



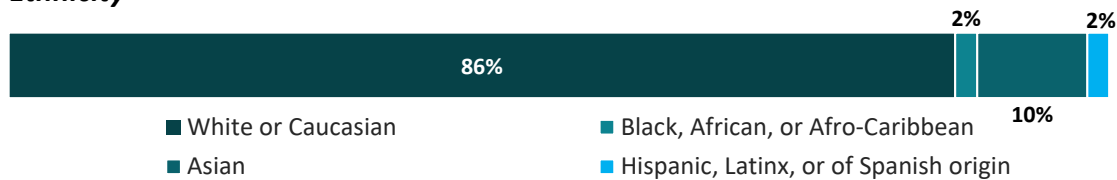
Women @ Work 2025: A Global Outlook

Canada

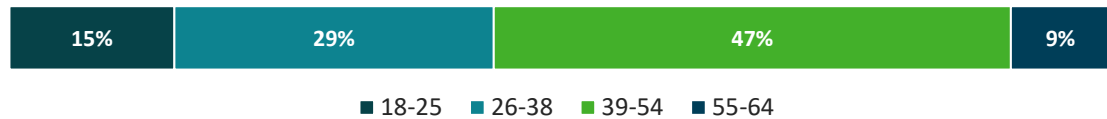
Global summary

Canada respondent profile:

Ethnicity



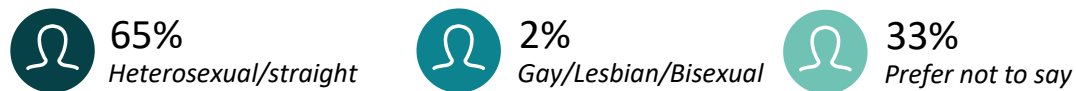
Age



Seniority



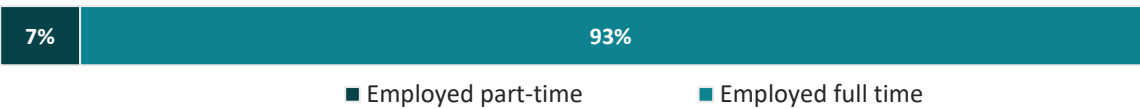
Sexual Orientation*



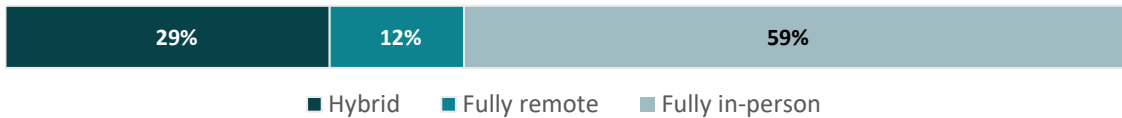
*Note that gender identities and sexual orientations not shown received less than a 1% response rate. Respondents were able to opt out of answering a question about their sexuality.



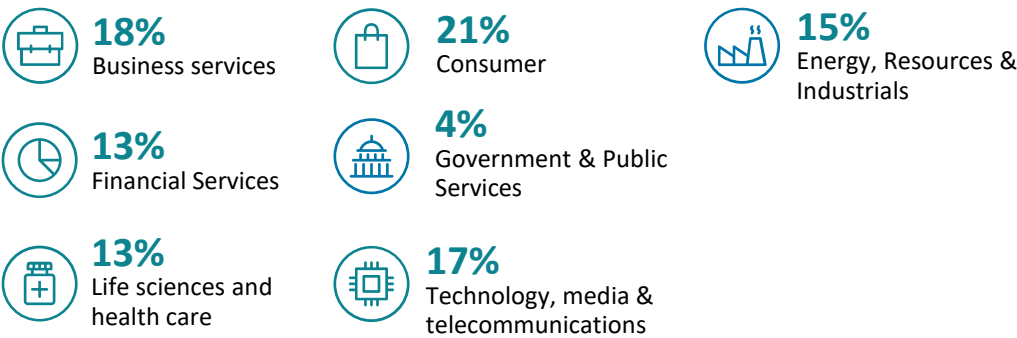
Employment Status



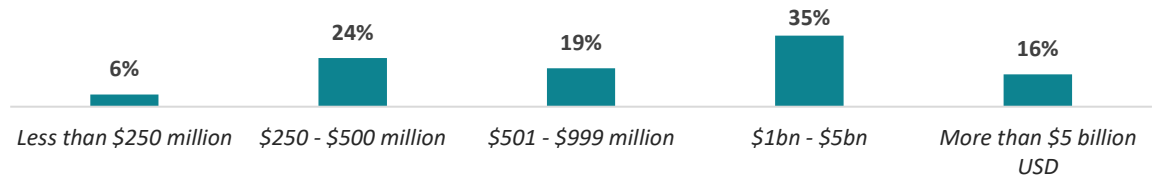
Percentage of hybrid, fully remote, and fully in-person workers



Sector of organization



Organization's total global annual revenue (in USD)



Base for all charts = 500

Executive summary

- Now its fifth year, the 2025 Women @ Work—A Global Outlook survey sought the views of 7,500 women in workplaces across 15 countries about their experiences at work—and the aspects of their lives that could impact this experience, such as health and domestic responsibilities.



