Women in the Workplace

2024

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ABOUT THE STUDY

Women in the Workplace is the largest study on the state of women in corporate America.[1] For this 10th anniversary report, we analyzed data from the past decade to better understand progress, decline, and stagnation in women's representation and experiences. Over the last 10 years, more than 1,000 companies have participated in the study and over 480,000 people were surveyed on their workplace experiences. In 2024, we collected information from 281 participating organizations employing over 10 million people, surveyed more than 15,000 employees, and conducted interviews with people of diverse identities, including women of color, LGBTQ+ women, and women with disabilities.[2] In 2015, LeanIn.Org and McKinsey & Company launched the annual study to give companies insights and tools to advance gender diversity in the workplace.

Sign up to participate in the 2025 study at **womenintheworkplace.com**.

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After 10 years, the path forward for corporate America is clear: stay committed and keep going

As we reflect on what's happened in corporate America over the last decade, three things are true. Companies took action, and this led to important progress—more women in leadership, better policies for employees, and increased efforts to foster inclusion. Change is hard and messy, and we're somewhere in the middle of the shifts needed to fix the pipeline and make the culture of work more equitable. If you look closely at the numbers, gains are more fragile and less extensive than they first appear, which means companies need to push further.

Taken altogether, the scorecard for corporate America is mixed, but with enough bright spots to believe many organizations have momentum. We would be cautiously optimistic about the future, if it weren't for one glaring finding in this year's study: company commitment to diversity is declining. At a moment when companies should be doubling down on their efforts, there are early signs they are pulling back.

As we look ahead to the next 10 years of women in the workplace, our ask of companies is simple: keep going. Over the last decade, women have remained ambitious and committed to their jobs. Now, we need companies to stay ambitious and committed to the important work they've started. We believe corporate America can do better, and we know women deserve better.

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There has been real progress—but it's surprisingly fragile

Over the past decade, there have been important gains for women at every level of the corporate pipeline, particularly in senior leadership.[3] This progress matters: research shows that companies with more women in leadership benefit from greater innovation, healthier cultures, and stronger performance.[4] And in addition to offering valuable skills and perspectives, women leaders inspire the next generation of women to make their mark.

However, the pipeline is not as healthy as the numbers suggest. At the beginning, too few women—and especially women of color—are advancing into management positions. Over the last several years, the primary driver of progress for women in senior leadership has been a reduction in line roles. And at the highest level—the C-suite—what drove gains in representation will be nearly impossible to replicate in the years to come.

At the current rate of progress, it will take almost 50 years to reach parity for all women in corporate America—and that assumes companies can translate their somewhat precarious momentum into more substantial and sustainable gains.

Women have made meaningful gains in representation over the past decade

Over the past 10 years, women's representation has increased at every level. Most notably, women today make up 29 percent of C-suite positions, compared to just 17 percent in 2015. But progress has been much slower earlier in the pipeline, at the entry and manager levels.

> **Women of color remain vastly underrepresented in corporate America.** Women of color have experienced larger relative gains over the past several years. But given their significant underrepresentation to start, they still have a long way to go to reach parity with white women. Women of color hold just 7 percent of C-suite roles, compared to white women's 22 percent.

Women's representation increased across the pipeline from 2015 to 2024

Change in representation of women (2015–2024) and of white women and women of color (2017*–2024)[5]

	ENTRY LEVEL			MANAGER			DIRECTOR			VP			SVP			C-SUITE		
	Women Overall	White Women	Women of Color	Women Overall	White Women	Women of Color	Women Overall	White Women	Women of Color	Women Overall	White Women	Women of Color	Women Overall	White Women	Women of Color	Women Overall	White Women	Women of Color
2024	48%	28%	19%	39%	27%	13%	37%	28%	10%	34%	26%	8%	29%	22%	6%	29%	22%	7%
2023	48%	29%	18%	40%	27%	13%	36%	27%	9%	33%	26%	7%	27%	21%	7%	28%	22%	6%
2022	48%	29%	19%	40%	27%	14%	36%	26%	10%	32%	24%	8%	28%	23%	6%	26%	21%	5%
2021	48%	30%	17%	41%	28%	12%	35%	27%	9%	30%	24%	7%	27%	22%	5%	24%	20%	4%
2020	47%	29%	18%	38%	26%	12%	33%	25%	9%	29%	24%	6%	28%	23%	5%	21%	19%	3%
2019	48%	30%	18%	38%	27%	12%	34%	26%	9%	30%	24%	7%	26%	21%	5%	21%	18%	4%
2018	48%	31%	17%	38%	27%	12%	34%	26%	8%	29%	24%	6%	23%	19%	4%	22%	19%	4%
2017	47%	31%	17%	37%	26%	11%	33%	26%	8%	29%	23%	6%	21%	18%	4%	20%	18%	3%
2016	46%	–	–	37%	–	–	33%	–	–	29%	–	–	24%	–	–	19%	–	–
2015	45%	–	–	37%	–	–	32%	–	–	27%	–	–	23%	–	–	17%	–	–
% point change[6]	▲ +3pp	-3pp	+2pp	▲ +2pp	+1pp	+2pp	▲ +5pp	+2pp	+2pp	▲ +7pp	+3pp	+2pp	▲ +6pp	+4pp	+2pp	▲ +12pp	+4pp	+4pp

*2017 is the earliest year for which data were reported by race

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A closer look at the 2024 corporate pipeline

As in years past, women remain underrepresented across the pipeline. And this gender gap in representation persists regardless of race and ethnicity. Simply put, men always outnumber women.

Employees by gender and race by level at the start of 2024[7]

Each square equals 1% of representation

MEN   WOMEN

C-SUITE

SVP

VP

DIRECTOR

MANAGER
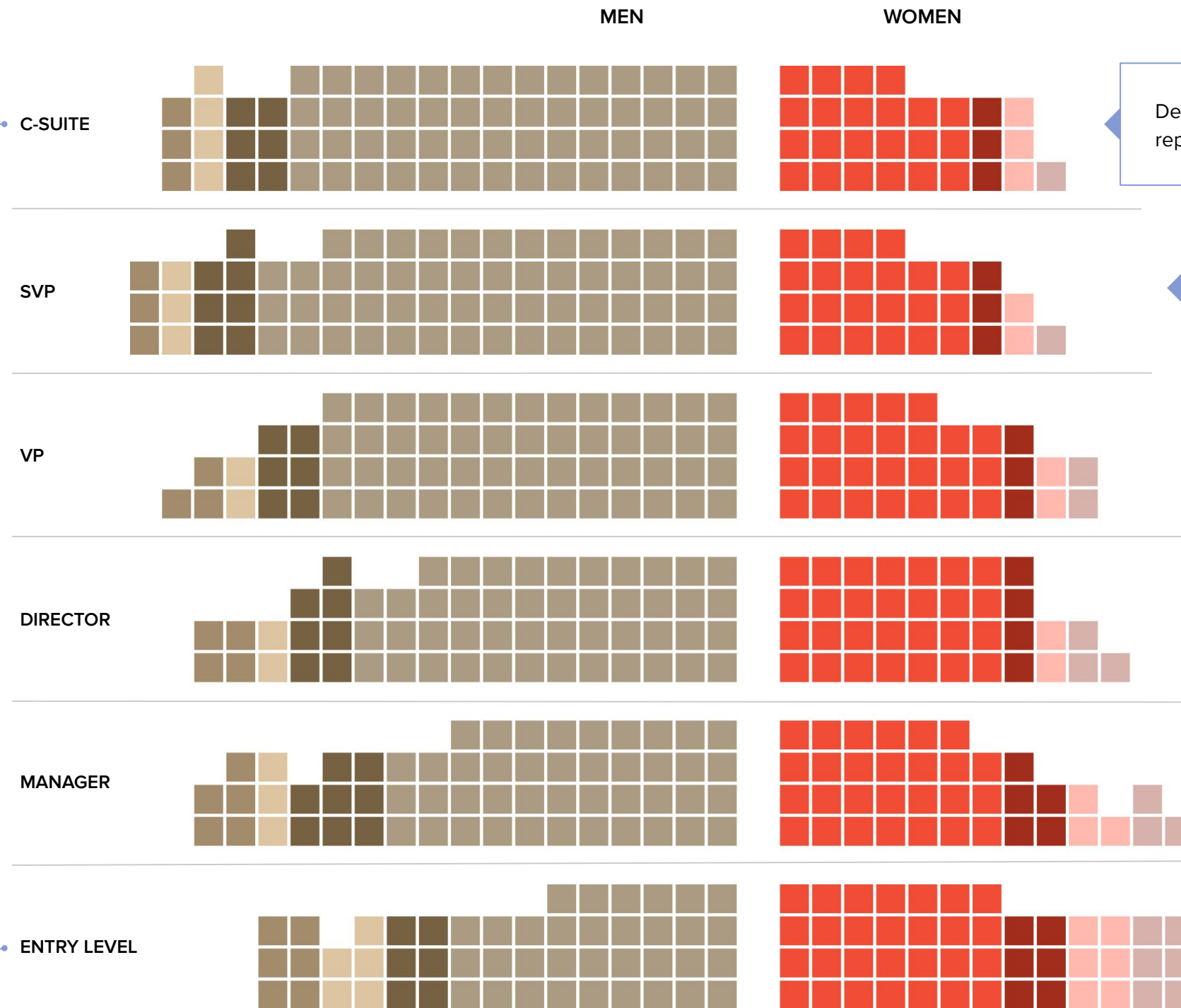
ENTRY LEVEL

Despite virtually identical representation at the entry level, Asian men's representation in the C-suite is more than double that of Asian women's.

The representation of women of color falls off relative to white employees and men of color at nearly every level, leaving them severely underrepresented at the top.

White men are the only group vastly overrepresented at the top of corporate America: they make up a third of entry-level workers, but over half of C-suite executives.

Black women experience the greatest drop in representation at the first promotion to manager.

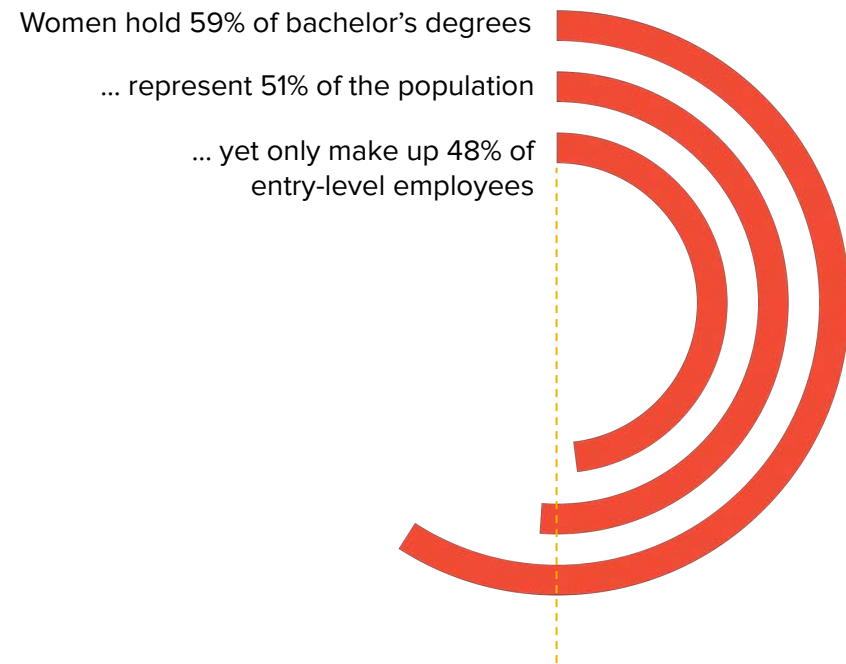Relative to their population, Latinas are the most underrepresented group of women at the beginning of their careers.[8]

Legend:
- WHITE MEN
- ASIAN MEN
- BLACK MEN
- LATINOS
- WHITE WOMEN
- ASIAN WOMEN
- BLACK WOMEN
- LATINAS

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"

I'm definitely seeing women in higher positions. That's gotten a lot better. But, when it comes to seeing other types of diversity in those positions, we still have a ways to go."

Black woman, manager, 2024

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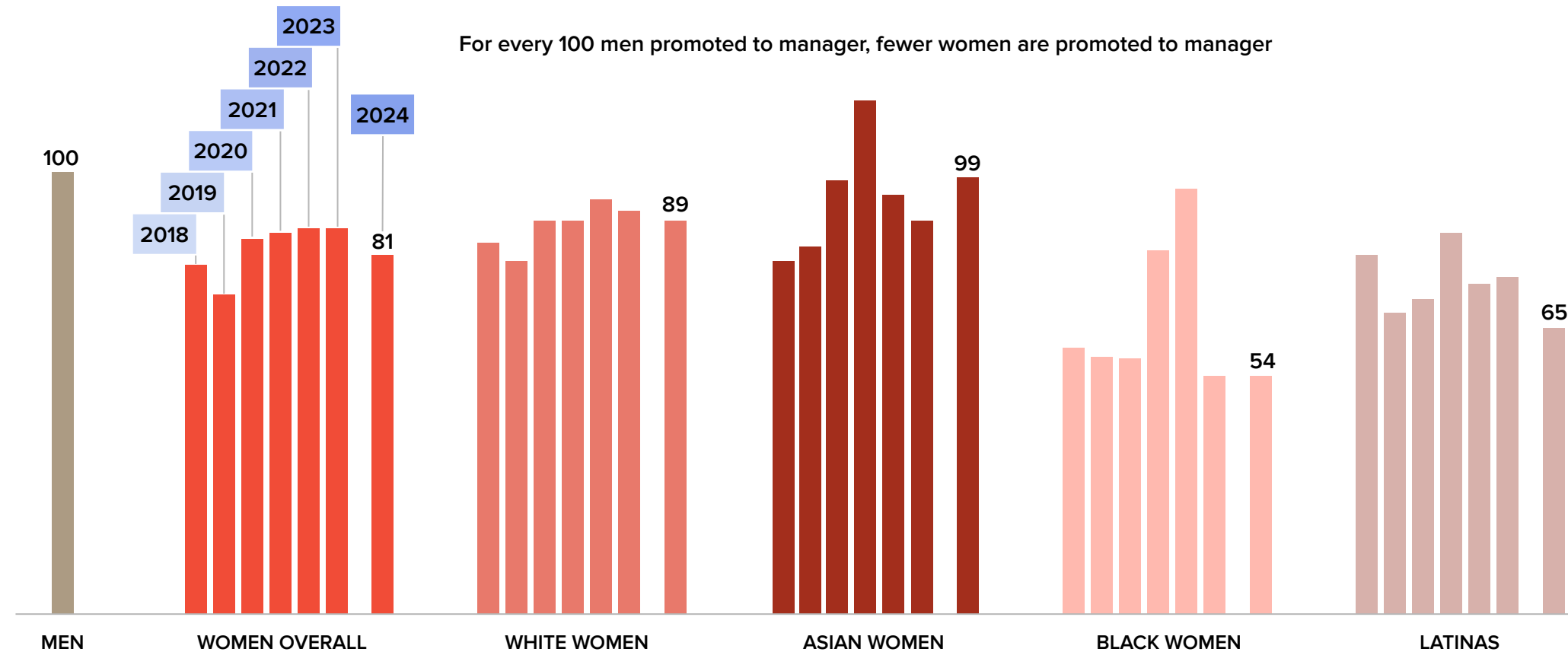# Women continue to face barriers at the beginning of the pipeline

Women remain less likely than men to be hired into entry-level roles, which leaves them underrepresented from the very beginning. Then, at the first critical step up to manager, women are far less likely to get promoted, and this is not improving. For every 100 men promoted to manager in 2018, 79 women were promoted. And this year, just 81 women were. As a result of this "broken rung," men significantly outnumber women at the manager level, which makes it nearly impossible for companies to support sustained progress at more senior levels.

Women are still underrepresented from the get-go ...[9]

Women hold 59% of bachelor's degrees

... represent 51% of the population

... yet only make up 48% of entry-level employees

... And continue to lose the most ground at the first step up to manager

Ratio of promotions to manager for women and men, 2018–2024, assuming equal numbers of each group[10]

For every 100 men promoted to manager, fewer women are promoted to manager

MEN — 100
WOMEN OVERALL — 2018, 2019, 2020, 2021, 2022, 2023, 2024 — 81
WHITE WOMEN — 89
ASIAN WOMEN — 99
BLACK WOMEN — 54
LATINAS — 65

In 2024, Latinas faced their worst broken rung.

Asian women have experienced the greatest improvements in the broken rung, but encounter significant hurdles later in the pipeline: alongside Latinas, they have the lowest promotion rates from director to VP.[11]

Following notable improvements in 2021 and 2022, Black women's promotion rates this year regressed to 2020 levels.[12]

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> "At my previous job, I had all the credentials and had been at the company for years. I applied to become a manager and got passed over. The guy who got the job didn't have all the credentials, didn't have all the experience, and had never been a manager before."

