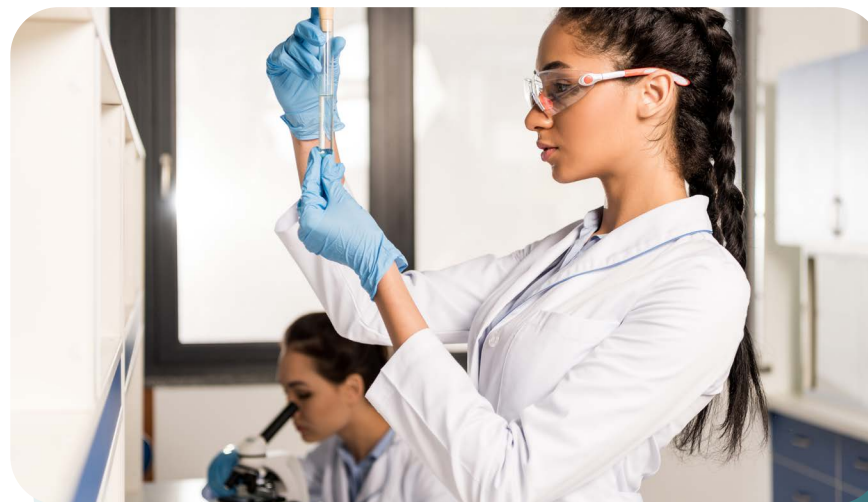
Almost a third of women who are currently planning to leave their employer want to move to a competitor

Just under a third of women who are planning to leave their employer say that they would like to find a new job in the same field/industry with a competitor. Around two in 10 are looking for a career change and to find a job in a different industry, while one in 20 would like to start their own business.

Providing opportunities to advance—and flexible working for all employees—are seen by women as top enablers of success

When asked what the top three things employers could do to enable their success at work were, the first most cited response was the provision of opportunities to advance (43%). This is followed by the provision of flexible working for all employees, regardless of gender or caring responsibilities (37%), and for employers to make sure that they are not regularly working more than their agreed working hours (for 32% of women).

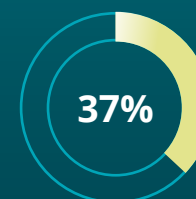
Personal safety at work is also a priority, with 28% of all respondents citing the provision of a physically safe workspace as a top enabler and a quarter citing a workplace that is psychologically safe. For two in 10 women, success would be enabled by stopping poor behaviors in the workplace such as harassment.



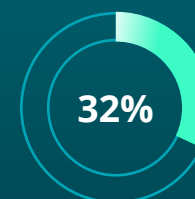
What are the top three things that your employer could do to enable your success at work?



Provide opportunities to advance



Provide flexible working for all employees who would like it (regardless of caring responsibilities or gender)



Make sure I am not regularly working more than my agreed working hours

Base = 7,500

Family-friendly policies and workplaces are seen as important, but for many are not a reality

The positive impact of flexibility on women and their employers is especially evident for women with children under the age of 18, who report improved mental well-being (12 percentage points higher than parents unable to work flexibly), higher productivity (six percentage points higher) and greater job satisfaction (seven percentage points higher). These women are also much more likely than parents who are unable to work flexibly to want to stay with their employer for three years or more (48% vs 33%). They report lower levels of concern about having to quit or experiencing a negative impact on their career from a lack of affordable childcare (23 percentage points lower), and 84% would recommend their organization as a place to work to other women (compared with 70% of parents who are unable to work flexibly). Yet only around four in 10 women with children under the age of 18 are able to work flexibly, and only one in five say their partner can do the same.

In addition to flexibility, around six in 10 (61%) women think that it is very important that employers offer paid parental leave for both parents, and around two in 10 women cite providing equal parental leave for both parents as one of the top things an employer could do to enable their own success at work. Yet just 6% of women work for organizations that currently offer equal parental leave.

Satisfaction with career progression contrasts with concerns about equal opportunities

While around six in 10 women believe their employer's commitment to supporting women has increased in the past year, only just over a quarter of respondents say that they see women holding top roles in their organization.

The majority of women are satisfied with their rate of career progression, with only around a quarter of women saying that their career isn't progressing as quickly as they would like it to. And over two-thirds of women say they would recommend their employer to other women.

In contrast, however, only a quarter of respondents believe that women and men have equal opportunities in their organization. Indeed, 17% of respondents believe that being a woman is a disadvantage in their organization.