Here's what they told us:



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



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



Financial concerns are top of mind for many



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



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



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



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



Deloitte Global's research analysis identified five factors enabling the success of women and their employers:

- Support for women's health challenges
- Work life/balance
- Flexible working
- A safe and inclusive workplace culture
- Career progression opportunities

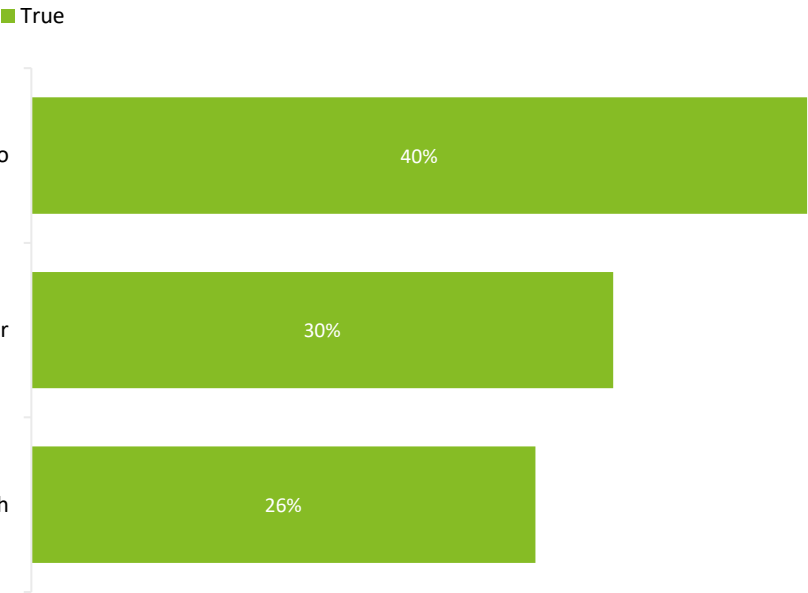
Many respondents are concerned about their mental health, and “always on” culture and mental load are taking a toll on well-being



Mental health is a top personal concern for many women

- Globally, 29% of women rate their mental well-being as poor, compared to 32% in Canada.
- 40% of women in Canada say that their stress levels are higher than they were a year ago, compared to 36% globally.

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



Q20: For each of these statements, please tell us whether it is true, not true, or not applicable to you – ‘True’ SUMMARY

Base = 500

Some women don't get adequate mental health support at work and others are not comfortable discussing or disclosing mental health challenges



- Globally, 39% of women say that they feel comfortable disclosing mental health challenges as the reason for their absence, compared to 40% in Canada.
- 43% of women globally get adequate mental health support from their employer, and 33% feel comfortable talking about their mental health, compared to 43% and 32% in Canada.

For each of these statements, please tell us whether it is true, not true, or not applicable to you

■ Total



Q20: For each of these statements, please tell us whether it is true, not true, or not applicable to you - True SUMMARY

Base = 500

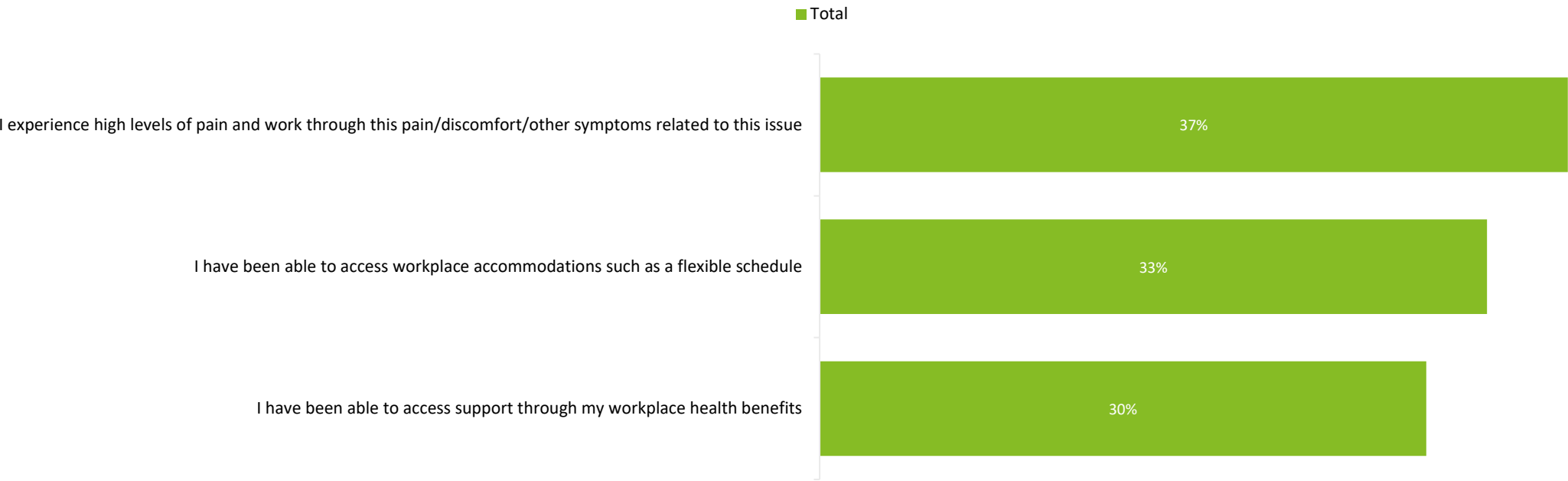
Women's health challenges are affecting women at work, and for some they are impacting career decisions and progression



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

- 37% of women globally who have experienced health challenges related to menstruation say that they work through high levels of pain – the same proportion as women in Canada.
- women in Canada were more likely to have accessed support for health challenges around menstruation through workplace health benefits (30% compared to 25% globally) and workplace accommodations (33% compared to 30% globally)

Thinking about the answers you gave on women’s health, which of the following statements apply to you?



Q23: Thinking about the answers you gave to the previous question, which of the following statements apply to you?