White woman, manager, 2022
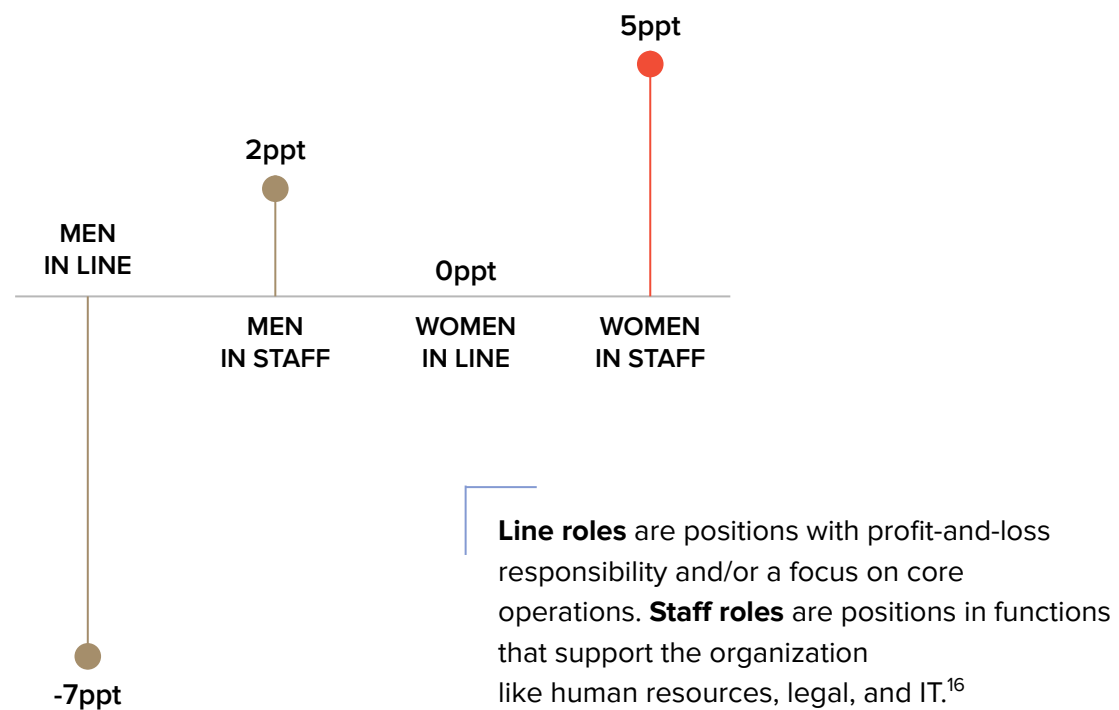
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Women's progress in senior leadership is more fragile than it appears

Women made modest but meaningful gains at the VP and SVP levels from 2018 to 2024, mostly due to their growth in staff roles. But the main driver of the increase in women's representation at these levels was a reduction in the number of line roles, which disproportionately impacted men given they hold more of these positions.[13]

In the C-suite, women's progress was even less sustainable. While the reduction of line roles was still a factor, the primary reason women's representation increased was that companies, on average, added a staff role and were more likely to hire a woman into this new position.[14] Since companies cannot add new staff roles indefinitely, this is not a viable path to parity.
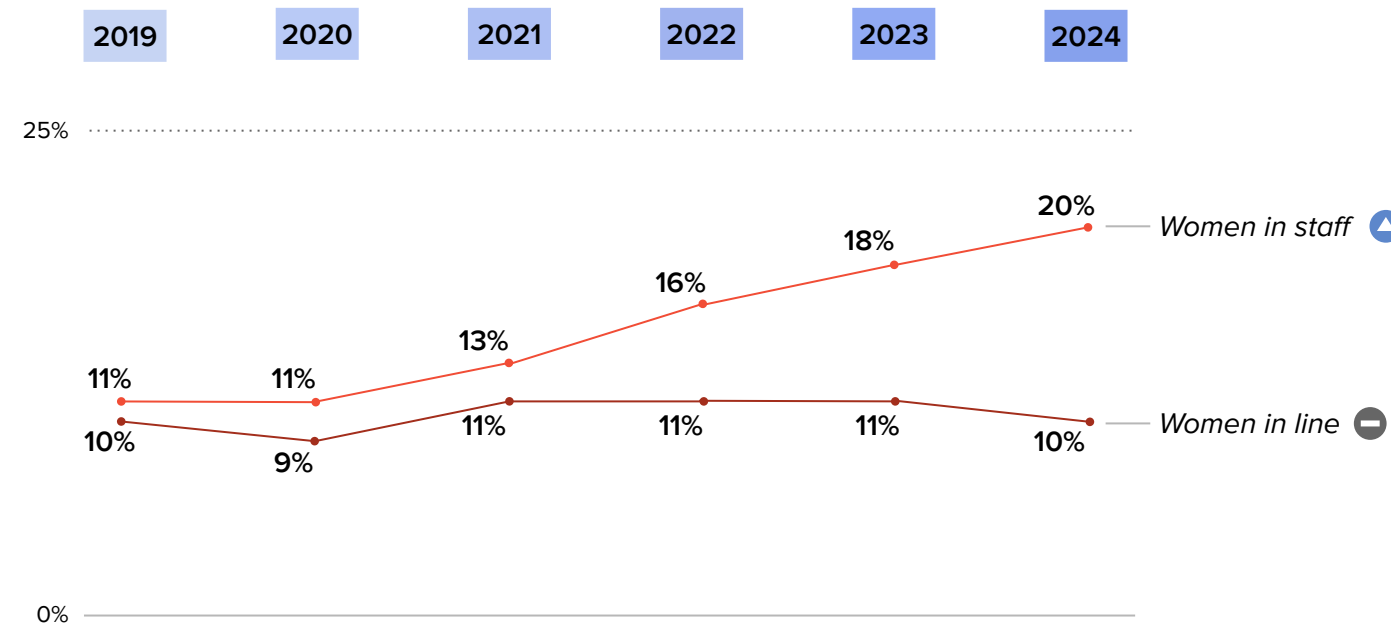
Women's gains at VP and SVP were driven by a decrease in line roles ...

Percentage-point difference in representation for women and men at combined SVP and VP levels from 2018 to 2024 [15]

MEN IN LINE — -7ppt

MEN IN STAFF — 2ppt

WOMEN IN LINE — 0ppt

WOMEN IN STAFF — 5ppt

Line roles are positions with profit-and-loss responsibility and/or a focus on core operations. **Staff roles** are positions in functions that support the organization like human resources, legal, and IT.[16]

... And in the C-suite, women's gains were driven by adding a staff role

% share of C-suite made up of women in line and staff roles, 2019–2024

2019 | 2020 | 2021 | 2022 | 2023 | 2024

Women in staff: 11%, 11%, 13%, 16%, 18%, 20%

Women in line: 10%, 9%, 11%, 11%, 11%, 10%

The fastest-growing positions in the C-suite are all staff roles: from 2018 to 2023, the C-suite title that experienced the largest increase in number of hires was chief data officer, followed by chief legal officer and chief human resources officer.[17]

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Despite progress, parity for all women is almost 50 years away

At the current pace of progress, it will take 22 years to reach parity for white women—and more than twice as long for women of color. Put another way, it will take 48 years for the representation of white women and women of color in senior leadership to reflect their share of the U.S. population. This is true parity for all women.

To achieve this, companies will need to maintain their current rate of progress, which means addressing weak spots in their pipeline. For most companies, this means fixing the broken rung once and for all, investing more energy in developing women leaders, and holding themselves accountable for more substantive progress in the C-suite.

Years to parity estimates were modeled using data from participating companies. Current C-suite and SVP representation was projected forward using simulations until parity was reached.[18]

Parity for white women

22 years

Today

Parity for women of color

48 years

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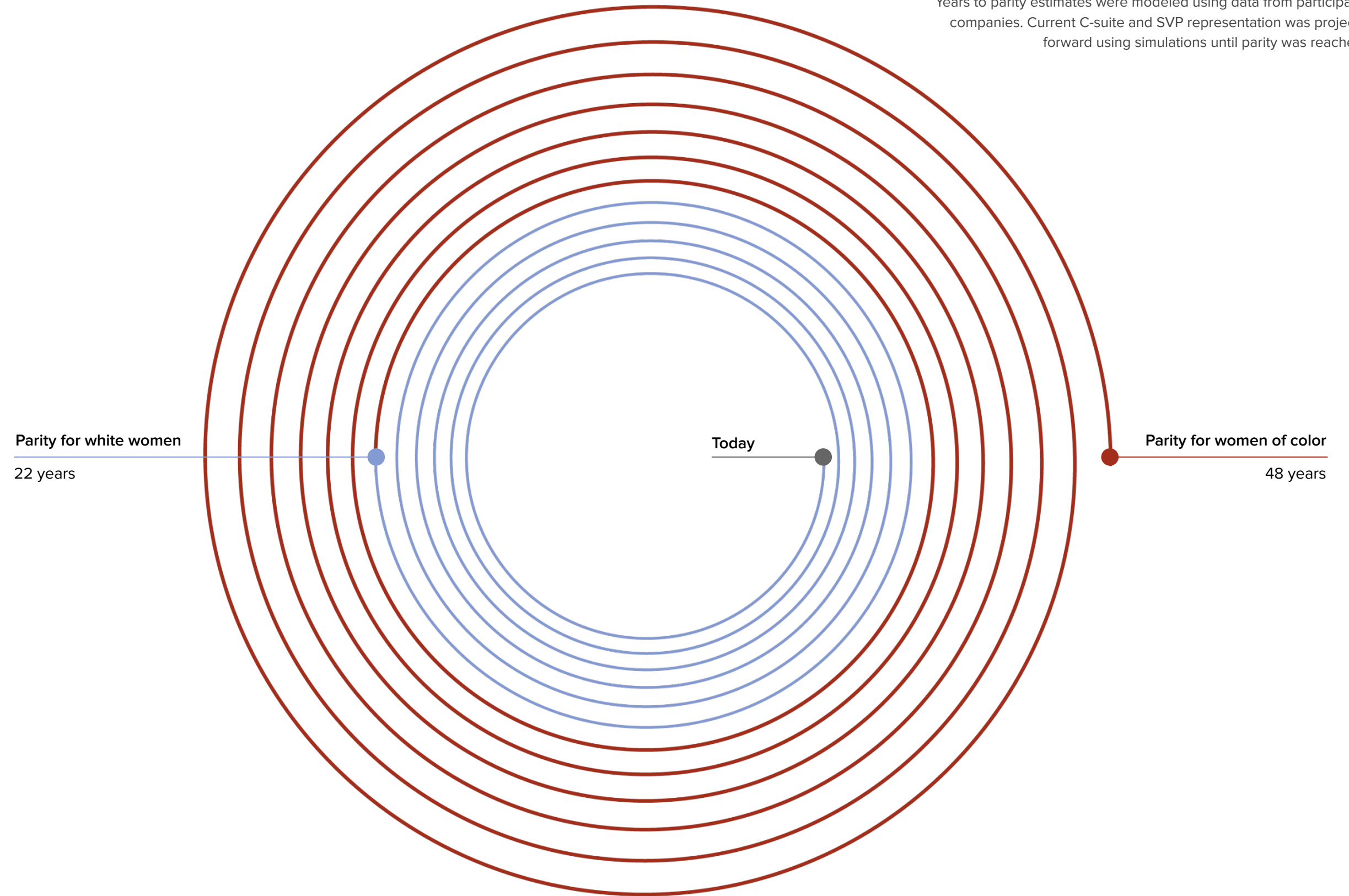
When I first joined the workforce, it was completely a boys' club. On a floor of 60 people, there were only three women, and I was one of them. I felt completely out of touch and didn't feel like I belonged, I didn't feel confident in my skin ... But things have improved dramatically since then."

South Asian woman, manager, 2024

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Despite making important headway, companies still have critical work to do

Over the last 10 years, companies have taken steps to support the advancement of women and make the workplace more equitable. And employees recognize this: a majority think women have more opportunities to advance and point to companies' increased efforts to make the workplace more inclusive.

Companies have put more practices in place to de-bias hiring and performance reviews, two of the biggest levers of employee advancement. They have prioritized equity and inclusion with managers and invested more heavily in training employees to recognize bias and practice allyship. Flexibility—a top priority for most employees—has become the norm in many companies. And perhaps most critically, far more companies now offer supports to parents, caregivers, and employees facing health issues.[19]

However, there is clear evidence that companies need to push further. For example, fewer companies are investing in career development and sponsorship programs that address the unique challenges of women and women of color. And although well intended, company efforts to activate employees—who have a critical role to play in changing the culture of work—have not translated into enough action.
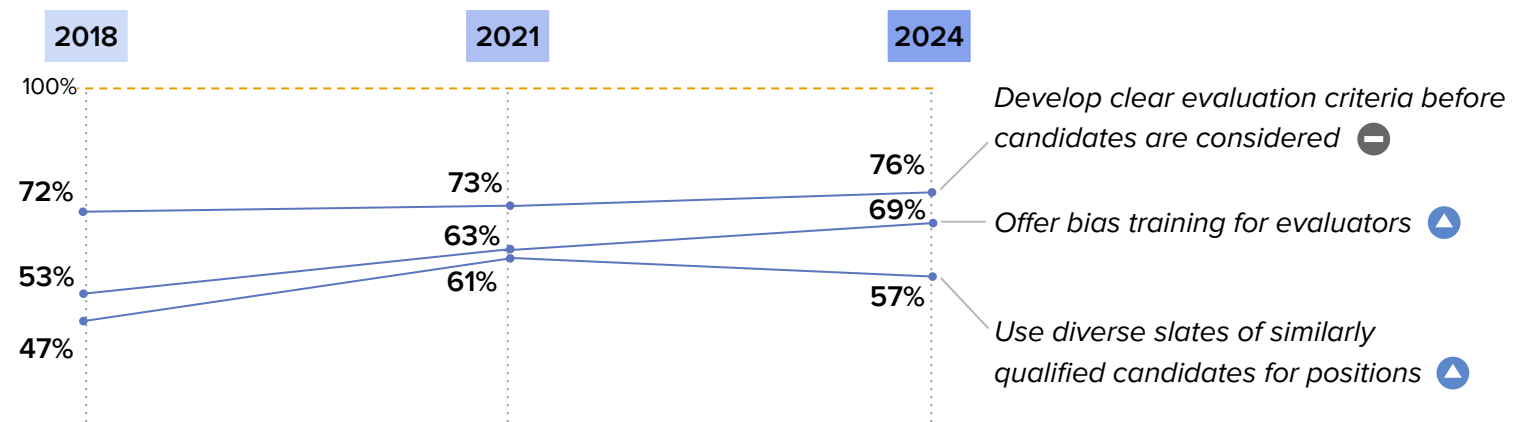
Companies are doing more to de-bias hiring and performance reviews—but need to go further

Companies have implemented more practices to make hiring and performance reviews fair. However, there is room for improvement. Only about 1 in 4 companies have adopted all of the core practices experts recommend, and companies with the full array of practices in place tend to make the greatest strides in advancing women.[20] Additionally, given persistent weak spots in the pipeline, companies would be well served to apply rigor to existing practices and try more innovative approaches.

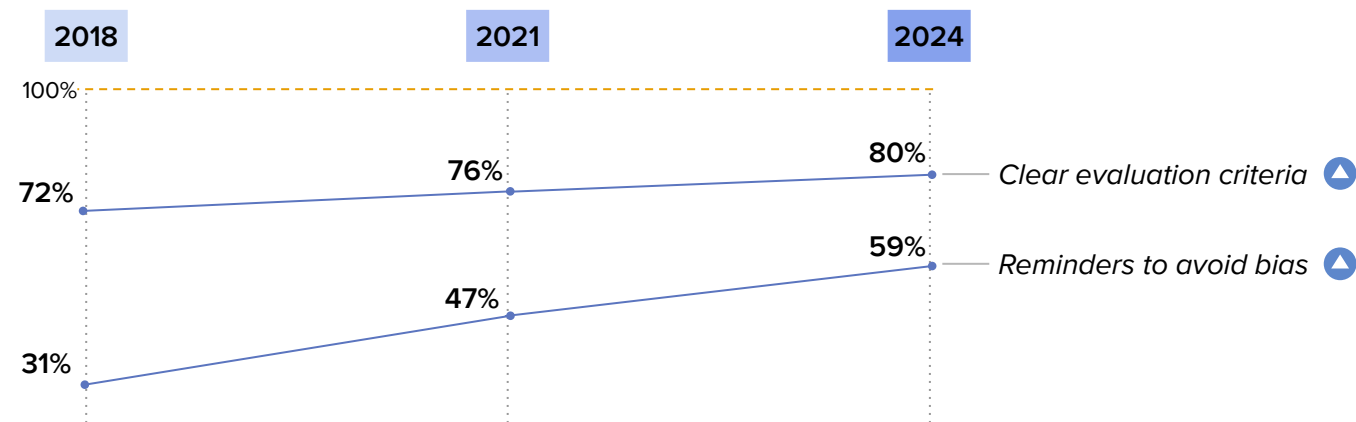## Companies have more core practices in place to de-bias hiring …

% of companies taking the following actions[21]

2018	2021	2024	
100%			
72%	73%	76%	Develop clear evaluation criteria before candidates are considered ⊖
	63%	69%	Offer bias training for evaluators ▲
53%	61%	57%	
47%			Use diverse slates of similarly qualified candidates for positions ▲

… And performance reviews

% of companies taking the following actions

2018	2021	2024	
100%			
72%	76%	80%	Clear evaluation criteria ▲
		59%	Reminders to avoid bias ▲
	47%		
31%			

Fewer companies have adopted more innovative practices to root out bias. For example, only 1 in 3 have a mechanism for surfacing biased evaluations or comments during performance reviews. And just 1 in 10 remove identifying candidate information from either résumés or work samples.[22]

Only 27% of companies have all five of these core practices for de-biasing hiring and performance reviews in place.