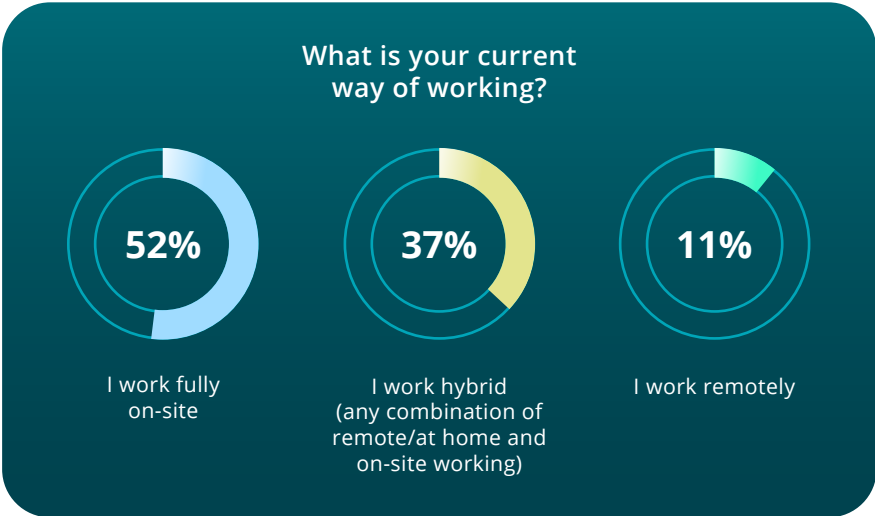


- 6 Women value flexibility around where and when to work and it drives retention, but this isn't a reality for many



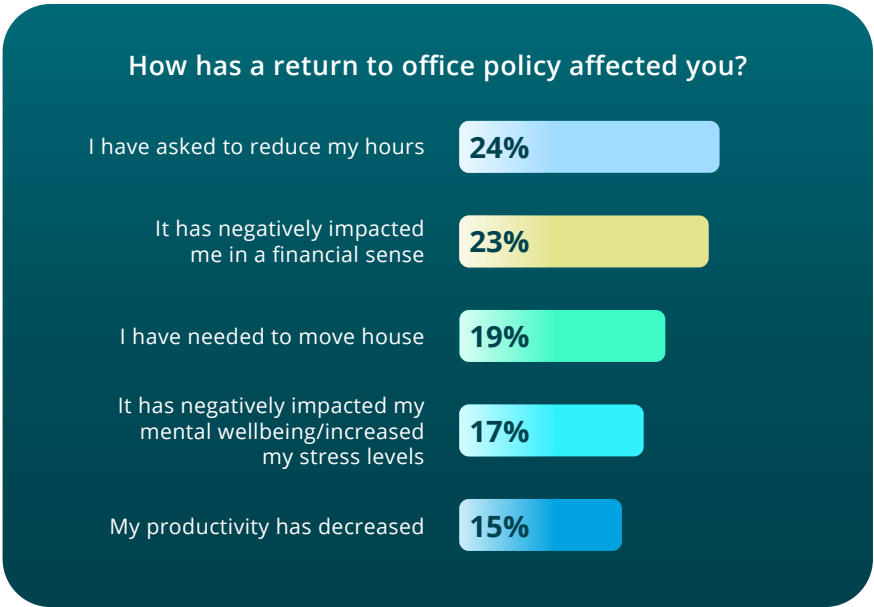
Hybrid working has remained for many over the past year, but the return to office continues

More than half of respondents currently work full time on-site at their office (52%) while almost four in 10 (37%) work in a hybrid way, splitting their time between working from home and their office. When looking across both these groups, 45% say their organization recently implemented a return-to-office policy. For some this has meant a switch from fully remote to being on-site certain days (27%), while others are now required to be fully on-site after previously working hybrid (14%).



Base = 7,500

Just under a quarter of women whose organizations have introduced a return-to-office policy say that they have asked to reduce their hours following this, while around the same number say they have felt a negative financial impact. Around two in 10 (19%) say that they have needed to move house and 17% say their mental health has been negatively affected; 15% say their productivity has decreased.