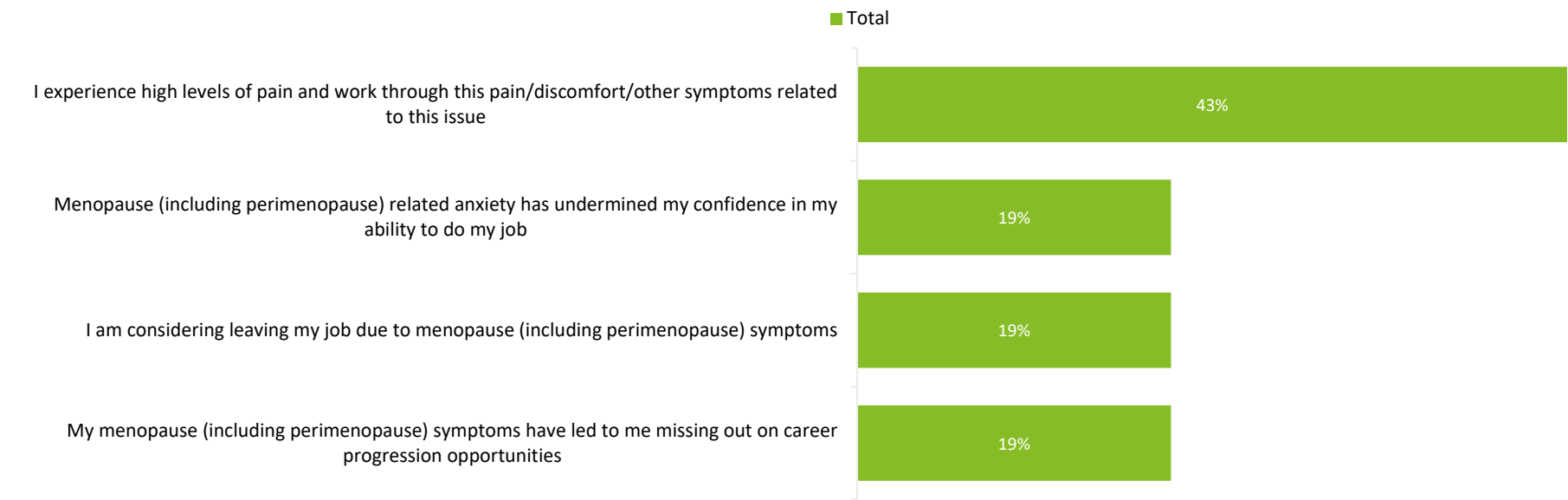
Base: Respondents who have experienced health challenges at work relating to menstruation, excluding those who prefer not to answer = 57

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



- Globally, 36% of women who experience health challenges related to menopause work through high levels of pain, compared to 43% in Canada.
- 19% of women in Canada are considering leaving their job due to menopause, compared to 8% globally.

Thinking about the answers you gave on women’s health, which of the following statements apply to you?



Q23: Thinking about the answers you gave to the previous question, which of the following statements apply to you?

Base: Respondents who have experienced health challenges at work relating to menopause, excluding those who prefer not to answer = 21 (note small base size)

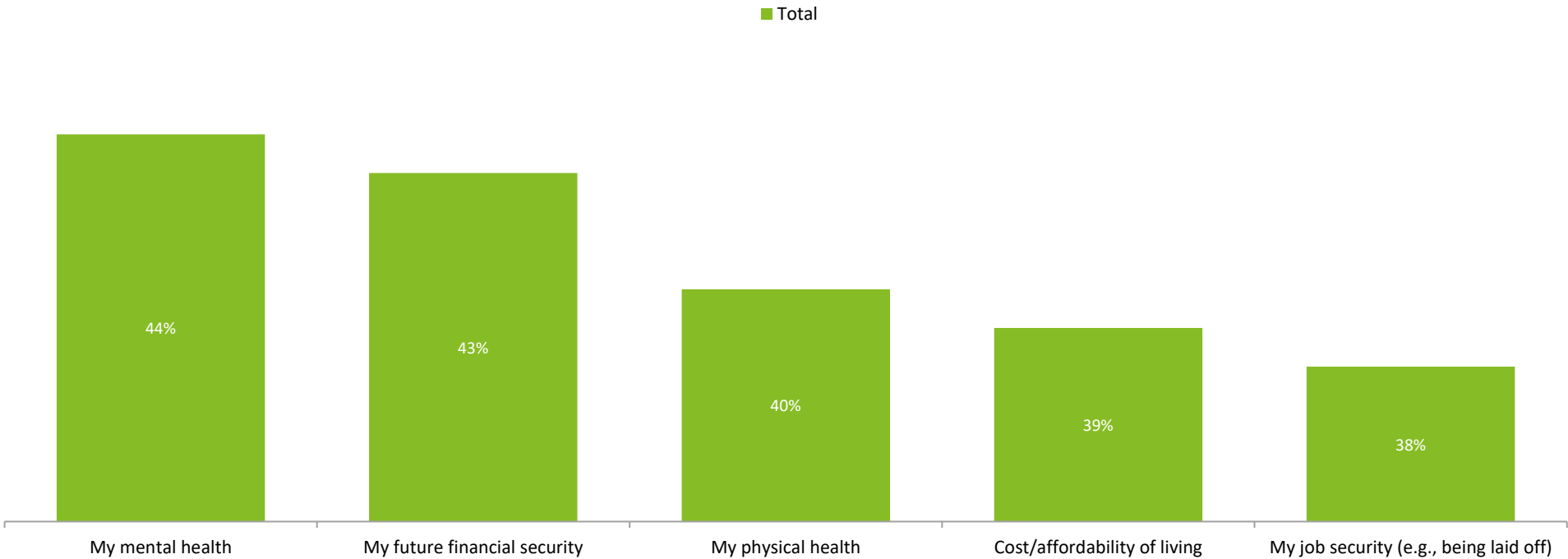
Financial concerns are top of mind for many



Financial security and cost of living are among the top personal concerns for women

- 44% of women in Canada are concerned about their mental health, the same as the global average.
- Women in Canada are most concerned with mental health, future financial stability and physical health.

How concerned/worried do you feel about each of the following factors?