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I think about keeping women and women of color satisfied and staying with the organization, and I think the biggest thing companies could do is to make sure they are not being reviewed more harshly than their peers. Often, we are held to higher standards than our peers, which impacts us for salaries or promotions."
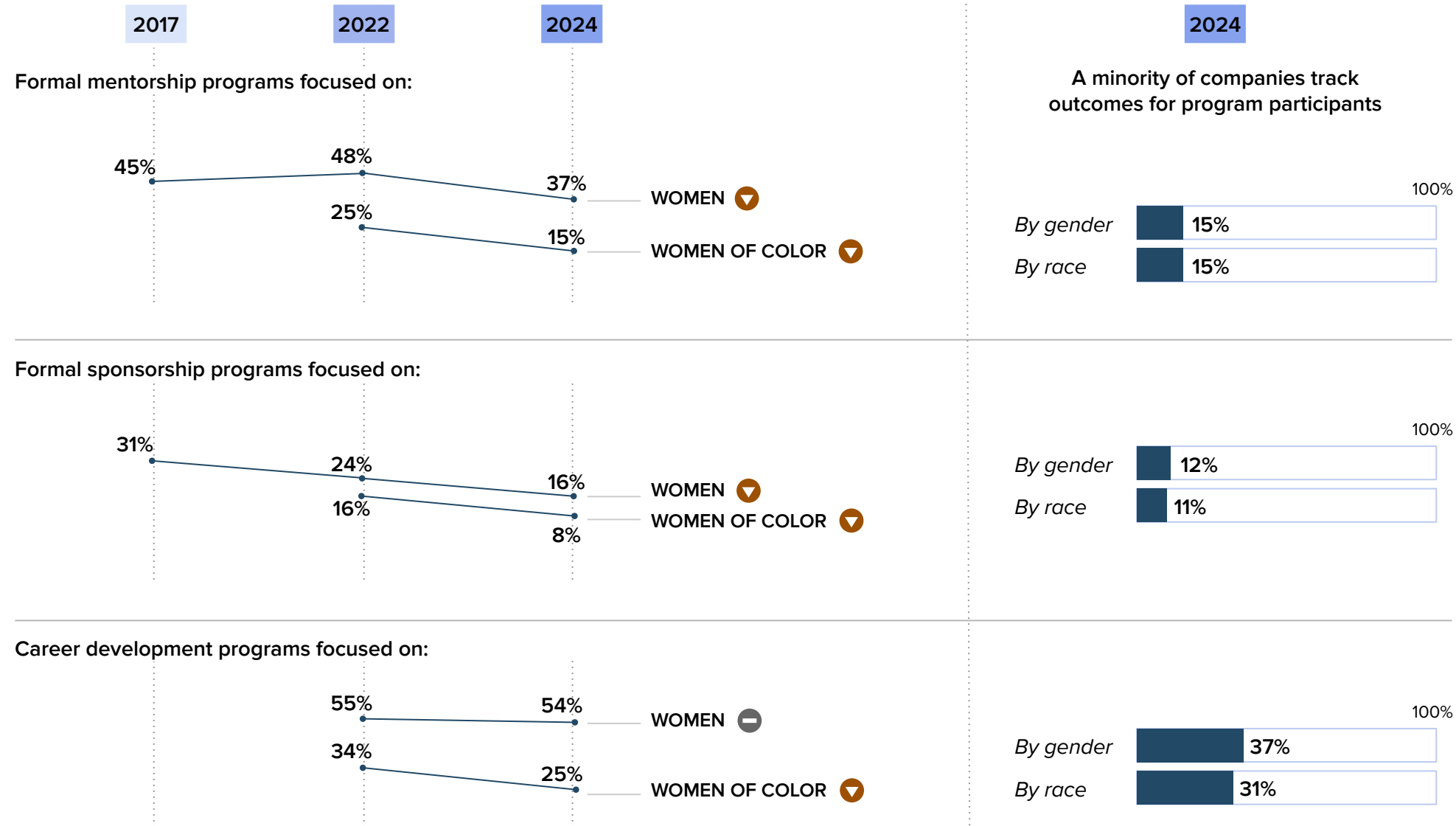
Latina, senior manager, 2024

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Companies have scaled back programs designed to advance women

Women face distinct barriers that programs to develop and advance women can help address.[23] Yet there's been a decline in career development, mentorship, and sponsorship programs geared toward women—and relatively few companies track the outcomes of these programs. In addition, there has been a sharp decline in recruiting and internship programs focused on women. And in all cases, companies are investing in fewer programs designed to advance women of color.

Fewer companies offer career advancement programs with content tailored for women ...[24]

% of companies that offer and/or track outcomes for programs with content for women and women of color [25]

2017	2022	2024

Formal mentorship programs focused on:

- 45% → 48% → 37% WOMEN ▼
- 25% → 15% WOMEN OF COLOR ▼

Formal sponsorship programs focused on:

- 31% → 24% → 16% WOMEN ▼
- 16% → 8% WOMEN OF COLOR ▼

Career development programs focused on:

- 55% → 54% WOMEN ⊖
- 34% → 25% WOMEN OF COLOR ▼

2024

A minority of companies track outcomes for program participants

		100%
By gender	15%	
By race	15%	

		100%
By gender	12%	
By race	11%	

		100%
By gender	37%	
By race	31%	

... And fewer companies have targeted internship and recruiting programs

% of companies with targeted internship and/or recruiting programs

		2022	2024
Internship programs			
Focused on women	▼	24%	11%
Focused on women of color	▼	14%	8%
Recruiting programs			
Focused on women	▼	48%	34%
Focused on women of color	▼	30%	18%

ERGs are commonplace—but not for all groups of women. Today, 9 in 10 companies offer ERGs for women, but only half offer these groups for women of color.

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I've seen folks get promoted, and it was decided by who you know, who you hang with, and what you have in common. The fact still remains: like people like people. If you have similar characteristics to someone, unfortunately, it will lead to benefits that I'm just not going to get."
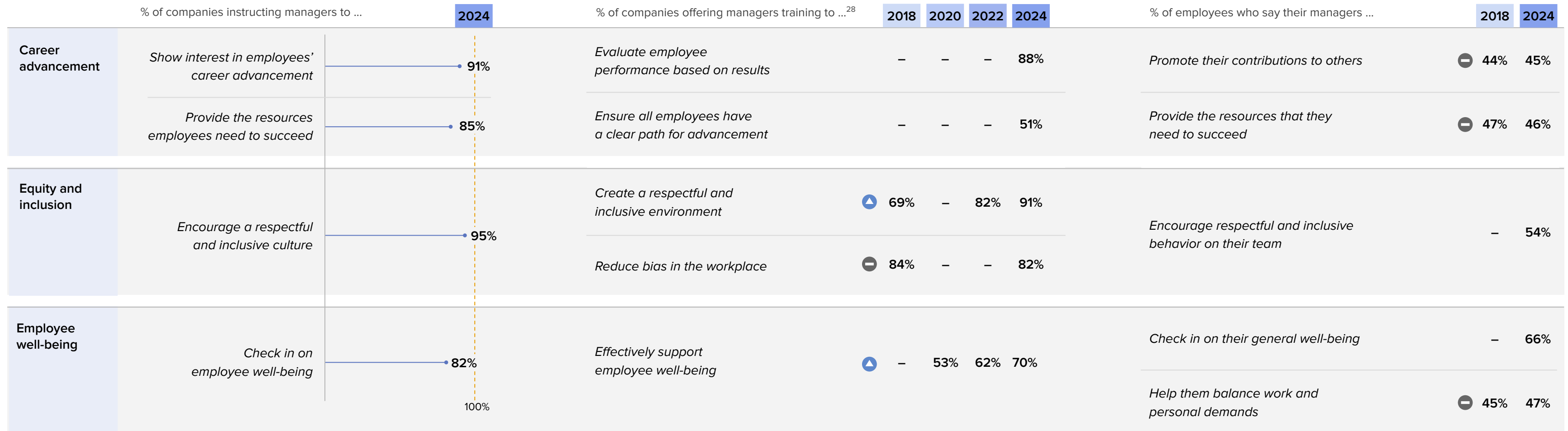
Black woman, senior manager, 2024

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Companies are setting the right priorities, but they are not translating into manager action

Career advancement has long been a core expectation of managers. And now, more companies are also asking managers to foster a culture of inclusion and employee well-being, which is critically important to the health of organizations. When managers invest in all of these areas, employees are less burned out, happier in their roles, and less likely to think about leaving their organization.[26] The problem is that despite increased trainings for managers on these priorities, they are by and large not translating into better manager performance.

Companies have communicated priorities and are investing more in training for managers …[27]

% of companies instructing managers to … **2024**

Category	Instruction	2024
Career advancement	Show interest in employees' career advancement	91%
	Provide the resources employees need to succeed	85%
Equity and inclusion	Encourage a respectful and inclusive culture	95%
Employee well-being	Check in on employee well-being	82%

100%

% of companies offering managers training to …[28]

Category	Training	2018	2020	2022	2024
Career advancement	Evaluate employee performance based on results	–	–	–	88%
	Ensure all employees have a clear path for advancement	–	–	–	51%
Equity and inclusion	Create a respectful and inclusive environment	🔺 69%	–	82%	91%
	Reduce bias in the workplace	⚫ 84%	–	–	82%
Employee well-being	Effectively support employee well-being	🔺 –	53%	62%	70%

… But managers are not consistently taking action[29]

% of employees who say their managers …

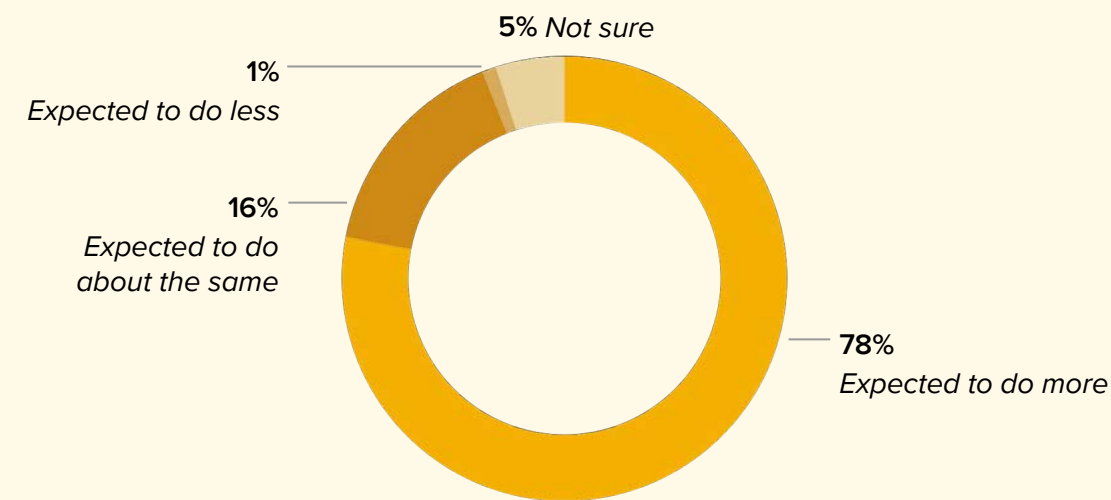| Statement	2018	2024
Promote their contributions to others	⚫ 44%	45%
Provide the resources that they need to succeed	⚫ 47%	46%
Encourage respectful and inclusive behavior on their team	–	54%
Check in on their general well-being	–	66%
Help them balance work and personal demands	⚫ 45%	47%

A CLOSER LOOK

A lack of time and recognition may explain why managers aren't acting on company priorities

Companies are asking more of managers, and absent more time and resources, it may be hard for managers to deliver on these expanded expectations. In addition, many managers are only being evaluated and rewarded for progress on business goals, as opposed to people-management goals like career development and team morale. As a result, managers may be less focused on these areas.

Companies are asking managers to do more to support employees and inclusion …

% of managers who say how expectations of them have changed in the last five years[30] **2024**

5% *Not sure*

1%
Expected to do less

16%
Expected to do about the same

78%
Expected to do more

Top actions managers today are expected to do more of than in the past

Of managers who say more is expected of them, % who cite these areas[31]

1.	Support employee well-being	**68%**
2.	Handle issues arising from remote or hybrid work	**60%**
3.	Support employee career development	**59%**
4.	Promote inclusion on their teams	**59%**

… Yet most companies are not rewarding them for this

% of companies that evaluate managers on how they …

	2022	**2024**
Business goals		
Deliver on business objectives	93%	92%
Equity and inclusion		
Promote an inclusive environment	–	54%
Career development		
Effectively manage employee career development	43%	37%
Employee well-being		
Ensure high team morale and happiness	39%	36%

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Our company needs to be focused on more manager training. Having exposure to various managers and hearing from women at my company on how they feel about their managers, I'm really disappointed in our people managers and their lack of ability to manage people effectively, meaningfully, and intentionally."
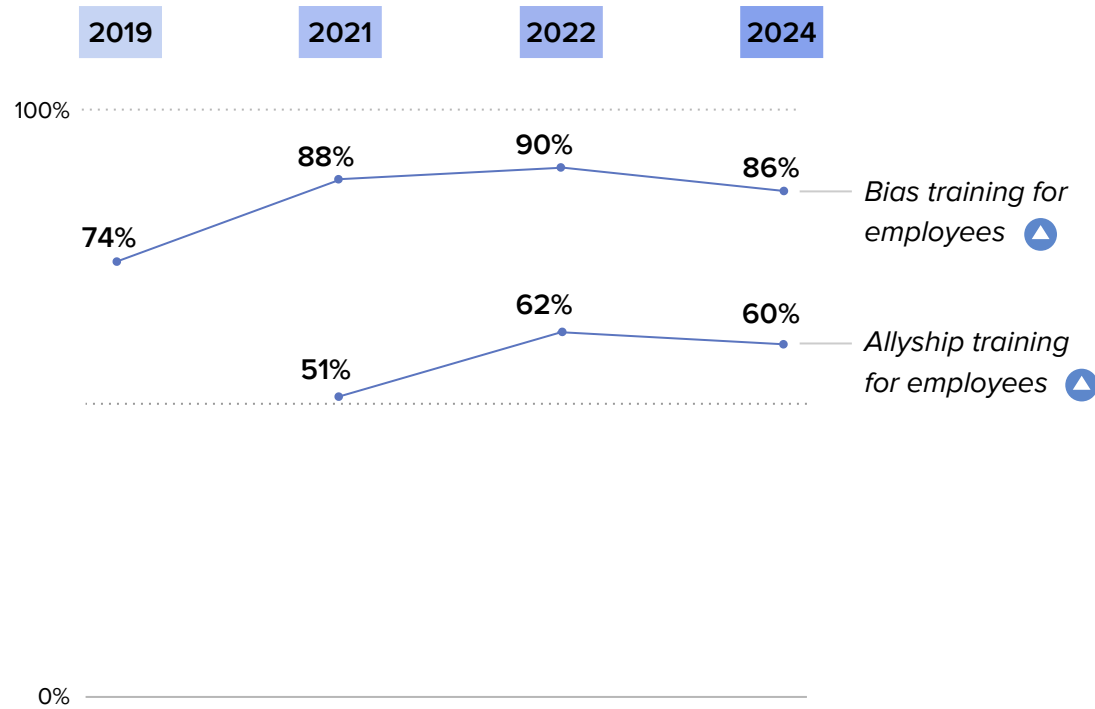
White woman, senior manager, 2024

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Companies have increased inclusion efforts, but employee behavior remains largely the same

In addition to setting inclusion as a top priority with managers, companies are doing more to activate employees as agents of change: for example, nearly all companies now offer bias or allyship training.[32] The problem is that increased training does not appear to be translating into increased awareness or action: employees are not markedly more likely to recognize bias against women or act as allies to women of color.

More companies offer trainings to promote inclusion ...[33]

% of companies offering the following trainings[34]

| 2019 | 2021 | 2022 | 2024 |

- 74%
- 88%
- 90%
- 86% — Bias training for employees ▲
- 51%
- 62%
- 60% — Allyship training for employees ▲

100%

0%

... But employees aren't showing up differently

% of women and men who have heard or seen bias or microaggressions and/or consider themselves allies[35]

Recognize microaggressions against women

| | 2019 | 2024 | | 2019 | 2024 |
| MEN | 11% | 11% | WOMEN | 33% | 28% |
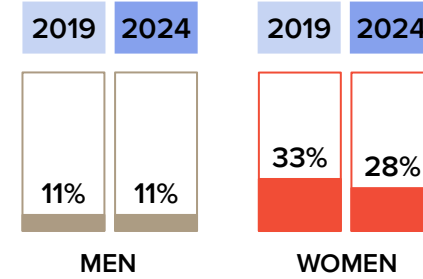
Consider themselves allies to women of color

| | 2020 | 2024 | | 2020 | 2024 |
| MEN | 61% | 60% | WOMEN | 65% | 68% |
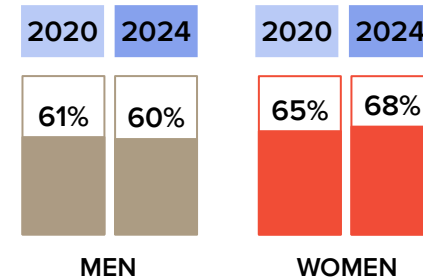
Less than half of employees take key allyship actions

% of employees who say they …

	2020	2024
Take a public stand for racial equity		
MEN	26%	29%
WOMEN	32%	32%
Mentor or sponsor one or more women of color		
MEN	8%	11%
WOMEN	12%	14%
Take steps to interrupt microaggressions against women of color when they see them[36]		
MEN	32%	29%
WOMEN	35%	36%

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The biggest thing is creating allies and having programs that aren't just for traditionally marginalized communities ... I don't think we can advance as easily if we don't have support from allies around us."