Base = 3,006

A lack of predictability in working patterns ranks highest when it comes to aspects of hybrid working that have been experienced or are giving concern

Respondents who currently work in a hybrid way were asked whether they have experienced certain issues when hybrid working over the past year—or whether they were concerned about them. Seven in 10 cited at least one such issue as having been experienced, while eight in 10 cited at least one that concerns them. A lack of predictability in working patterns was most cited—with 30% saying they had experienced it and 21% noting it as a concern. This is closely followed by being mandated to return to the office either on set days or full-time, with 23% having experienced it and 27% saying it is a concern. And 21% say they have experienced not having enough flexibility in their working patterns, while 28% cite this as a concern.

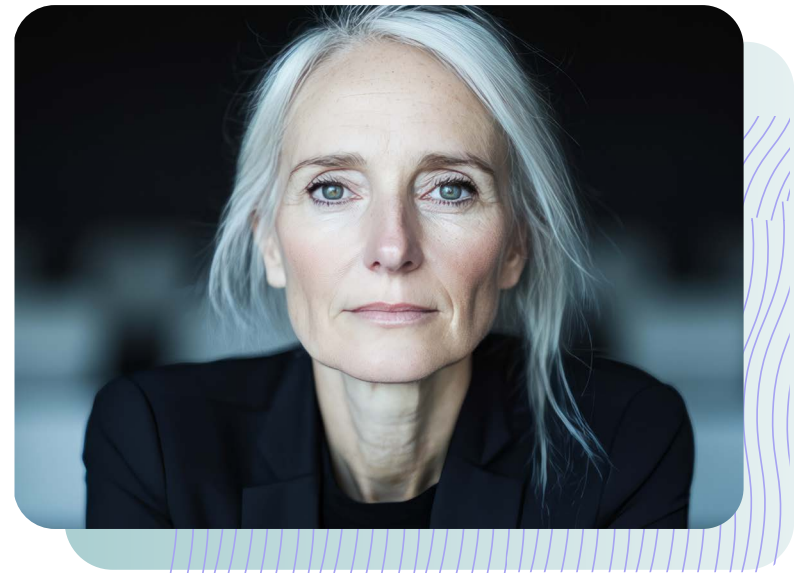
Flexible working is valued by many, but it is not a reality for most

Around four in 10 women cite the provision of flexible working for all employees as a top enabler of success. Flexibility over when they work is a top retention factor for women who believe they will stay at their employer for more than five years; conversely, a lack of flexible working is also one of the top drivers for those women who are looking for a new role or who have left their role in the past year.

Concerns remain even when respondents are able to work flexibly, with only half of respondents saying that they believe that their organization enables women to progress when they are working flexibly. And almost nine in 10 women do not believe their workload will be adjusted accordingly if they request flexible working options, with a similar number believing that requesting or taking advantage of flexible working in their organization affects the likelihood of promotion.