Q2: How concerned/worried do you feel about each of the following factors? - Concerned SUMMARY

Base = 500

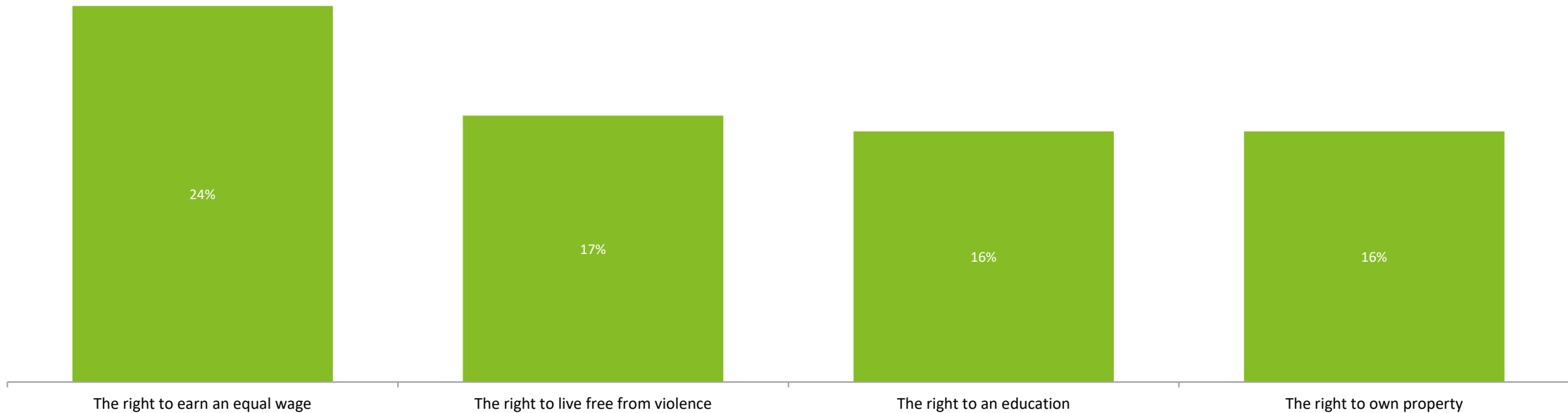
Most women believe women’s rights have improved in their home country in the past year, but many believe that at least one right has deteriorated for them personally



- Globally, 7% of women say that women’s rights have deteriorated in their country over the past year, compared to 9% in Canada.
- 24% of women in Canada say that the right to earn an equal wage has decreased for them personally over the past year, compared to 16% globally.

When thinking about your own experience, have any of the following rights deteriorated for you personally over the past year?

■ Total



Q5: When thinking about your own experience, have any of the following rights deteriorated for you personally over the past year?

Base = 500

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



Women who live with a partner or spouse report holding more household responsibility

- 53% of women on average globally have the greatest responsibility for childcare and 52% for caring for other adults, compared to 43% and 41% in Canada.
- 60% of women in Canada are responsible for cleaning and other domestic tasks, compared to the global average of 57%.

In your household, who has the greatest responsibility for each of the following tasks?



S6: In your household, who has the greatest responsibility for each of the following tasks?

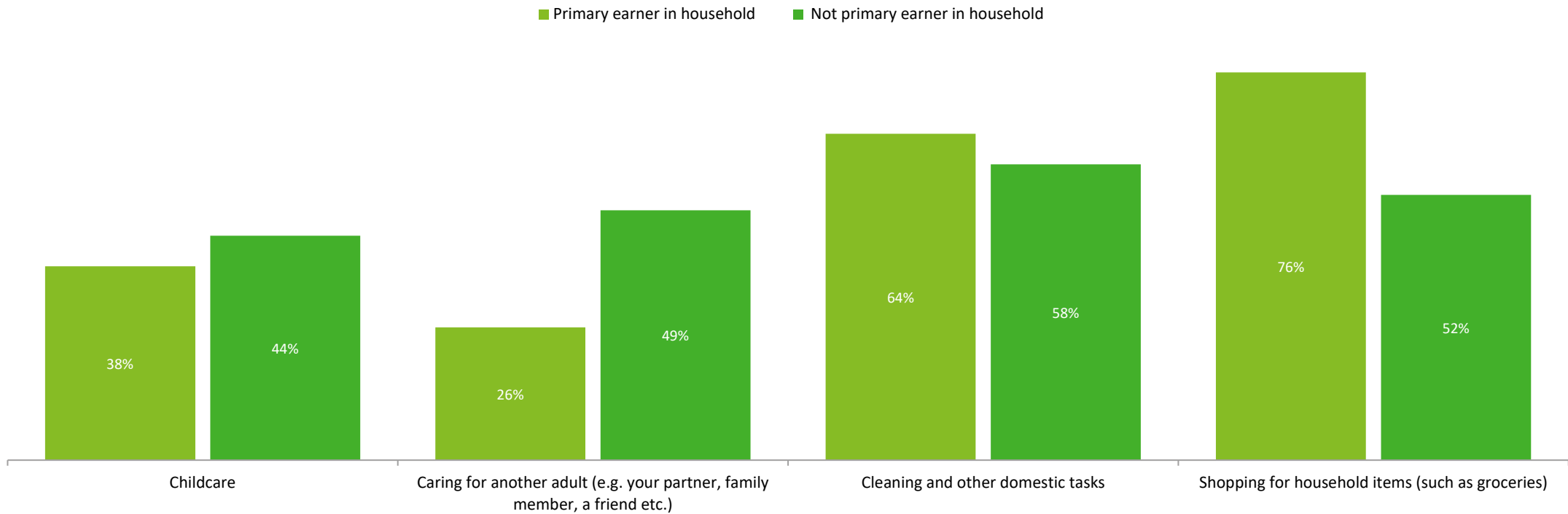
Base: Childcare = 113, Caring for another adult (e.g. your partner, family member, a friend etc.) = 58, Cleaning and other domestic tasks = 500, Shopping for household items (such as groceries) = 500



Many domestic responsibilities at home are falling upon many working women, often even as primary earners

- 64% of women in Canada who are primary earners in their household still have the greatest responsibility for cleaning and domestic tasks. This is higher than the global average of 54%.
- Globally, 63% of women who are primary earners have the greatest responsibility for household shopping, compared with 76% in Canada.