South Asian woman, manager, 2024
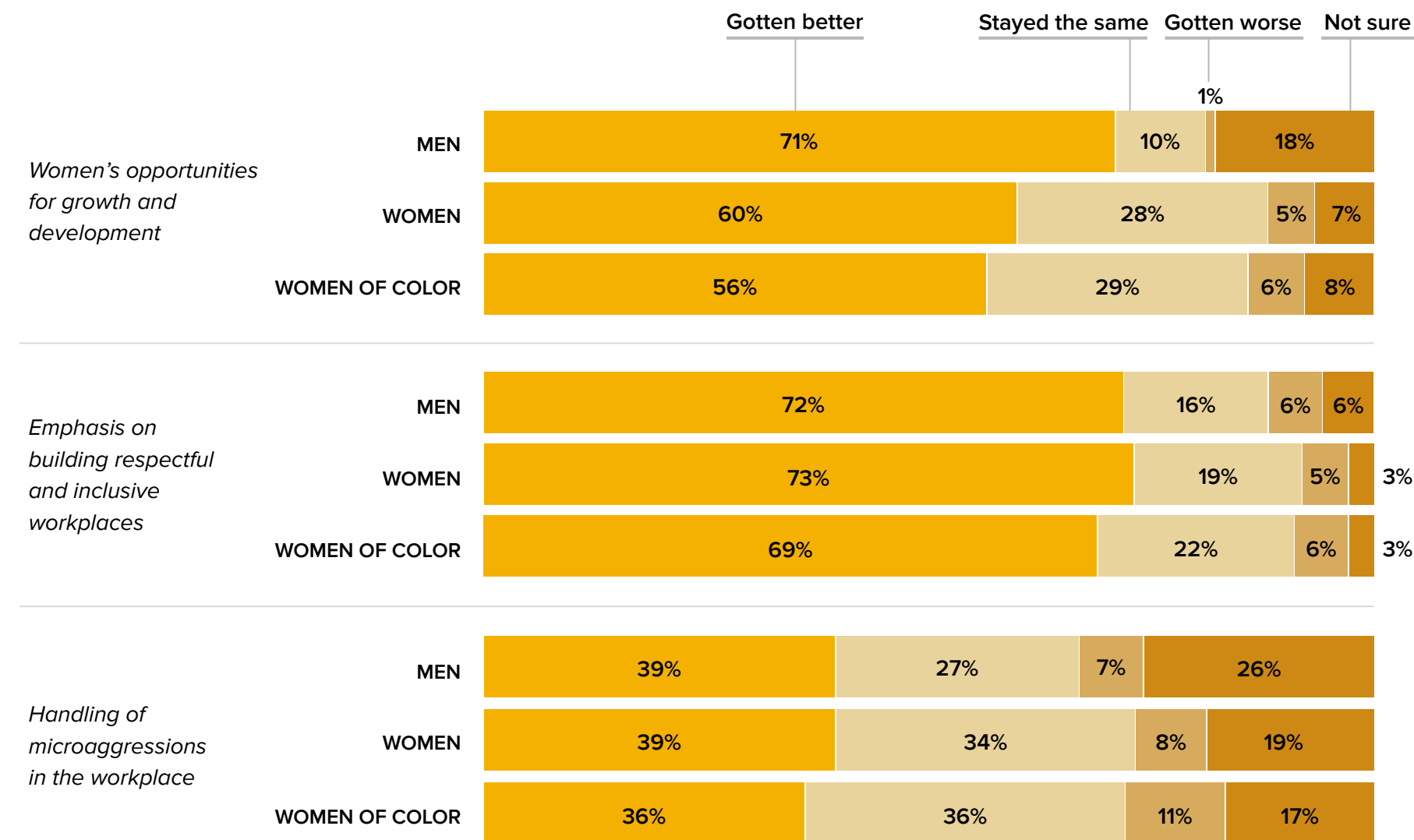
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Companies have stepped up their efforts to make the workplace more equitable and inclusive, but progress is uneven

Despite challenges activating managers and employees, it's clear that companies' efforts to advance women and improve the culture of work are leading to positive changes. A majority of employees believe that aspects of the workplace have changed for the better in the last decade—most notably, women's opportunities to advance and companies' efforts to foster inclusion. However, there are clear signs that more needs to be done. Employees universally agree that there has been less progress in how organizations handle microaggressions. And men are far more optimistic about how women's opportunities have improved in the past decade.

A majority of employees see progress on inclusion efforts and women's opportunities, but not on addressing microaggressions

% of employees who say how the following have changed in the last 10 years[37]   **2024**

		Gotten better	Stayed the same	Gotten worse	Not sure
Women's opportunities for growth and development	MEN	71%	10%	1% 18%	
	WOMEN	60%	28%	5%	7%
	WOMEN OF COLOR	56%	29%	6%	8%
Emphasis on building respectful and inclusive workplaces	MEN	72%	16%	6%	6%
	WOMEN	73%	19%	5%	3%
	WOMEN OF COLOR	69%	22%	6%	3%
Handling of microaggressions in the workplace	MEN	39%	27%	7%	26%
	WOMEN	39%	34%	8%	19%
	WOMEN OF COLOR	36%	36%	11%	17%

Women of color see less progress. They are the least likely to say that companies have increased women's opportunities or their focus on inclusion, and the most likely to say progress in these areas has stalled over the last 10 years.[38]

Senior-level men are the most optimistic about women's progress and the least aware of the ongoing barriers women face. Nine in 10 senior-level men think women's opportunities to advance have improved, and only 1 in 10 observe microaggressions against women in the workplace.

Today, far more employees also say their company is taking the necessary steps to advance gender diversity

% of employees who say their organization is doing what it takes to improve gender diversity

	2016	2024
MEN	50%	71%
WOMEN	38%	65%
WOMEN OF COLOR	45%	64%

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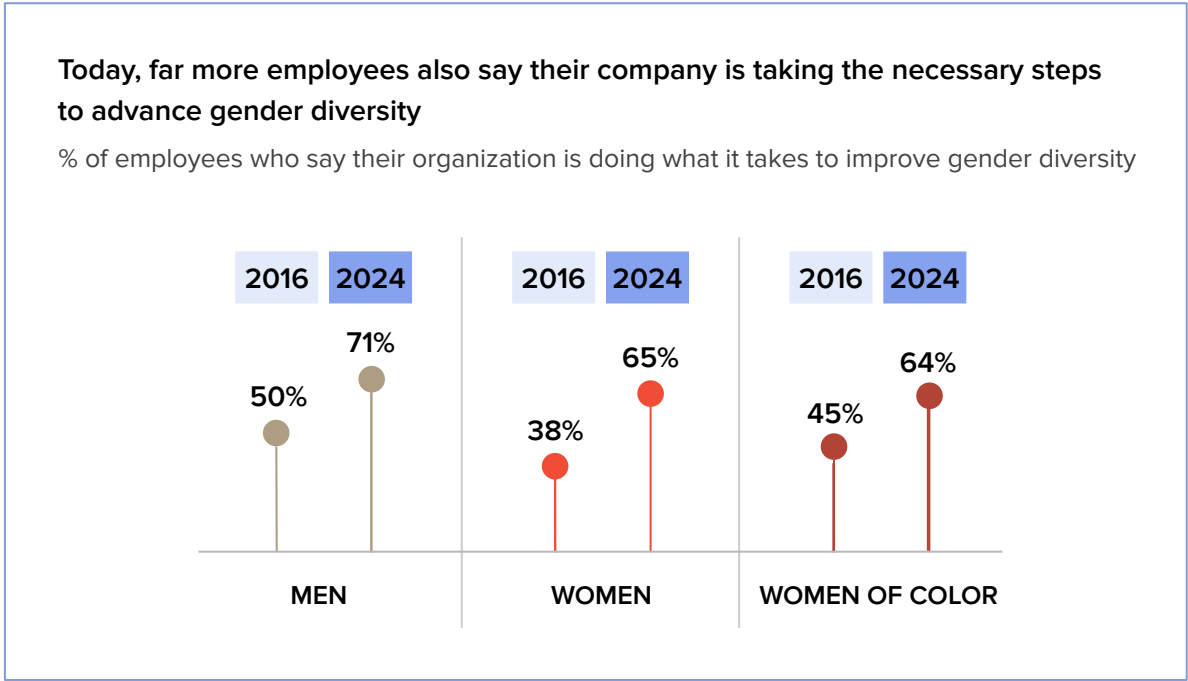
We're in a moment for women, for people with traditionally marginalized identities, for so many different people where we have settled for small, incremental steps and called them progress instead of the large, overarching wholesale changes that we need to make."
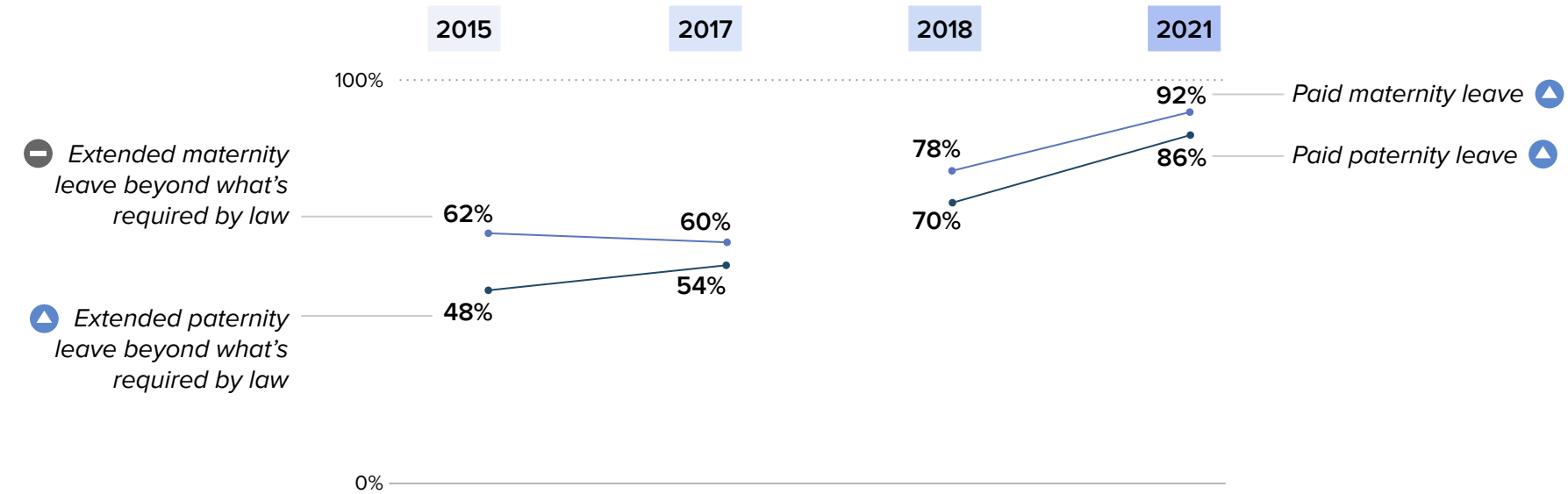
Black woman, senior manager, 2022

McKinsey & Company

Companies now offer more significant employee work-life benefits

Today, almost all companies provide critical support for employees who are parents, caregivers, or struggling with health challenges—and these benefits are linked to higher rates of happiness and better employee retention.[39] In addition, benefits like these are especially helpful to women, who are more likely to have caregiving responsibilities.[40]

Companies have significantly increased benefits for parents ...[41]

% of companies offering the following forms of leave[42]

| | 2015 | 2017 | 2018 | 2021 |

- Paid maternity leave: 92%
- Paid paternity leave: 86%
- Extended maternity leave beyond what's required by law: 62% (2015), 60% (2017), 78% (2018)
- Extended paternity leave beyond what's required by law: 48% (2015), 54% (2017), 70% (2018)

In 2024, 96% of companies offered maternity leave and 93% offered paternity leave.

Other supports for parents have improved. Half of companies now provide emergency backup childcare services—up from 1 in 3 in 2016—and 8 in 10 organizations now offer benefits for fertility treatments and adoption or surrogacy.[43]

... And for employees navigating illness and loss

% of companies offering the following forms of leave in 2024   **2024**

- Paid sick leave beyond what's required by law: 84%
- Paid family leave beyond what's required by law: 59%
- Paid bereavement leave: 96%
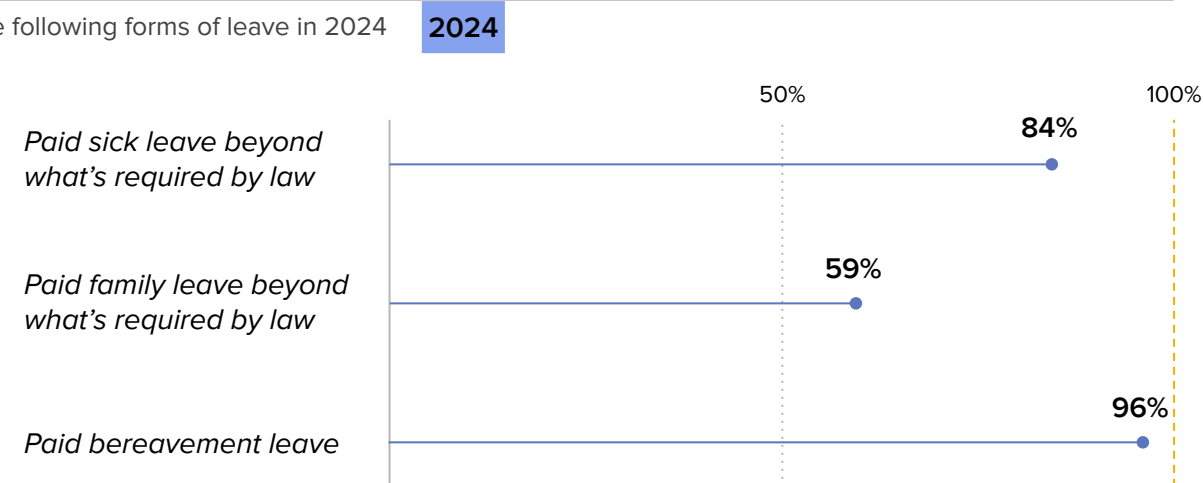
In 2024, half of companies offered support for caregivers of sick or elderly adults—and 1 in 3 offered compassionate leave, up from 1 in 4 the previous year.[44]

McKinsey & Company

Companies have significantly expanded workplace flexibility

Mostly in response to the pandemic, companies have dramatically increased their remote/hybrid work options. Almost 8 in 10 employees say flexibility has improved over the last decade, and employees consistently point to greater productivity and reduced burnout as primary benefits.[45] And flexibility is especially important to women, who report having more focused time to get their work done when working remotely.[46]

Companies offer more opportunities for remote/hybrid work ...

% of companies offering remote/hybrid work options[47]

2015   2018   2021   2024

100%
                        96%
                              92%   Remote/hybrid
                                     work options ▲

76%   75%

0%
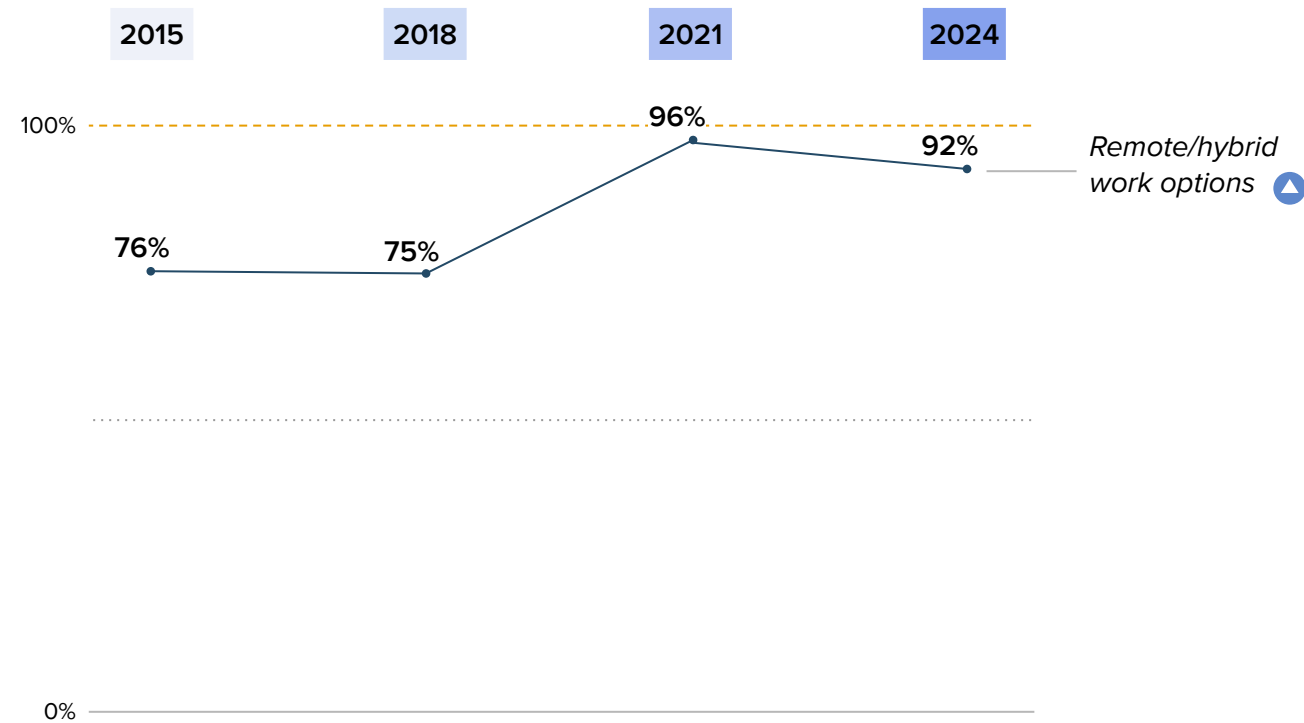
... And most employees think flexibility has improved

% of employees saying how opportunities to work flexibly have changed in the last 10 years[48]   2024

Gotten better   Stayed the same   Gotten worse

MEN   82%   10%   5%

WOMEN   83%   11%   5%
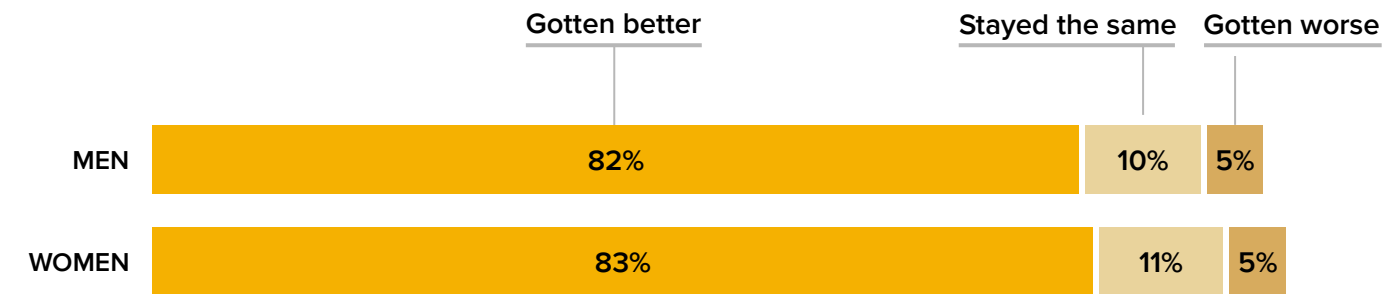
There are signs that companies are beginning to scale back on flexibility.
One in 3 employees saw a decline in flexibility in 2024; this may be due to companies updating their policies or because remote work feels less accessible compared to the peak of the pandemic.