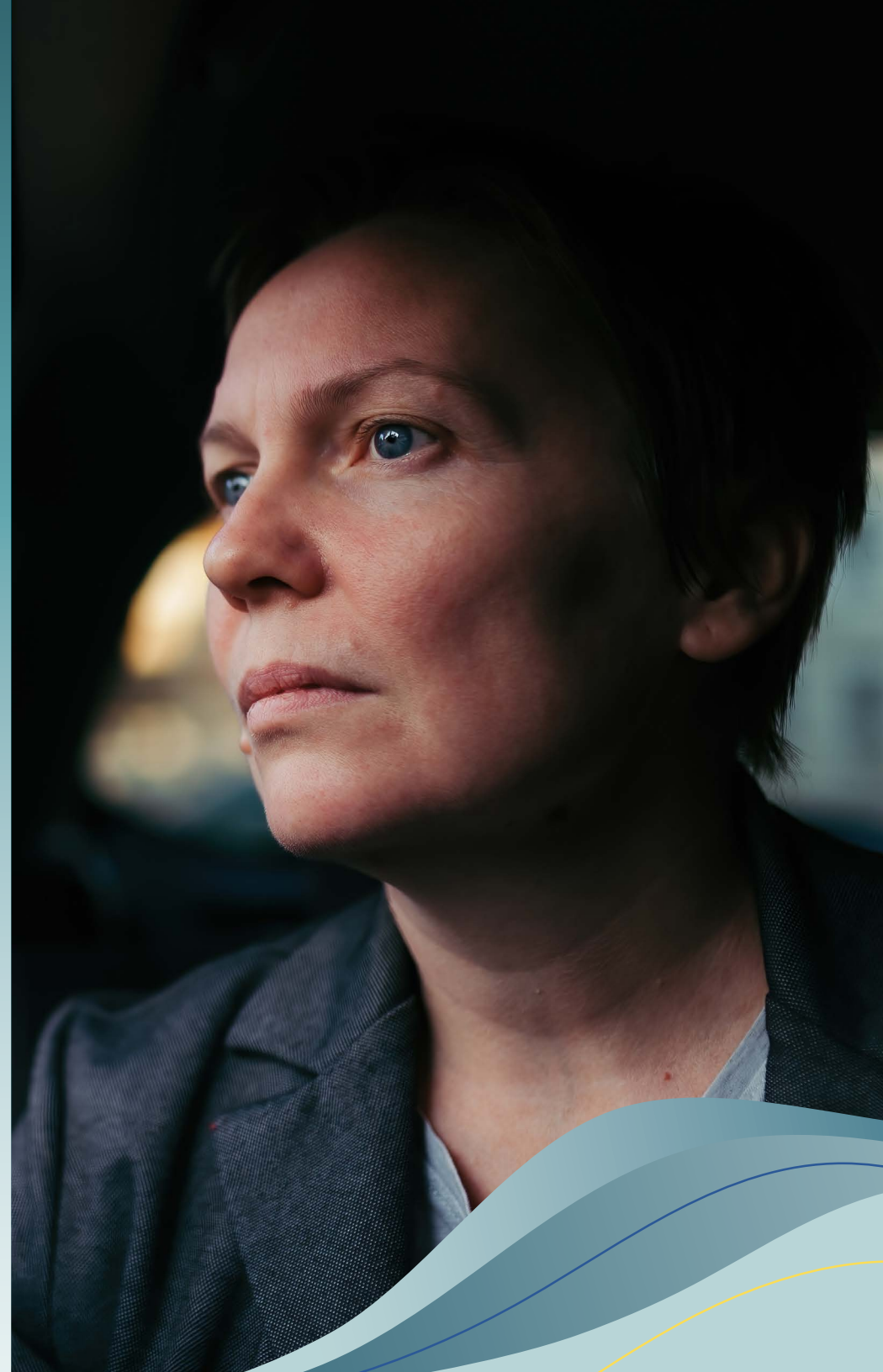
- 7 Personal safety at work or when traveling for work is a concern for many, and non-inclusive behaviors are impacting productivity and loyalty



Personal safety at work is worrying many women

A third of women (33%) are either very or extremely concerned about their personal safety in the workplace, while a further 15% of respondents share the same level of concern while commuting to or from work. Just over one in 10 report feeling very or extremely concerned about their personal safety while traveling for work on a business trip.

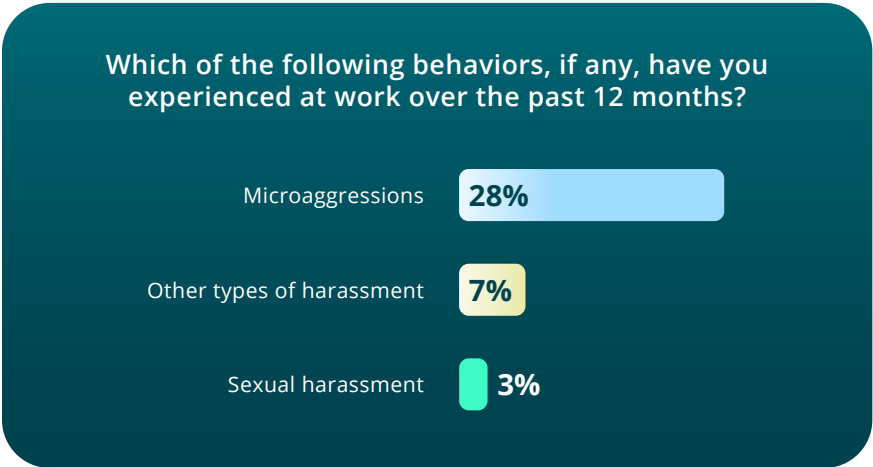
For some of these women, previous experience may play a part. When asked for the reasons for these concerns, around two in 10 say they have been harassed at work by a colleague (including sexual harassment and stalking) and 17% say they have dealt with customers or clients who have harassed them or behaved in a manner that made them feel uncomfortable. And around one in 10 say that they have been harassed (including sexual harassment) when traveling for work.