In your household, who has the greatest responsibility for each of the following tasks?



S6: In your household, who has the greatest responsibility for each of the following tasks?

Base: Childcare = 113, Caring for another adult (e.g. your partner, family member, a friend etc.) = 58, Cleaning and other domestic tasks = 500, Shopping for household items (such as groceries) = 500

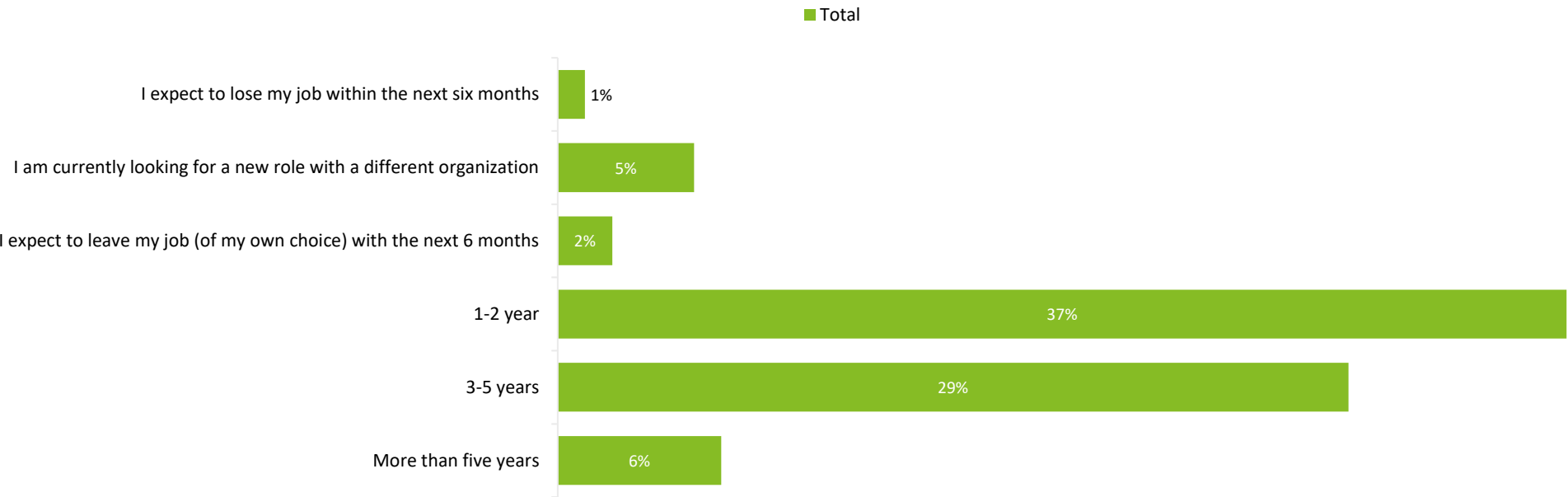
When expectations around career development, flexible working, and work/life balance are not met it impacts employer loyalty and retention



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

- 6% of women in Canada plan to stay with their employer more than five years, compared to 5% globally.

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



Q8: How long do you expect to stay with your current employer?