LEAN IN

McKinsey & Company

"

The best thing companies can do for mothers is have a very clear maternity leave benefit and support flexibility. It's just not fair for women to feel like they need to make a trade-off between taking care of their kids and going to work."

Southeast Asian woman, manager, 2024

LEAN IN

McKinsey & Company

A CLOSER LOOK

Declining commitment to diversity is deeply concerning

We're at a critical moment when companies should be building on their positive momentum. Given the level of work and resolve it will take to do this effectively, companies' declining commitments to gender and racial diversity are problematic. On top of this, managers' and employees' relatively low—and relatively stagnant—commitment to diversity points to the importance of company-wide education and engagement on these issues.

Company commitment to diversity is declining[49]

% of companies that say gender diversity and racial diversity are a high priority[50]

	2017	2019	2024	
Gender diversity	88%	87%	78%	
Racial diversity		77%	69%	

Younger women are the most likely to say that gender and racial diversity are high priorities to them, while younger men are the least likely—and this gap is widening.

% of women and men under 30 who say that gender and/or racial diversity are a high priority to them[51]

	Gender diversity		Racial diversity	
	2019	2024	2019	2024
YOUNGER WOMEN	68%	71%	64%	66%
YOUNGER MEN	48%	38%	52%	40%

Employee commitment has remained relatively low …

% of women and men who say that gender diversity and racial diversity are a high priority[52]

Gender diversity

	2017	2019	2024
WOMEN	58%	61%	57%
MEN	47%	51%	44%

Racial diversity

	2019	2024
WOMEN	60%	57%
MEN	53%	45%
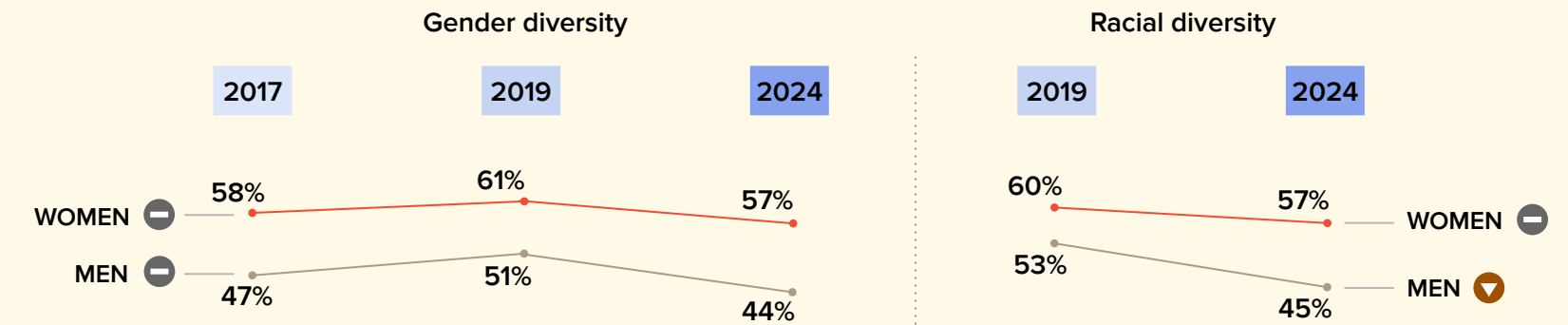
… While manager commitment is largely stagnant

% of women and men managers who say that gender diversity and racial diversity are a high priority[53]

Gender diversity

	2019	2024
WOMEN	67%	63%
MEN	57%	53%

Racial diversity

	2019	2024
WOMEN	62%	58%
MEN	57%	51%
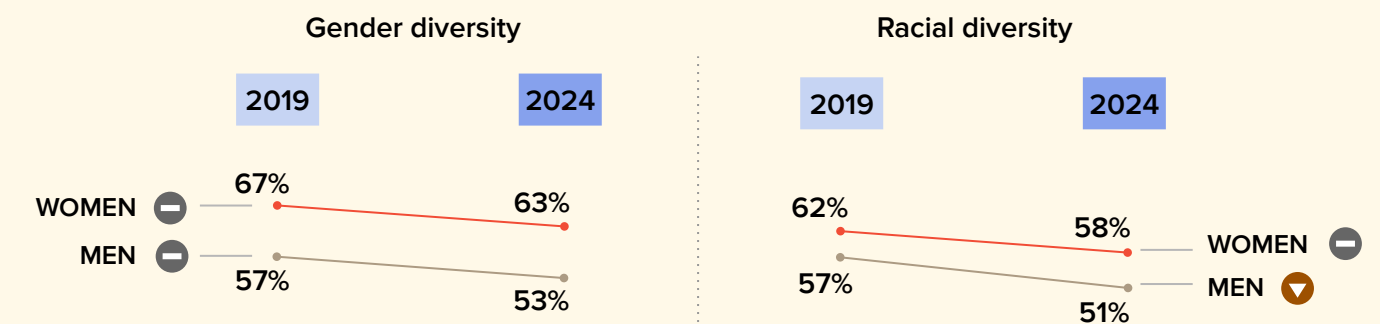
Gender and racial diversity are both a higher priority to women than men, underscoring the importance of engaging men in efforts to promote diversity and inclusion.

LEAN IN

McKinsey & Company

"

The biggest barrier is will. I don't know that we have the will to make overarching changes to the way that we view the workplace because the status quo is working for a bunch of people. Unfortunately, not many of those people are women or people with traditionally marginalized identities."

Black woman, manager, 2024

LEAN IN

McKinsey & Company

Women's experiences at work have not improved

Despite an increase in women's representation and expanded company efforts, the workplace has not gotten better for women. Women continue to worry it will be harder for them to advance, and their day-to-day interactions look largely like they did in 2015. In fact, this stands out as the area of least progress across the 10 years of this study.

Today, women are just as likely as in the past to think their gender will limit their opportunities to advance, and women of color are more likely to think their race has made it harder. The next generation of women leaders are even less optimistic: in addition to feeling more disadvantaged by their gender, younger women are most likely to experience ageism.

Women's concerns stem from what they're up against. Women—and particularly women of color—are not getting enough support from their managers. They are still far more likely than men to face bias that calls their abilities and leadership potential into question. And women of color, LGBTQ+ women, and women with disabilities stand out for experiencing more demeaning interactions at work. Moreover, sexual harassment is as prevalent in today's workplace as it was five years ago.

In the face of all this, women remain highly ambitious—and as ambitious as men. Now companies need to invest more deeply in changing the culture of work, so women get the respect, support, and advocacy they need to go as far as they can.

Women continue to see their gender and race as barriers to advancement

Women today are no more optimistic than in the past about how their gender will impact their career advancement. And women of color are more likely today to say their race has played a role in missing out on opportunities. Despite these barriers, women remain highly ambitious—and just as ambitious as men.[54]

Women are about as likely to think their gender hurts them …

% of women and men who say their gender has played or will play a role in missing out on opportunities[55]

	MEN OVERALL		WOMEN OVERALL	
	2017	2024	2017	2024
Their gender has played a role in missing out on a raise, promotion, or chance to get ahead	8%	15%	37%	36%

	MEN OVERALL		WOMEN OVERALL	
	2016	2024	2016	2024
Their gender will make it harder for them to get a raise, promotion, or chance to get ahead	10%	22%	31%	27%
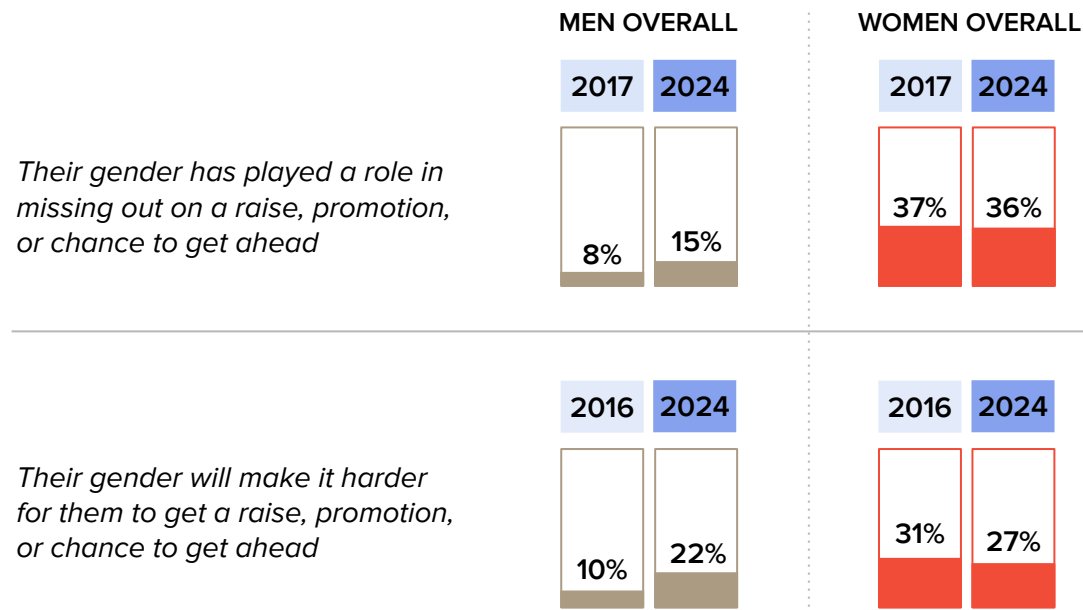
> Men are twice as likely today to say that their gender has played or will play a role in them missing out on an opportunity to advance.

> **Younger women are twice as likely as older women to say their gender will make it harder for them to advance. Conversely, older men are twice as likely as younger men to express the same concern.**
> % of women and men under 30 vs. those over 40 who say their gender will make it harder for them to advance[56]

2024	Under 30	Over 40
WOMEN	42%	21%
MEN	11%	23%

… And more women of color say that their race has hurt them

% of Black women, Latinas, and Asian women who say their race/ethnicity has played a role in missing out on opportunities[57]

	BLACK WOMEN		LATINAS		ASIAN WOMEN	
	2018	2024	2018	2024	2018	2024
Their race or ethnicity has played a role in missing out on a raise, promotion, or chance to get ahead	45%	61%	20%	29%	26%	39%
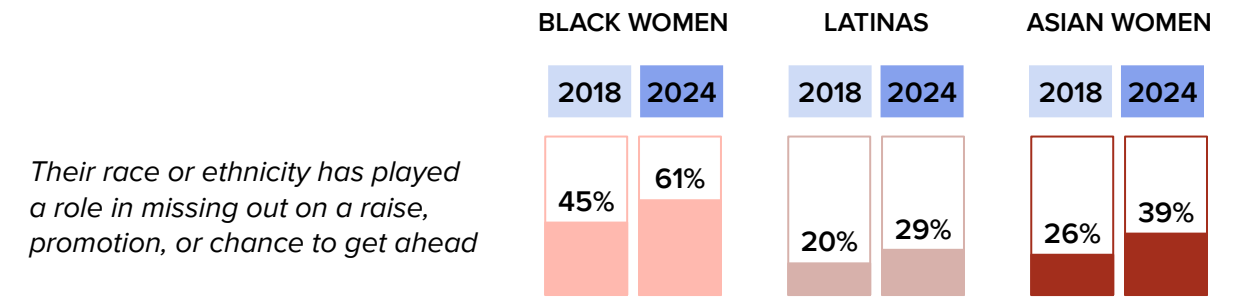
> **Women remain highly ambitious in the face of obstacles.** Seven in 10 want to be promoted to the next level this year—the same as men. And younger women are especially ambitious: more than 8 in 10 are seeking a promotion.

McKinsey & Company

IN THEIR WORDS: THE EXPERIENCES OF ASIAN WOMEN

" I have to work harder and try harder to get the same—
if not less—recognition. And so it makes me not want to
be as authentic and free with my opinions. I always have
to think twice. It gets exhausting, always fighting."

Pacific Islander woman, senior manager, 2021

"I've worked here for three years and I've had the same
manager. Every year, when I take a day off for Eid, I have
to explain to him again what Eid is, which does amaze me.
It's like he's made the decision that this does not need to
take up space in his brain."

South Asian woman, entry level, 2024

"If I had more allies, I'd feel more of an emotional tie to
my work. I think an ally is somebody who you can be a
less guarded version of yourself around and feel safe to
share your challenges with."

East Asian woman, entry level, 2021

" I realized I was living out a self-fulfilling
prophecy. People expect South Asian women
to be coy, not assertive, or just quieter in general
… I somehow gravitated toward that stereotype
and felt like I had a split personality. I was very
different at work versus in my real life."

South Asian woman, manager, 2024

A CLOSER LOOK

Younger women are the most susceptible to ageism

Conventional wisdom suggests that ageism—or unfair treatment based on a person's age—predominantly impacts older workers. In reality, it is most pronounced for younger women. As one might expect, ageism also impacts older employees, but at fairly similar rates for women and men.

Younger women are the most likely to say their age has negatively impacted them at work …

% of women and men by age in 2024 who say that age has played a role in missing out on opportunities   **2024**

WOMEN
MEN

Under 30	30–39	40–49	50–59	60+
35% / 49%	22% / 37%	15% / 24%	25% / 29%	37% / 38%
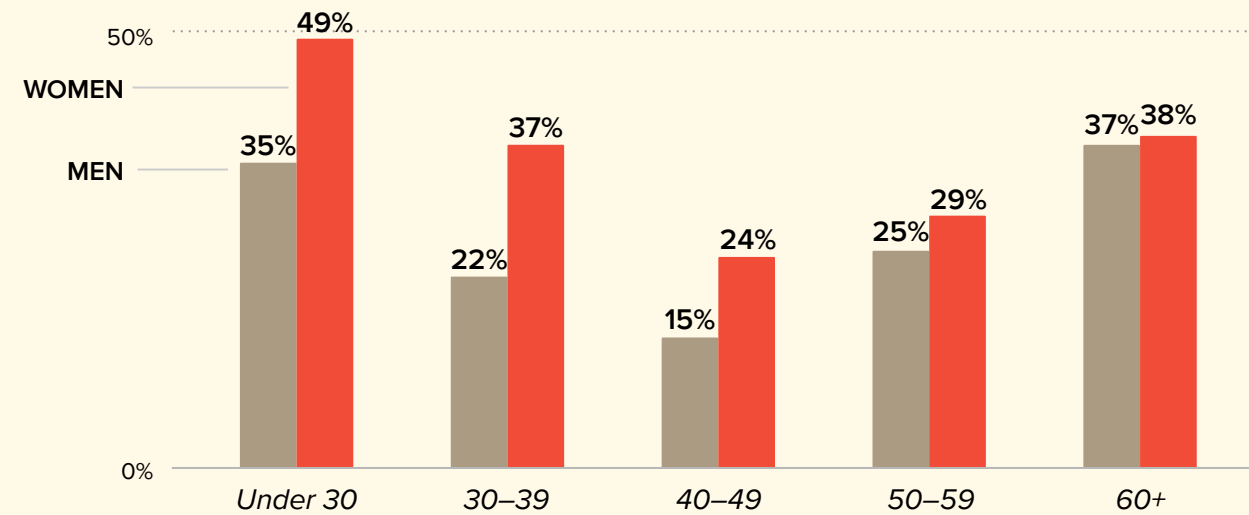
… And are also almost twice as likely as younger men to field unwanted comments about their age

% of women and men under 30 in 2023 who say their coworkers have called attention to their age unnecessarily   **2023**

WOMEN
MEN

22%   12%

McKinsey & Company
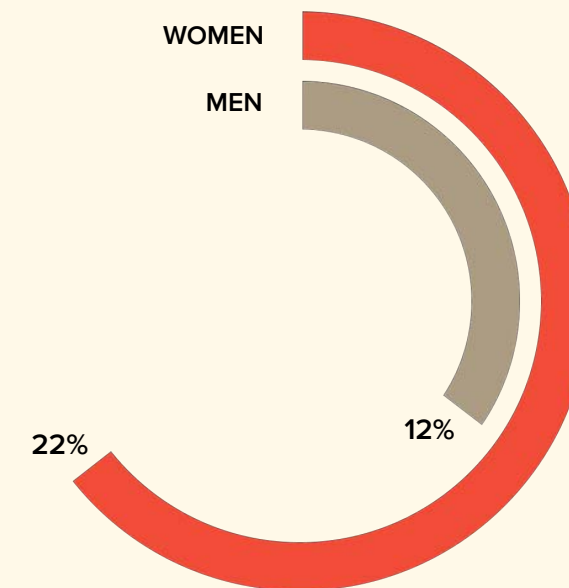
IN THEIR WORDS: THE EXPERIENCES OF YOUNGER WOMEN

" At the beginning of this job, I would get called on to take notes during meetings when I was the only woman in the room, even though there were two other junior people on the team. That felt really uncomfortable, and as someone very junior, I didn't know how to call people out on that."