Non-inclusive behaviors have impacted over a third of women at work in the past year

Around two in 10 (21%) respondents say that people in senior leadership positions have made inappropriate comments toward them. And 8% of respondents currently looking for another role cite being bullied or harassed by colleagues, or facing microaggressions, as a main reason for wanting to leave.

Just over a third (34%) of all women say they have experienced non-inclusive behaviors at work in the past year. Microaggressions are the most prevalent non-inclusive behavior, reported by 28% of women. However, 3% of women say they have experienced sexual harassment, while 7% say they have experienced some other form of harassment.



Base = 7,500

The likelihood of respondents reporting these experiences to someone at their employer varies according to the type of behavior experienced. Respondents who say they had experienced sexual harassment were most likely to report this to their employer (with 86% reporting), followed by just under eight in 10 (79%) of those who had experienced other types of harassment. However, reporting significantly reduces when it comes to microaggressions, with less than six in 10 (58%) of those who say they experienced microaggressions at work in the past year reporting their experience to someone at their employer.



Base = 2,837

Concern about negative impact is a main factor for many who choose not to report non-inclusive behaviors to their employer

Not feeling that the behavior was serious enough to report is the most cited main reason why those who had experienced non-inclusive behaviors did not report them to their employer (for around two in 10 of these women), and 13% didn't think their complaint would be taken seriously.

However, for other women the decision was driven by concerns about the possible impact on them. For 15%, the main reason behind their decision not to report was a concern that the behavior would get worse; 12% were concerned that reporting would adversely affect their career; and 11% were concerned that their manager would consider them a nuisance or troublemaker.

Indeed, of all survey respondents, only around one in 10 (11%) believe that they can report non-inclusive behaviors in their organization without any career impact or reprisals.



Only half of the women who reported experiencing sexual harassment to someone at their organization were satisfied with the action taken

While around three-quarters (74%) of respondents who have experienced microaggressions and reported this to their employer were satisfied with the action taken, this satisfaction drops to just over two-thirds of those who have reported experiencing other types of harassment (excluding sexual harassment). And—while sexual harassment is the behavior most likely to have been reported—only half (51%) of the women reporting it were satisfied with the action taken by their employer, the lowest level of satisfaction of all reporting outcomes.

Only one in 10 of all respondents believe that if they reported non-inclusive behaviors at work, action would be taken regardless of the seniority of the individual.

8 The five factors enabling the success of women and their employers



The five factors enabling the success of women and their employers

A regression analysis of the survey responses based on how long women expect to remain at their employer, along with the drivers that influence how long they plan to stay, shows that five factors are the strongest predictors of how long women are likely to stay with an employer.

These factors—namely, career progression opportunities, flexible working, a safe and inclusive workplace culture, support for women's health challenges, and opportunity for work/life balance—thus present the greatest chance for employers to retain women to aid in the success of their business.