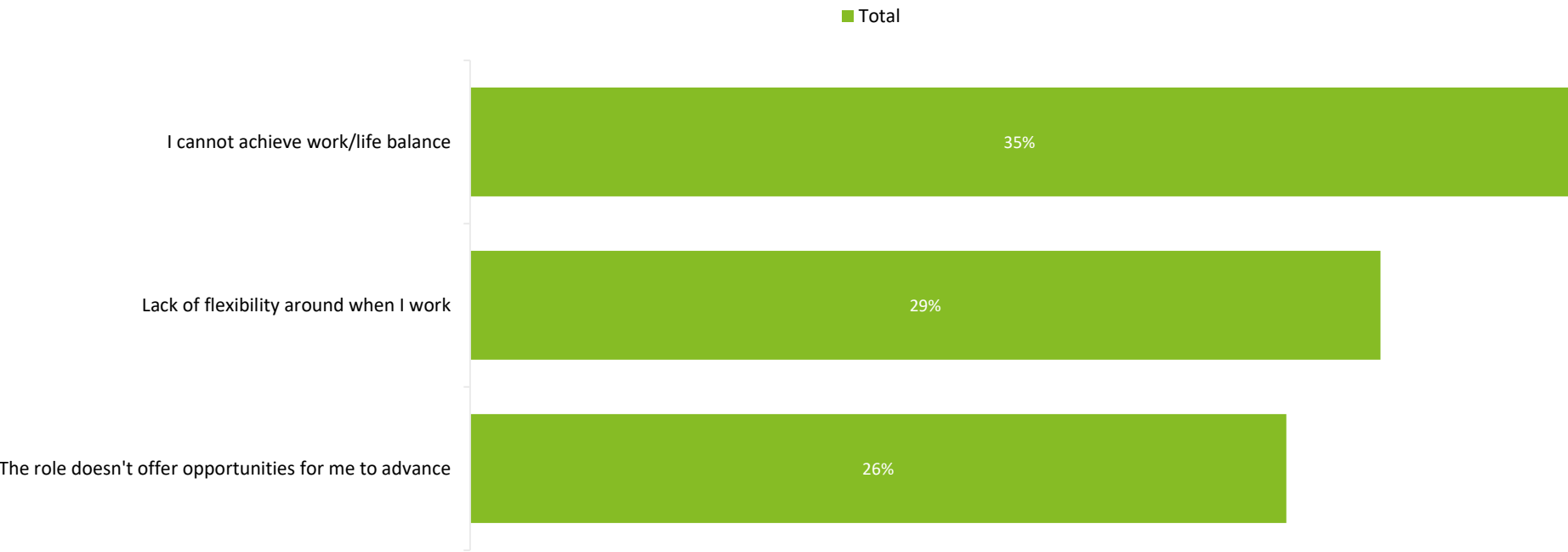
Base = 500



When certain factors are not experienced, it adversely impacts retention

- Globally, 30% of women looking for a new job say their main reason is that they cannot achieve work/life balance at their current employer, compared to 35% in Canada.

What are your main reasons for wanting to leave your current employer?



Q9: What are your main reasons for wanting to leave your current employer?

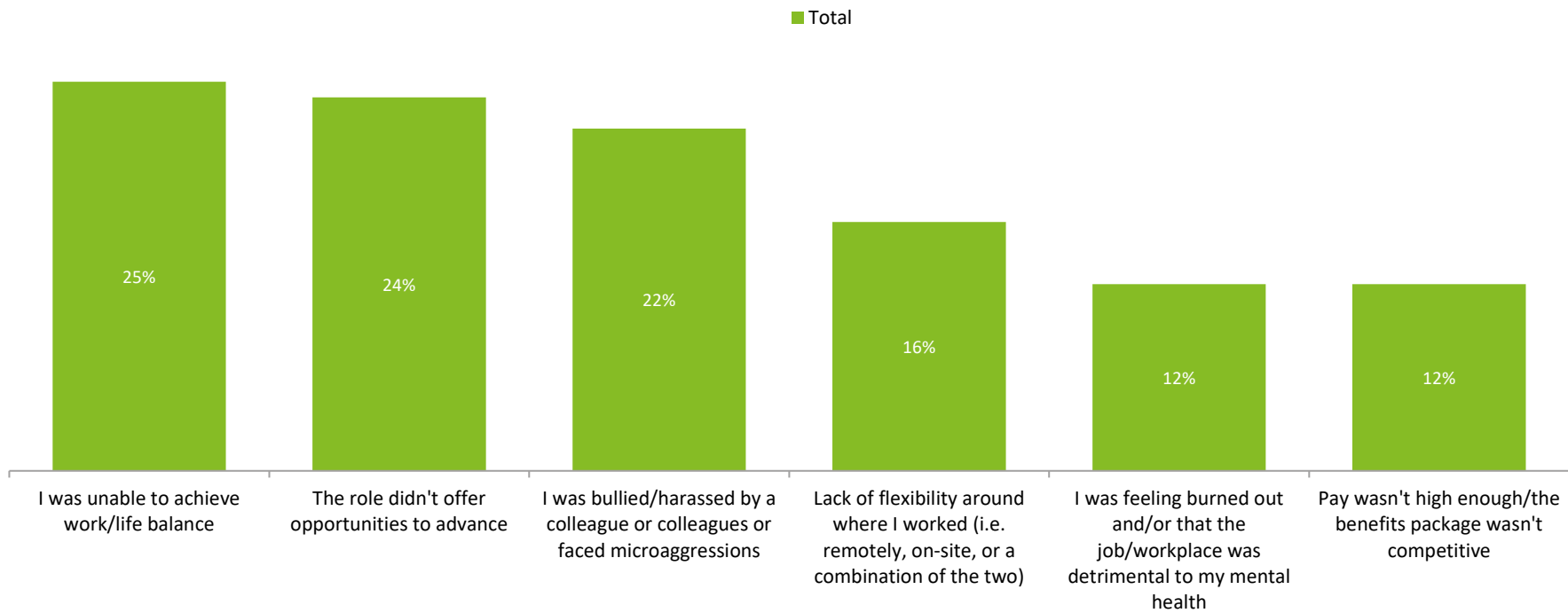
Base: Respondents who are currently looking for a new role within a different organization, or expect to leave their job (of their own choice) within the next 6 months = 34



For those who have left a role in the past year, similar retention factors are at play

- Globally, 23% of women say that their top reason for leaving their former employer was being unable to achieve a work/life balance, compared to 25% of women in Canada.

What was your main reason(s) for leaving your former employer?



Q13: What was your main reason(s) for leaving your former employer?