East Asian woman, entry level, 2024

"I had a call today where I was offering a solution, and it wasn't until one of my male colleagues agreed with me that there was consensus around it. It feels like you need to sway certain people, and when you're the only one in the room, it can be a little tricky."

White woman, entry level, 2024

"I am a young woman currently in a manager role. I think that speaks volumes to the way this industry has grown. But, things that have also gotten worse for women: I think reaching the C-suite is still really hard for women."

Latina, senior manager, 2024
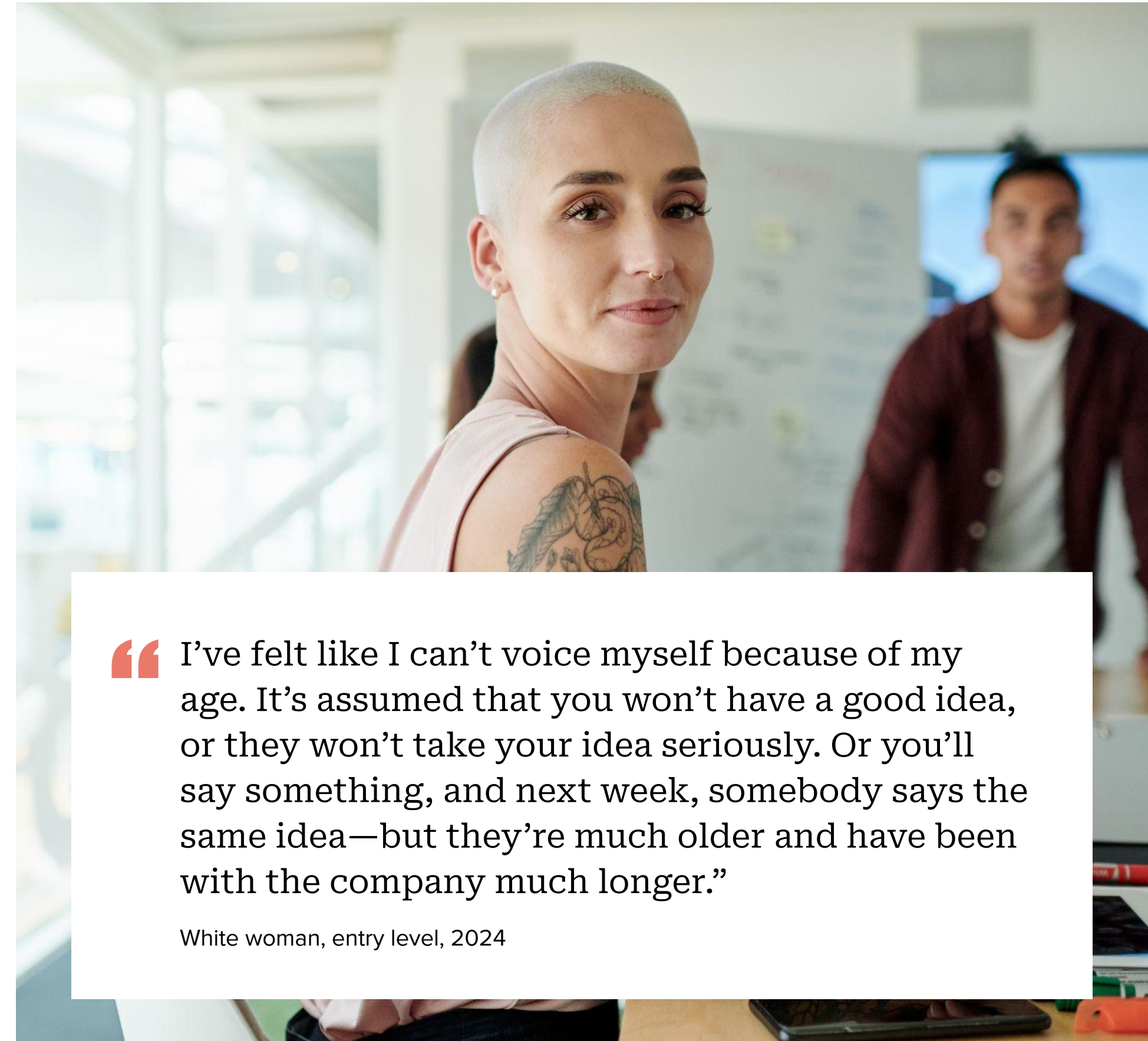
" I've felt like I can't voice myself because of my age. It's assumed that you won't have a good idea, or they won't take your idea seriously. Or you'll say something, and next week, somebody says the same idea—but they're much older and have been with the company much longer."

White woman, entry level, 2024

McKinsey & Company

Women of color receive less of the support they need from managers to be successful

Managers play a central role in women's career advancement and daily work experiences. Yet, less than half of women report getting help advancing or navigating work challenges from their manager. In particular, women of color get far less of this support than white women—and given that employees with consistent manager support are more likely to be promoted, it very likely disadvantages them.[58]

Women of color stand to benefit the most from mentorship, sponsorship, and career development programs, yet tend to have the least access to them. Not surprisingly, women of color are more likely than white women to say that these resources would most help them advance their careers.[59]

Women of color are less likely to get support from their managers

% of women who say their managers have consistently taken the following actions in the past year[60]

	WHITE WOMEN		BLACK WOMEN		LATINAS		ASIAN WOMEN	
	2018	2024	2018	2024	2018	2024	2018	2024
Show interest in their career advancement		50%		43%		45%		43%
Promote their contributions to others	46%	48%	35%	38%	39%	40%	40%	37%
Help them navigate organizational politics	39%	37%	25%	23%	30%	29%	32%	28%
Help them balance work and personal demands	48%	50%	39%	43%	44%	50%	46%	43%

LEAN IN

McKinsey & Company
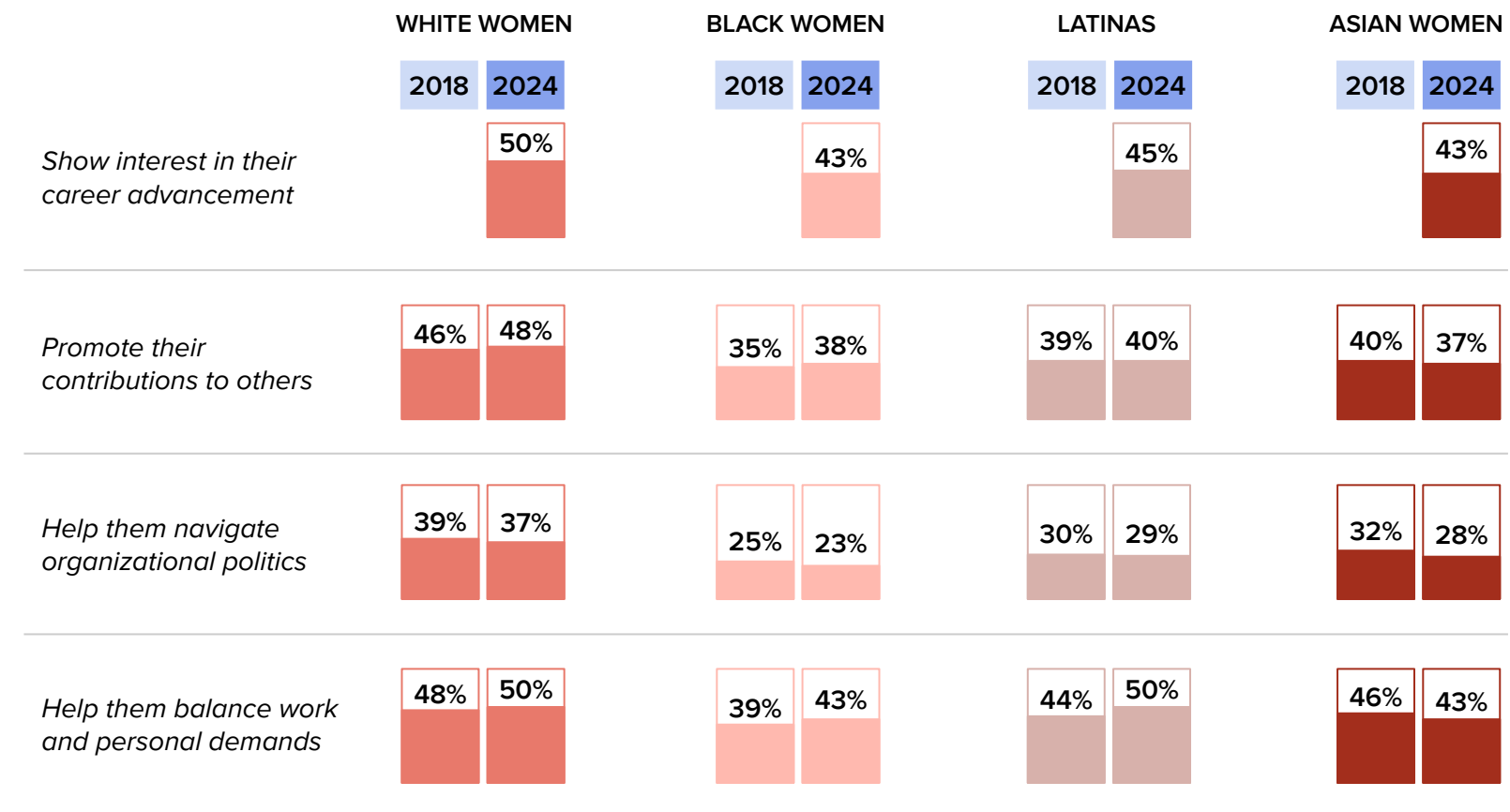
IN THEIR WORDS: THE EXPERIENCES OF BLACK WOMEN

"I naturally have a fairly deep speaking voice. I spent a lot of my twenties pitching it up because I found that it became a distraction from what I was saying, because people were having these feelings about my tone of voice."

Black woman, senior manager, 2024

"Especially for Black women, you feel like you have to blend in. You can't say certain things or show any type of feeling toward certain things."

Black woman, senior manager, 2024

"I thought workplace culture had improved for women of color, but it hasn't. People are just being more closeted about it. In the early 2000s, I was put in positions where I had to hear uncomfortable jokes or get passed over for roles. Fifteen years later, I know how to navigate that a bit better, but it is still out there."

Black woman, manager, 2024

"It's a heavy burden. You have to be very aware of the different stereotypes. If you're too strong, you're an angry Black woman. If you're too soft, you can't handle the role, or you're unqualified."

Black woman, manager, 2024

McKinsey & Company

Women are more likely to have their competence undermined at work

Women are far more likely than men to deal with comments and actions that undermine their skills and expertise, such as having their judgment questioned. And this has not improved over time. These everyday forms of disrespect, often called microaggressions, make it harder for women to speak up, take risks, and surface concerns at work.[61]

Women continue to experience more competence-based microaggressions than men

% of women and men who have experienced the following microaggressions at work[62]

	MEN OVERALL		WOMEN OVERALL		WOMEN OF COLOR		WOMEN WITH DISABILITIES		LGBTQ+ WOMEN	
	2019	2024	2019	2024	2019	2024	2019	2024	2019	2024
Having their judgment questioned in their area of expertise	29%	26%	38%	38%	36%	35%	52%	51%	48%	50%
Being mistaken for someone at a much lower level than they are	9%	10%	18%	18%	19%	18%	21%	22%	21%	22%
Being interrupted or spoken over more than others	34%	20%	50%	39%	44%	34%	59%	52%	61%	53%

Men and women are less likely to be interrupted or spoken over than they were five years ago—a sign that increased awareness around an issue can lead to cultural change. However, women remain twice as likely as men to experience this.

Many women experience bias because of both their gender and other aspects of their identity. This compounding discrimination is particularly harmful for LGBTQ+ women and women with disabilities, who are the most likely of any group to have their competence challenged at work.

Performance bias prevents women from advancing, especially when they're early in their careers.

Microaggressions that undermine women's abilities are rooted in performance bias, or the unfair belief that men are naturally more competent and better leaders. As a result, research shows that we tend to judge women's performance more harshly, and while we promote men based on their perceived potential, women are promoted based on what they've already accomplished. This biased thinking is particularly harmful to women early in their careers, when shorter track records and fewer opportunities to demonstrate their skills make them more susceptible to snap judgments.[63]

LEAN IN

McKinsey & Company

IN THEIR WORDS: THE EXPERIENCES OF WOMEN WITH DISABILITIES

"I've seen people with speech disabilities get overlooked for leadership. They might be really good at their job, but there's a feeling that they can't present like a leader because of the way that they talk."

White woman, senior manager, 2024

"I've felt judged for working flexibly. Due to a medical condition, I have to take a break every so often and lie down, and it makes me anxious that people will wonder where I am. It doesn't mean I'm less of an asset to the company."

White woman, manager, 2023

"Disability is often left out of the picture when it comes to any type of workplace diversity and inclusion training. It's put on the back burner or left out of the conversation."

Black woman, entry level, 2023

"I'm often the only person with disabilities in the room. People ignore me. I get overridden all the time. Then later, someone else will repeat my idea and it will get acted on. It makes me feel I'm not valued as a person in any way, and I don't feel I can be my true self."

Native American and white woman, entry level, 2021

LEAN IN

McKinsey & Company

A CLOSER LOOK

Women continue to shoulder more housework

Women still do far more housework than men. Today, roughly 4 in 10 women with partners say they are responsible for most or all of the housework—the same as in 2016. In contrast, over the same period of time, far more men report they share housework equally with their partner. These diverging perceptions are concerning, as they point to a growing gap in how women and men see their contributions at home. On top of this, younger women report doing the same amount of housework as older women, and this also signals a lack of progress.

Women with partners are still more likely to do most of the housework

% of distribution of household responsibilities reported by partnered women and men

2016

2024

They are responsible for most or all of the work

They share responsibilities equally with a partner or family member

Someone else is responsible for most or all of the work

	MEN (2016)	WOMEN (2016)	MEN (2024)	WOMEN (2024)
Responsible for most/all	8%	35%	11%	39%
Share equally	61%	58%	75%	57%
Someone else responsible	32%	7%	14%	3%
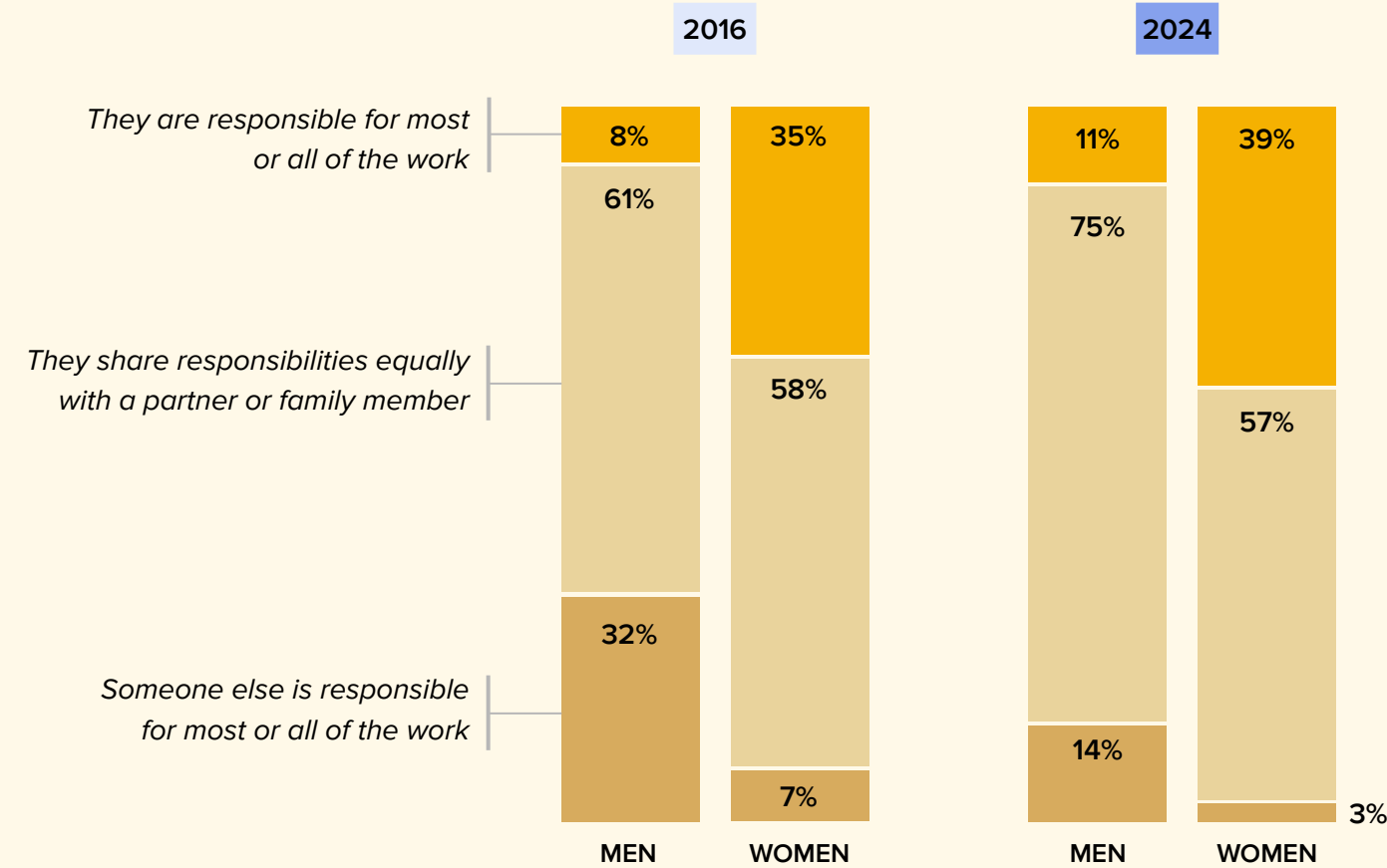
Across generations, over a third of women with partners do most or all of the housework

% of partnered women under 30 and partnered women 50 and over who report taking on most or all of the household responsibilities[64]

	2024
YOUNGER WOMEN	38%
OLDER WOMEN	37%

Regardless of seniority at work, women continue to do more at home. Senior-level women with partners are over 4x more likely than men in the same situation to do more housework: 35% say that they take on most or all of the household responsibilities, compared to just 8% of men.