Author

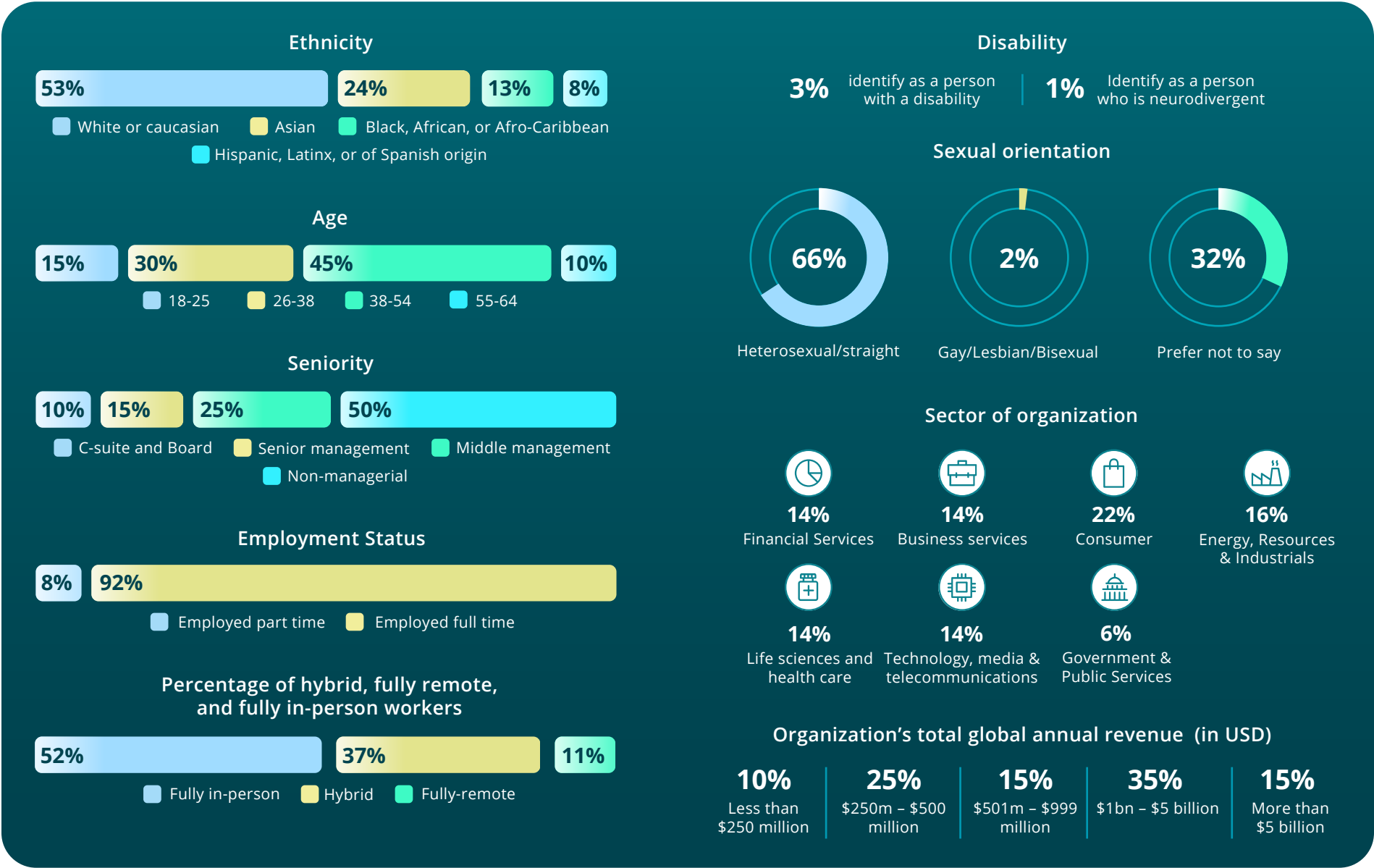


Emma Codd

Deloitte Global Inclusion Leader

Methodology

Deloitte Global surveyed 7,500 women across 15 countries and seven sectors between October 2024 and January 2025. Countries surveyed: Australia, Brazil, Canada, China, Germany, India, Italy, Japan, Kenya, Mexico, Norway, South Africa, United Arab Emirates, the United Kingdom, and the United States.



End notes

*Missed economic opportunity figure estimated based on the following sources:

<https://www.statista.com>

<https://www.canstar.com.au/savings-accounts/average-aussie-earn-save-owe/> (AU)

<https://timeular.com/average-salary/brazil/> (BR)

<https://www.policyadvisor.com/magazine/what-is-the-average-income-in-canada-2023/> (CA)

http://www.xinhuanet.com/english/2020-03/07/c_138853146.htm (CN)

<https://www.dw.com/en/gender-pay-gap-in-germany-women-earn-18-less-than-men/a-68022521> (DE)

<https://paytm.com/blog/tax/average-salary-in-india/> (IN)

<https://www.statista.com/statistics/416213/average-annual-wages-italy-y-on-y-in-euros/> (IT)

<https://www.statista.com/statistics/1123514/japan-average-monthly-wages-among-full-time-female-workers/> (JP)

<https://www.businessdailyafrica.com/bd/economy/kenyan-women-doing-same-jobs-like-men-paid-30pc-less--4292272> (KE)

<https://timeular.com/average-salary/mexico/> (MX)

<https://www.timecamp.com/average-salary/norway/> (NO)

<https://www.careerjunction.co.za/marketing/salarysurvey> (ZA)

<https://www.paylab.com/ae/salaries-in-country> (AE)

<https://www.statista.com/statistics/802209/full-time-annual-salary-in-the-uk-by-gender/> (UK)

<https://www.statista.com/statistics/203452/median-earnings-of-female-workers-in-the-us/> (US)



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