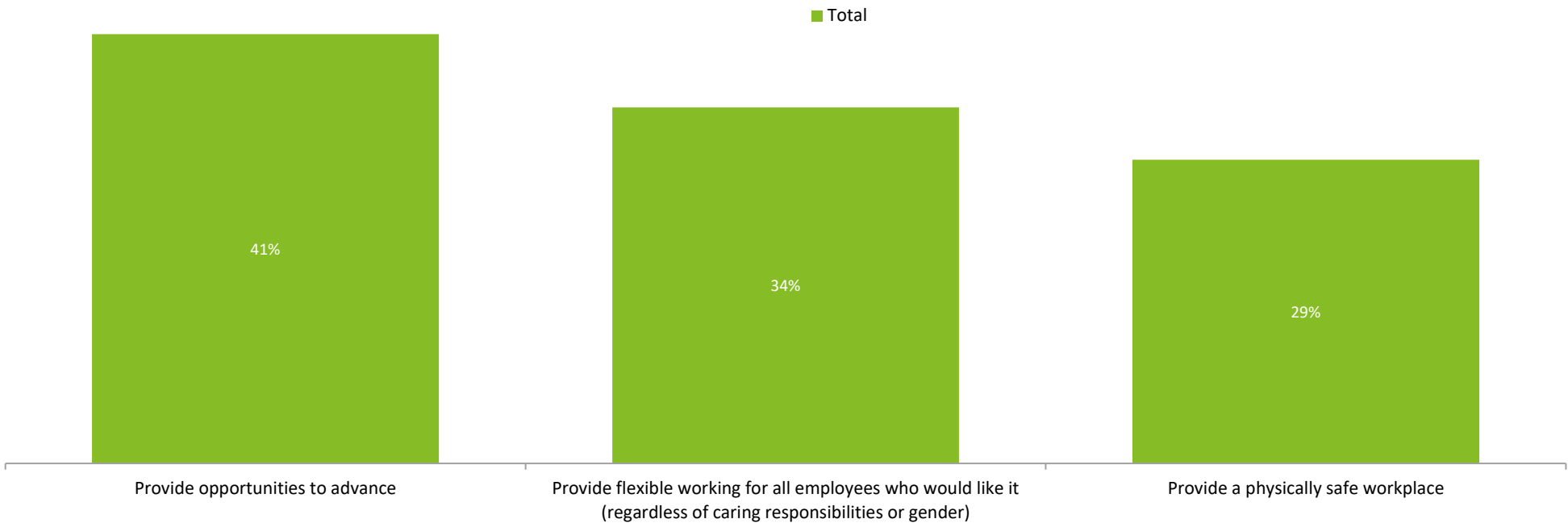
Base: Respondents who have changed employers in the past 12 months = 51



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

- Globally, the top three things which employers could do to enable women’s success at work are: providing opportunities to advance (43%), providing flexible working to all employees who would like it (37%), and making sure that employees are not regularly working more than agreed working hours (32%).
- Canada’s top enablers of success are: providing opportunities to advance, providing flexible working to all employees who would like it, and providing a physically safe workplace.

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



Q6: What are the top three things that your employer could do to enable your success at work? – Rank 1-3

Base = 500

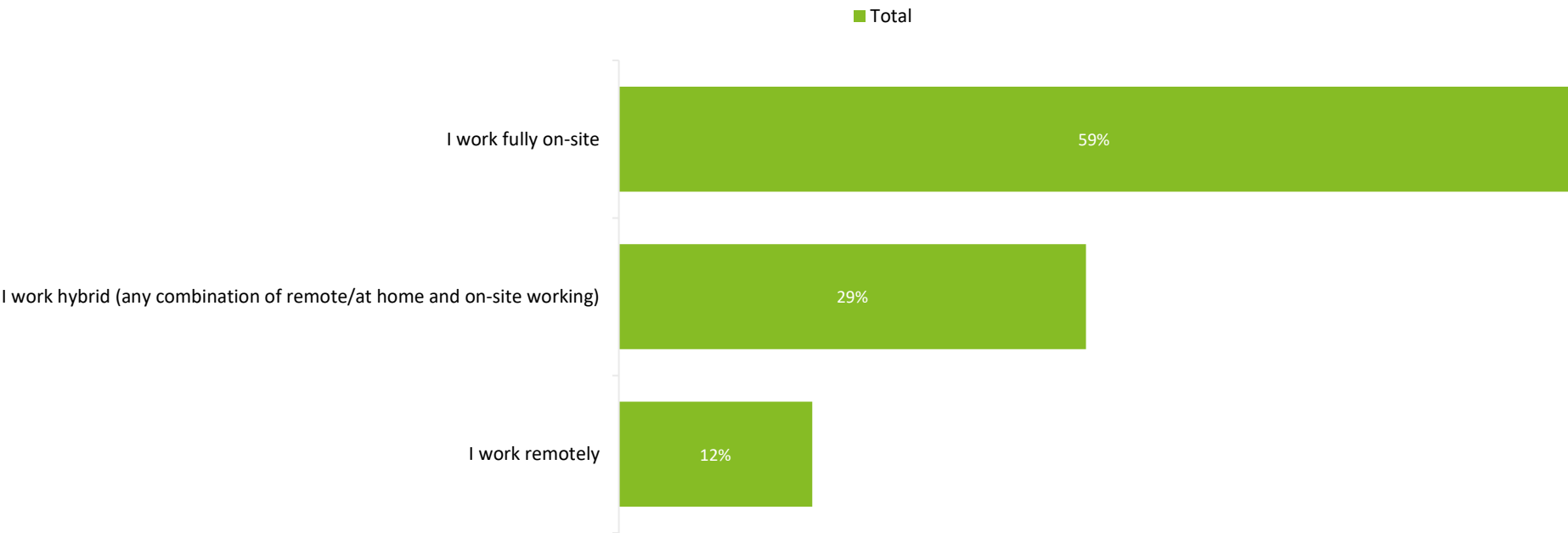
Women value flexibility around where and when to work and it drives retention, but this isn't a reality for many



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

- Globally, 45% of women who work hybrid or fully on-site say that their company has recently implemented a return to office policy, compared to 49% in Canada.
- Globally, 52% of women work fully on-site, 37% work hybrid and 11% work remotely. In Canada, 59% work fully on -ite, 29% work hybrid and 12% work remotely.

What is your current way of working?



Q30: What is your current way of working?

Base = 500



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

- Globally, a recent return to office policy has led 24% of women affected to reduce their hours, compared to 27% in Canada.
- 25% of women in Canada whose company has recently implemented a return to office policy think less of their employers, compared to 18% globally.

How has a return to office policy affected you?

■ Total



Q32: How has this return to office policy affected you?