LEAN IN

McKinsey & Company

Many women still deal with "othering" microaggressions

Women today are just as likely to experience othering microaggressions as they were five years ago. In particular, women of color, LGBTQ+ women, and women with disabilities continue to deal with more of these demeaning interactions, which can erode their sense of belonging and make it harder to bring their whole selves to work.

Women with traditionally marginalized identities face more othering microaggressions

% of women and men who have experienced the following microaggressions at work[65]

	MEN OVERALL		WOMEN OVERALL		WHITE WOMEN		BLACK WOMEN		LATINAS		ASIAN WOMEN		LGBTQ+ WOMEN		WOMEN WITH DISABILITIES	
	2019	2024	2019	2024	2019	2024	2019	2024	2019	2024	2019	2024	2019	2024	2019	2024
Feeling like they can't talk about themself or their life outside work	7%	10%	10%	13%	10%	12%	12%	14%	9%	9%	8%	12%	25%	28%	21%	24%
Hearing others express surprise at their language skills or other abilities	8%	7%	14%	11%	11%	8%	26%	23%	18%	15%	16%	16%	20%	17%	21%	17%

LGBTQ+ women and women with disabilities are the most likely to feel like they can't talk about their lives outside of work.

		2023	2023	2023	2023		
Feeling judged because of their accent or way of speaking		2%	8%	10%	7%		
Being confused with someone else of the same race/ethnicity		2%	15%	6%	14%		

Black women are the most likely to have others express surprise at their language skills or abilities.

Latinas are the most likely to feel judged because of their accent or how they speak.

Asian and Black women are more likely to be confused with someone else of the same race/ethnicity.

LEAN IN

McKinsey & Company

IN THEIR WORDS: THE EXPERIENCES OF LGBTQ+ PEOPLE

" I present as very feminine, so people assume that I'm straight and that I'm cisgender. So when I'm on-site, I'm always mentally preparing myself for how much I want to disclose about my gender."

Non-binary person, entry level, 2023

"Because I'm so open and vocal about who I am, and not many other people are, I feel like the token gay. I hope that's shifting, but it's hard. Being gay is sometimes like religion—you can't necessarily see it. It's something you have to acknowledge and say, and not everybody's willing to do that."

White woman, lesbian, senior manager, 2024

"This job was the first time that someone used they/them pronouns to refer to me in front of me, and it was really nice."

White and Asian non-binary person, entry level, 2024

" It's very easy to make surface changes like replacing your Zoom background, but those are just symbols. They do not necessarily make it easier to talk about gender or sexuality at work. If we had role models in leadership, it might be easier to open up."

Latina, bisexual, manager, 2024

Microaggressions have a "macro" impact on women's experiences

Microaggressions take a heavy toll: women who experience them are more likely to feel burned out and consider leaving their company, and less likely to view their workplace as equitable. By leaving microaggressions unchecked, companies miss out on everything women have to offer and risk losing talented employees.

Microaggressions lead to negative outcomes for women

Comparison of negative outcomes for women in 2024 who experience three or more microaggressions vs. those who do not experience any[66]

2024

■ WOMEN WHO EXPERIENCE MICROAGGRESSIONS
■ WOMEN WHO DO NOT EXPERIENCE MICROAGGRESSIONS

Women who experience microaggressions are …

- 60% — **2.7x more likely** to consider leaving their company — 22%
- 50% — **4.5x more likely** to think their gender will make it harder to advance — 11%
- 25% — **4.2x more likely** to almost always feel burned out — 6%
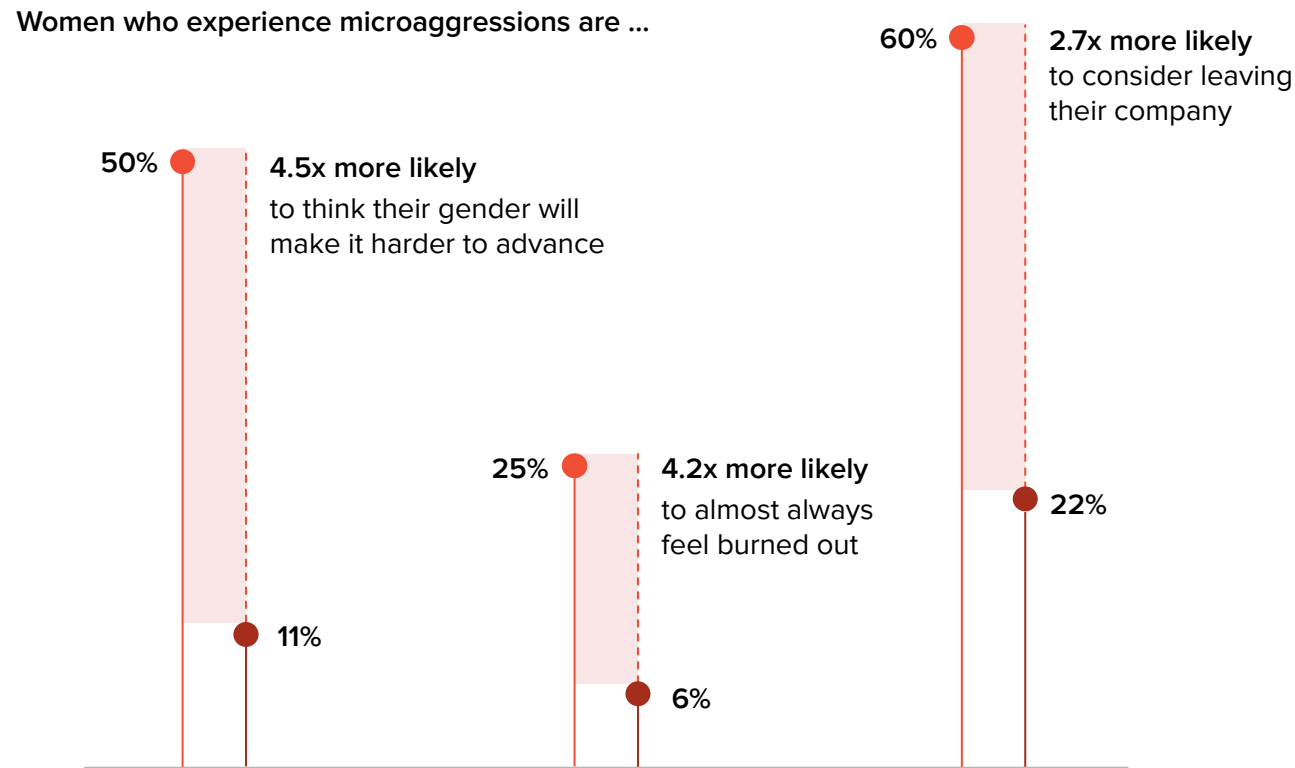
A CLOSER LOOK

Women are just as likely to be Onlys—and face the extra scrutiny that comes with it

Being an "Only"—frequently one of the only people of their race or gender in the room at work—continues to be a common experience for women. Women are just as likely to be an Only as they were in 2018: 1 in 5 today say they are Onlys for their gender and 2 in 5 women of color are Onlys for their race. As in the past, women who are Onlys encounter more microaggressions, which profoundly detract from their workplace experiences. And on top of this, Onlys are more likely to feel they are under additional scrutiny at work.

Women today are as likely to be Onlys for their gender …[67]

% of women who are frequently one of the only people of their gender in the room

2018	2024
19%	17%

… And many remain as likely to be Onlys for their race

% of women who are frequently one of the only people of their race in the room

2018	2024	2018	2024	2018	2024
53%	51%	41%	32%	41%	39%
BLACK WOMEN		**LATINAS**		**ASIAN WOMEN**	
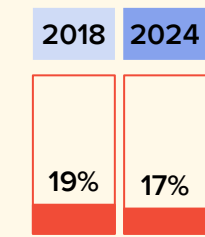
Women who are Onlys for their gender are 3.4x more likely to experience microaggressions than women who are not[68]
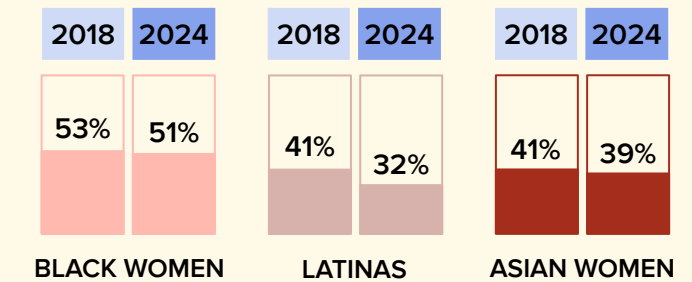
Women who are Onlys for their race are 1.7x more likely to experience microaggressions than women who are not[69]

And women who are Onlys continue to feel …[70]

Of women who are Onlys, % who say they typically feel the following at work

2018	2024	2018	2024	2018	2024	2018	2024
24%	22%	37%	44%	24%	25%	30%	33%
Left out		Under pressure to perform		Closely watched		On guard	

LEAN IN

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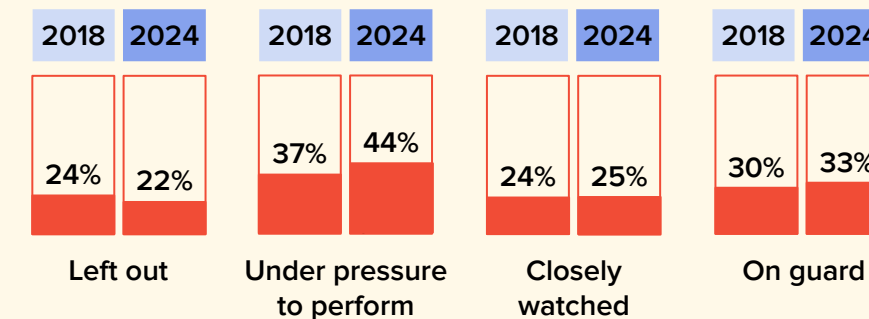
IN THEIR WORDS: THE EXPERIENCES OF LATINAS

"There are lots of moments where men tell me how to do my job, even though I would never dare tell them how to conduct their work. There could be race and gender at play there. I never know for sure."

Latina, senior manager, 2024

"It's disheartening to be part of an organization for 34 years, and I still don't see a person like me in senior leadership. Until I see somebody like me in the C-suite, I'm never going to really feel like I belong."

Latina, manager, 2023

"It's a challenge to bring my full self to work. I've heard from coworkers, 'You've got to be a little careful, watch how you present yourself.' But I'm going to present myself differently because I am different. I'm lesbian and I'm Hispanic, so my perspectives on life are completely different."

Latina, entry level, 2019
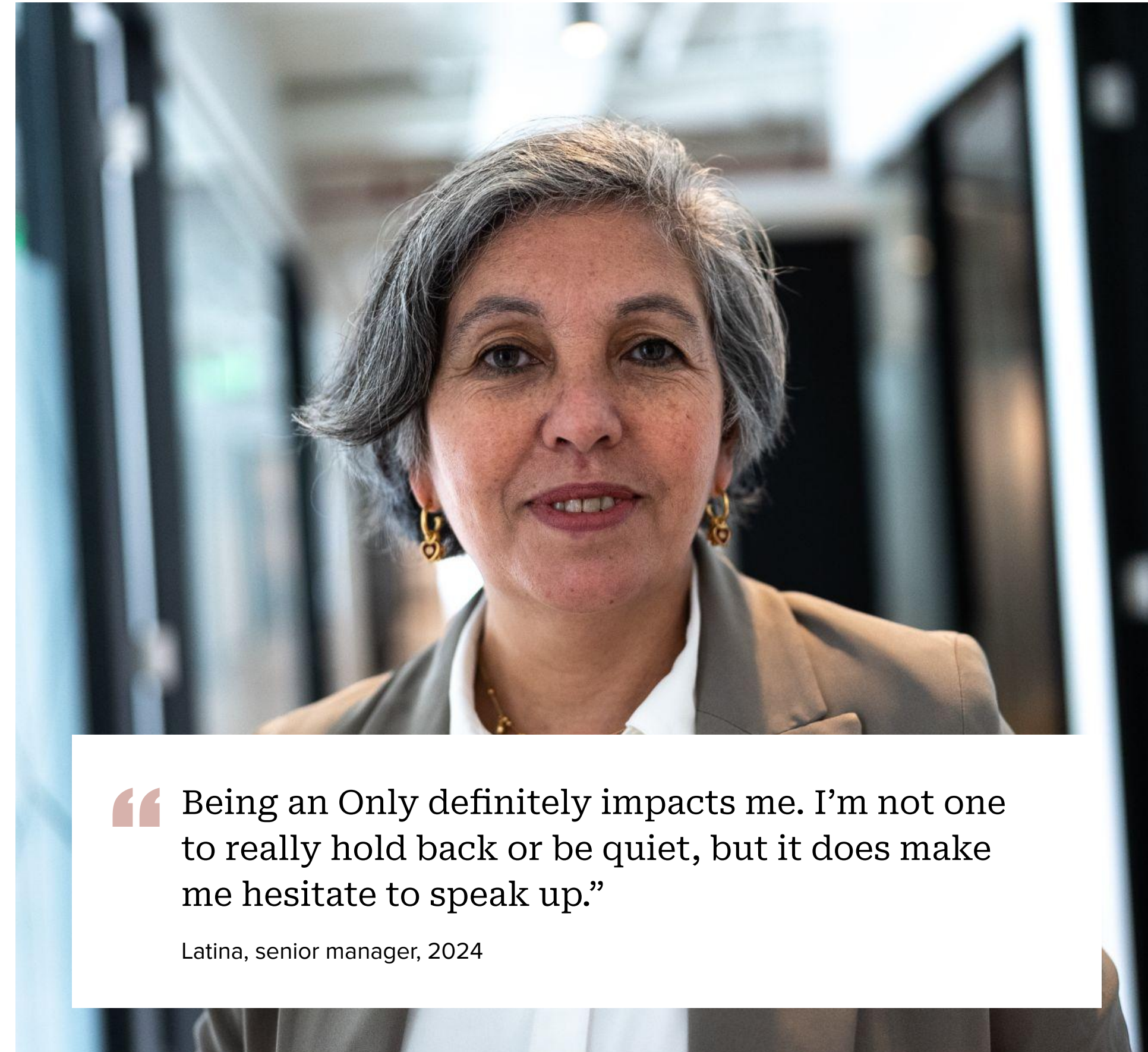
"Being an Only definitely impacts me. I'm not one to really hold back or be quiet, but it does make me hesitate to speak up."

Latina, senior manager, 2024

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Sexual harassment is as prevalent today as it was six years ago

Sexual harassment remains common in the workplace, and women are still more likely than men to be on the receiving end of it. Roughly 4 in 10 women have experienced some form of sexual harassment during their careers, from hearing sexist jokes to having obscene or sexually explicit comments directed at them. Notably, younger women, who have much shorter tenures, are just as likely as older women to have experienced some form of sexual harassment over the course of their career—a sign that it is not becoming any less common. In addition, women are significantly less confident than men in their company's handling of sexual harassment claims, and senior-level men are the most confident: 8 in 10 think a claim would be fairly investigated and addressed.

Women are still more likely to experience sexual harassment than men …

% of women and men who have experienced one or more forms of sexual harassment in their career[71]

… And remain less confident that reporting it would be effective

% of women and men who expect that reporting sexual harassment at work would be effective[72]

2018

WOMEN
MEN

23%

35%

2024

WOMEN
MEN

22%

37%
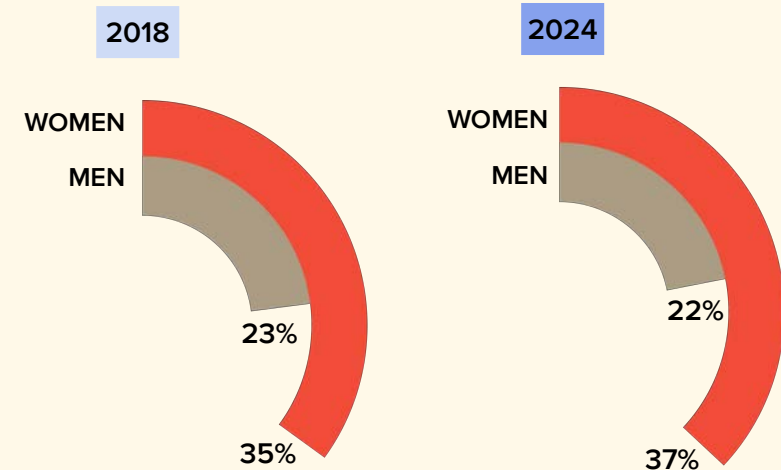
Younger women are as likely as older women to have experienced sexual harassment during the course of their career

% of women under 30 and women 50 and over who have experienced one or more forms of sexual harassment in their career

	2024
YOUNGER WOMEN	34%
OLDER WOMEN	35%

Women are several times more likely than men to experience acts of sexual coercion. In 2024, 14% of women experienced a form of sexual coercion, such as being pressured to engage in an unwanted sexual relationship or touched in a sexual way without consent, compared to just 2% of men.