Base: Respondents whose company recently implemented a return to office policy = 216

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

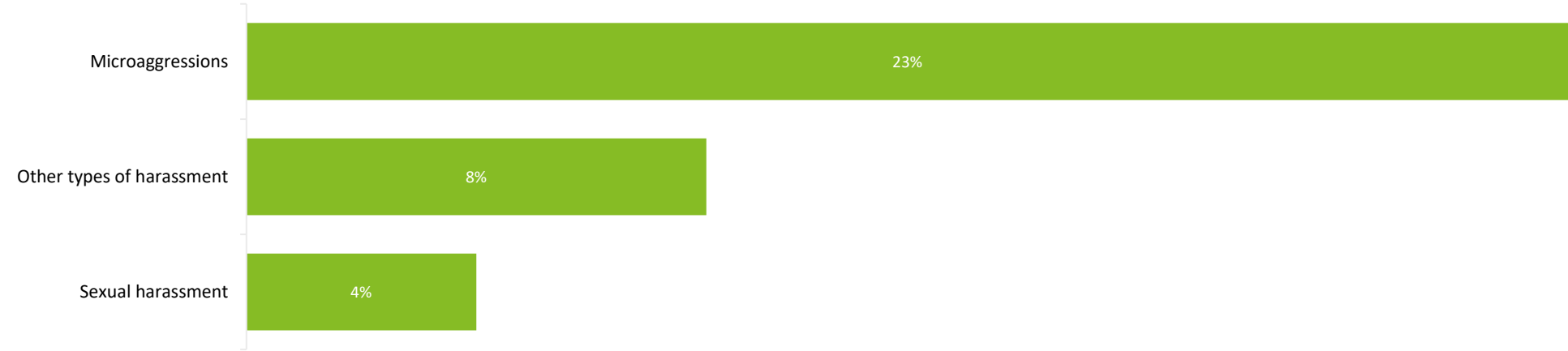


Non-inclusive behaviors have impacted many women at work in the past year

- Globally, 28% of women have experienced microaggressions at work in the past 12 months, compared to 23% in Canada.
- Globally, 3% have experienced sexual harassment and 7% have experienced other types of harassment, compared to 4% and 8% in Canada.

Which of the following behaviors, if any, have you experienced at work over the past 12 months?

■ Total



Q25: Which of the following behaviors, if any, have you experienced at work over the past 12 months?

Base = 500

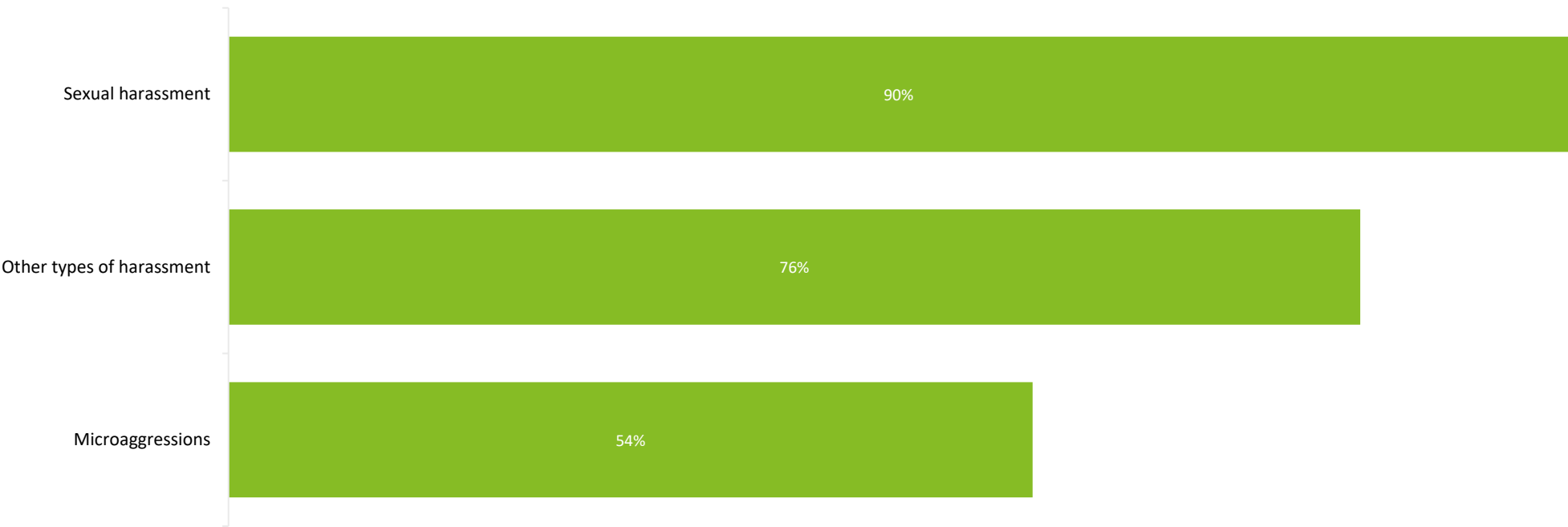


Non-inclusive behaviors have impacted many women at work in the past year

- Globally, 86% of women who experienced sexual harassment reported it, 58% reported microaggressions and 79% reported other types of harassment. In Canada 90% reported sexual harassment, 54% reported microaggressions and 76% reported other types of harassment.

Did you report any of these behaviors to someone in your organization?

■ Total yes



Q26: Did you report any of these behaviors to someone in your organization?

Base: Respondents who have experienced sexual harassment, other types of harassment, and/or microaggressions at work over the past 12 month: Sexual harassment = 21 (note small base size), Other types of harassment = 42, Microaggressions = 113

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



Global

- Support for women’s health challenges
- Work life/balance
- Flexible working
- A safe and inclusive workplace culture
- Career progression opportunities



Canada

- Support for women’s health challenges
- Work life/balance
- Flexible working
- A safe and inclusive workplace culture
- Career progression opportunities



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms or their related entities (collectively, the “Deloitte organization”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, personnel or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2025. For information, contact Deloitte Touche Tohmatsu Limited.