2018 **2024**   **2018** **2024**

70%
65%

52% 53%

WOMEN

MEN

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The next phase of work will require a bigger playbook

Over the last decade, companies have invested more energy in women's advancement, but the fragility of progress in the pipeline points to the need to do more. And despite companies' efforts to activate managers and employees, the culture of work appears to be stuck. If one thing is clear, it's that deep, systemic change—which requires reshaping people's mindsets and behaviors—is hard and doesn't follow a linear path.

The next phase of change will require even more tenacity, creativity, and optimism—and that starts with rekindling the commitment to diversity and fairness that got us to this point. For senior leaders, it means continuing to champion this important work and challenging yourself and your organization to do better.

For most companies, this will require putting more of the right practices in place. Our best practices checklist—which was built by looking at the uptake of key policies and programs and their link to better outcomes for women and women of color—can help you identify gaps in your current offerings and opportunities to push further.

In addition, it will be important to apply rigor to the quality and consistency of practices. Research shows there are four building blocks to getting this right: 1) making sure employees understand why a new practice is important; 2) teaching employees the skills they need to do their part; 3) putting mechanisms in place to support the practice; and 4) ensuring leaders role model the right behaviors. Many organizations do some of these things when they're introducing a new practice, but surprisingly few do all of them.

And finally, there are practical steps you can take to drive further progress in areas that we know are particularly important for advancing women and fostering inclusion:

- De-bias the hiring and promotions processes
- Inspire and equip employees to curb bias and practice allyship
- Unlock the power of managers to influence careers and team culture

Our research-based tips and strategies offer a road map for going deeper in these areas—and we hope inspiration for breaking new ground.

> **"** Organizational change is a marathon, not a sprint, and making meaningful strides for women requires both hope and resilience. When leaders create a compelling vision of what's possible, workplaces are better equipped to drive and sustain progress."
>
> Prof. Adam Grant, organizational psychologist and author of *Think Again*

THE FUNDAMENTALS

Confirming the right fundamentals are in place

Company and HR leaders should evaluate their current efforts to advance women and improve equity and inclusion against our checklist of recommended practices.[73]

As a general rule, companies should have all *Common Practices* in place. There's a reason they're so widely adopted and prevalent in top-performing companies: they work.

We also recommend organizations integrate *Emerging Practices* into their playbook. While the relatively low adoption of these practices makes it harder to quantify their overall impact, subject-matter experts point to their effectiveness.

COMMON PRACTICE: Adopted by 70% or more of companies

EMERGING PRACTICE: Adopted by 30% or less of companies

TOP-PERFORMING PRACTICE: A practice that is statistically more prevalent in organizations with higher representations of women and women of color

	COMMON PRACTICE >70%	EMERGING PRACTICE <30%	TOP-PERFORMING PRACTICE
COMMITMENT AND ENGAGEMENT			
Gender diversity is a strategic priority		●	●
Racial diversity is a strategic priority		●	●
Leadership plays an active role in shaping DEI strategy	●		●
Company has a head of DEI or equivalent	●		●
Senior leaders communicate that bias is not welcome			●
VISIBILITY INTO KEY ADVANCEMENT METRICS			
Track representation of women and/or women of color	●		
Track external-hire candidates for women and/or women of color	●		
Track promotion rates for women and/or women of color	●		●
Track attrition rates for women and/or women of color	●		●
INVESTMENT IN WOMEN'S CAREER DEVELOPMENT			
Employee resource groups	●		●
Mentorship programs with content for women and women of color		●	
Sponsorship programs with content for women and women of color		●	
Career development programs with content for women and women of color		●	
Recruiting and internship programs that support women of color		●	
MANAGER TRAINING AND ACCOUNTABILITY			
Train managers to recognize and address disrespectful behavior	●		●
Train managers to support employee well-being	●		●
Instruct managers to support employees' career advancement (e.g., by showcasing their work)			●
Evaluate managers on ensuring high team morale			●

	COMMON PRACTICE >70%	EMERGING PRACTICE <30%	TOP-PERFORMING PRACTICE
EFFORTS TO ENSURE HIRING AND PERFORMANCE REVIEWS ARE FAIR			
Bias training offered to evaluators			●
Clear evaluation criteria established	●		●
Diverse slates required for hiring			●
Anonymizing résumés and work samples in hiring		●	
Bias reminders sent to evaluators			●
Mechanisms in place for surfacing bias in processes		●	●
TRAININGS TO FOSTER EQUITY AND INCLUSION			
Bias training offered to all employees	●		
Allyship training offered to all employees			●
EMPLOYEE BENEFITS			
Paid sick and family leave			●
Paid parental leave	●		
Paid bereavement leave	●		
IVF/fertility treatment, adoption, or surrogacy support	●		●
Menopause support			●
FLEXIBILITY			
Flexible working hours	●		●
Remote/hybrid work options	●		

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Getting de-biasing hiring and performance reviews right

Most companies have taken steps to make hiring and performance reviews fairer. This is important progress, given these are two of the biggest levers companies can pull to advance women, and particularly women of color. However, the quality, depth, and consistency of these practices can make a huge difference in outcomes.

"

Bias erodes the link between what employees do and the ratings they receive. If companies don't take active steps to strengthen this connection, such as standardizing how employees are rated, they're opening the door to inequity."

Dr. Alison Wynn, senior research scholar, Stanford VMware Women's Leadership Innovation Lab

RESEARCH-BASED TIPS FOR MAKING HIRING AND PERFORMANCE REVIEWS FAIRER

Effectively evaluating candidates

1 Establish evaluation criteria up front

Evaluators should meet in advance to align on which criteria matter most and how to measure them. Aligning on metrics up front, before any candidates are under consideration, can help prevent bias from creeping into the process.[74]

2 Design evaluation tools to gather objective, measurable inputs

In designing evaluation tools, be mindful of the use of open-ended questions, such as "Describe this person's strengths," which can open the door to bias. Look for opportunities to add rigor to them—for example, by asking for specific examples of how an employee did or didn't meet expectations and any measurable outcomes. Research shows these tactics can minimize biased assessments.[75]

3 Apply rigor to diverse slates for hiring

Companies should formally articulate their definition of a diverse slate, how this is measured, and at what stages in the process a diverse slate is required.[76] Then, to authentically put this approach into practice, companies should hold hiring managers accountable for building slates of comparably experienced and qualified candidates.

Minimizing and surfacing bias

1 Anonymize personal information

Removing names from résumés and work samples can significantly reduce bias in hiring—research shows that names that hint at a candidate's gender or race can trigger harmful stereotypes.[77]

2 Send bias reminders to all evaluators

Biases are hard to spot and may not be top of mind for evaluators, so reminders can make a big impact.[78] Refreshers should include common examples of how bias shows up in hiring and promotions. In addition, it's always helpful to remind evaluators to stick to the established criteria for a role and avoid vague input.[79]

3 Appoint a bias monitor

Of all the mechanisms to surface bias, research shows that a bias monitor is one of the most effective. This person's role is to redirect conversations about candidates back to the job criteria and call out potential bias. Alternatively, it can be just as effective to have the whole group agree to monitor one another.[80]

> **PRO TIP:** Instruct employees to watch for subjective comments, such as "She doesn't seem like a leader" or "She's not a good cultural fit," which tend to be rooted in personal preferences or unconscious bias.[81]

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BEYOND THE BASICS

Activating employees to change the culture of work

Changing employee behavior is hard. Despite existing efforts, employees still struggle to identify workplace bias and are no more likely to practice allyship. Broad change requires changing employees' hearts and minds, and giving them the wherewithal to show up differently in their day-to-day actions.

6 STRATEGIES FOR TELLING A MORE EXPANSIVE STORY

1 Give employees the "why"

When employees see that change is urgently needed—not just broadly, but at their own organizations—they're more likely to act.[82] Companies can convey this by highlighting the downsides of inaction, such as lost talent or reduced innovation.[83] They should also use internal data to help employees understand the reality of women's experiences at their own firm—for example, by sharing women's promotion rates or employee experience metrics pointing to areas for improvement.

2 Speak to what employees stand to gain personally

It's important to share specific examples of how diversity and inclusion efforts benefit everyone—and make this a staple of regular company communications.[84] For example, explain that everyone has a better chance of advancing when there are practices in place to make promotions fair.[85] Or, point out how women's advancement efforts have led to cultural improvements that support all employees.

3 Link efforts to advance women to your company's core values

Connecting diversity efforts to shared values is one of the most effective ways to rally employees.[86] If your company values innovation, share research findings that diverse teams are often more innovative. Or, if you are customer focused, talk about how having more women in leadership can help enhance products geared to women.

> " If we raise the water level, all boats rise and it's good for everybody."
>
> Christy Pambianchi, executive vice president and chief people officer, Intel

HOW MASTERCARD TIES GENDER EFFORTS TO SHARED VALUES

At Mastercard, senior leaders made the case that internal efforts to advance women can lead to new solutions and products—including efforts to support women business owners. As Chief People Officer Michael Fraccaro explains, "We know when we invest in our people and global communities, everyone prospers. Our work to connect women entrepreneurs to the tools they need to grow their businesses is just one example."

4 Make an emotional connection with employees

Real-life storytelling is a powerful way to shift employees' perspectives and inspire change. For example, stories from employees with disabilities who've struggled to participate in work activities can bring the importance of practicing inclusion to life, while stories from women who've thrived in fields dominated by men can underscore the importance of manager support. To avoid putting the onus on employees to share their experiences, companies should consider investing in guest speakers and storytellers.[87]

5 Be transparent about how challenging change can be

When companies openly acknowledge that large-scale change is hard, it creates more realistic expectations, which can help minimize the morale issues that lead to lost momentum.[88] Being realistic about challenges also underscores the level of commitment needed over the long term to achieve success, so that employees are better prepared for the hard work ahead.[89]

6 Celebrate wins

Research shows that large-scale change is more likely to succeed when organizations celebrate small wins.[90] Companies should look out for incremental steps that count as wins, such as selecting new allyship training based on employee input or making the switch to a more quantitative performance review process.[91] They should also encourage employees to celebrate one another's accomplishments, which can be energizing and create a virtuous cycle of positive actions.[92]

> " Stories can make a huge impact on employees—hearing how it's changed someone's life to have an inclusive workplace, or a microaggression-free workplace, or a workplace where they feel supported to show up as a caregiver."
>
> Ruchika T. Malhotra, inclusion strategist and author of *Inclusion on Purpose*

HOW T-MOBILE FOSTERS EMPATHY

T-Mobile hosts "immersive experiences" to help employees gain deeper insights into experiences beyond their own. As Deeanne King, the company's executive vice president and chief people officer, explains, "We took employees to the National Museum of African American History and Culture. It was emotional and helped both Black and non-Black employees see through a different lens." T-Mobile has also facilitated activities and events involving veterans, LGBTQ+ employees, Asian employees, and other groups and allies.

BEYOND THE BASICS

Delivering your inclusion message so it breaks through

Crafting the right message is essential, but it's only part of the equation. Decades of research show that how companies deliver the message is equally critical for its success.

3 BEST PRACTICES FOR DELIVERING YOUR EQUITY AND INCLUSION MESSAGE

1 **Both leaders and managers should deliver the message**

Backing from senior leaders is crucial to ensure meaningful change. In fact, HR leaders say that "communication and commitment from senior leaders" is the top driver of successful diversity efforts.[93] It's equally important that managers play a role: when employees only hear from leadership, it can feel disempowering—as though the effort is beyond their control. In contrast, hearing from managers allows employees more room to offer input and be heard.[94] Research shows that employees value receiving important updates from their own manager, who they know and trust.[95]

2 **Communicate frequently and through a variety of channels**

When employees receive regular updates about a change, they're more likely to feel positively about it.[96] In fact, research suggests that the more information workers receive about major changes, the better they feel. And when companies use a variety of form factors—from regular emails to a series of town halls with leaders— it helps messages break through and resonate with more employees.[97]

3 **Create a feedback loop with employees**

Decades of research show that employees are more willing to accept and participate in change when they've had a chance to influence what's happening.[98] Before and after new programs and policies are rolled out, organizations should offer varied opportunities for employees to share—including surveys, roundtable discussions, and an open-door policy with HR. And crucially, employees need to see that their feedback leads to real action.

A CLOSER LOOK

How to evaluate the quality of your employee training

A majority of companies now offer bias and allyship trainings—in fact, 9 in 10 now offer one or both of them. However, not all trainings are effective. In fact, research shows that if they don't follow research-backed methods to engage employees, they can even be counterproductive.[99]

The markers of effective bias and allyship trainings

Effective trainings …	
• Consist mostly of live sessions—in-person or online—and are part of a larger program that includes ongoing touchpoints and refreshers. Research shows that repeated, active engagement with a topic leads to greater learning.[100]	**AVOID:** Trainings that are videos, self-guided trainings, or short, one-off sessions, as these tend to have little impact—or even no impact at all.[105]
• Provide authentic ways for employees to interact and brainstorm how to take action: when employees are involved in solving the problem, they tend to be more committed to the solution.[101]	**AVOID:** Trainings that do not encourage employee participation—or where participation is an afterthought, like a quiz or very short conversation at the end.
• Include engaging facts, data, and storytelling to raise employee awareness about the biases and inequalities women still face.[102]	
• Focus on concrete steps employees can take. When trainings emphasize what employees can say or do, employees are more likely to feel empowered to act.[103]	
• Treat participants like they're well intentioned and want to make a difference so they don't feel accused or blamed. When employees feel defensive, they are less likely to learn and grow.[104]	**AVOID:** Trainings that spend a majority of time teaching employees about the biases they themselves hold.

How to more fully engage men

Men have a vital role to play in advancing women and fostering inclusion. Not only do they make up at least half the workforce, men also hold a majority of leadership roles. This makes their active participation and support essential for driving real progress.

Men in leadership can fill the sponsorship gap.

Senior-level men are uniquely positioned to be effective sponsors—but they need to be mobilized. This really matters: sponsorship can accelerate careers, yet less than 1 in 4 companies has a formal program, leaving most women reliant on informal sponsorship.[106] And this often results in women missing out due to "affinity bias," which leads senior-level men to sponsor others like themselves. To address this, companies should educate men that sponsors and sponsees don't need to share the same identity, and guide them on how to support women effectively—for example, by learning about the unique challenges women face at work.[107]

3 STRATEGIES FOR ENGAGING MEN

1 **Be explicit that women's advancement also benefits men**

Given that many diversity efforts focus on how women benefit, it's not surprising that men may not always see what they stand to gain. To combat this, companies should find opportunities to convey how these efforts link to issues that matter to men. For example, work-life conflict has traditionally been discussed as a women's issue, when it's also an issue that deeply affects men. When companies point to the benefits for men of programs supporting work-life balance, it signals that men's well-being is prioritized along with women's.[108] In addition, companies should look for ways to put this sentiment into action—for example, by offering equal parental leave to men and normalizing its use.

2 **Make sure senior-level men are in the know and on board**

Activating senior-level men is mission critical, as they are uniquely positioned to advance gender equality. Senior-level men stand out as notably optimistic about the state of women, so it's vital they grasp the data showing that progress remains slow and incomplete. Moreover, it helps when senior-level men understand the pivotal role they play in advancing women. On top of the strong link between senior-leader support and the success of organizational change, research shows that early career men are more likely to act on inclusion if they see and hear senior-level men doing the same.[109]

3 **Offer allyship groups**

Companies should consider sponsoring allyship groups in the same way they sponsor ERGs.[110] These groups provide camaraderie and a structured way for men and other allies to participate. Moreover, employer-sponsored groups make it clear that allyship is aligned with company priorities—and this explicitness can help motivate men.

"

Research shows that even when parental leave is available, men are less likely to take it. So we need to normalize men being caregivers. Senior-level men can play a role by sharing things like, 'I'm taking the afternoon to see my grandchild's baseball game' or 'I'm taking time to help my elderly mom.'"

Ruchika T. Malhotra, inclusion strategist and author of *Inclusion on Purpose*

"

Male allyship groups are on the rise. Men can look at the whole constellation of ERGs and think, 'Well, where does the average white guy fit into that?' Allyship groups are a way to include men in a way that feels comfortable."

David Smith, co-author of *Good Guys*

BEYOND THE BASICS

Unlocking the power of managers

Managers hold a unique and powerful position within their organizations, given their impact on employee experience. When managers fail to take action, research shows it's often for three reasons that are outside their control:

- Their priorities and performance metrics are misaligned

- They lack the time and resources to be successful

- Leadership has not included them in the conversation

Armed with this knowledge, there are steps companies can take to unlock the full potential of managers.[111]

3 RESEARCH-BASED TIPS FOR ACTIVATING MANAGERS

1   **Align managers' priorities and rewards**

Lack of clarity around what's expected of them is a key source of stress for managers. To alleviate this, companies should make sure priorities, trainings, and performance expectations are well aligned.[112] For instance, if supporting employee advancement is a key focus, that should be clearly communicated and emphasized in both training programs and performance reviews.

2   **Ensure managers have the time and resources they need**

Given the broad range of goals they're expected to meet, managers are often spread too thin—42 percent of managers often or always feel burned out, compared to 33 percent of non-managers.[113] To address this, companies should look for opportunities to reduce managers' individual workloads so they have more time to support their teams. It can also help to put tools in place to make it easier for managers to be effective, such as standardized questions to gauge their team members' well-being and sample scripts for important career conversations. These steps pay off: when managers spend more time developing their teams, results improve.

3   **Invite managers into a dialogue**

A large body of research shows that when managers have meaningful input into their mandate—and how to accomplish it—organizational change is far more likely to succeed.[114] To do this effectively, companies should consistently solicit managers' feedback on new policies and practices and how to improve them. This helps managers feel seen and heard, and provides leadership with insights into on-the-ground challenges.

HOW PFIZER REDEFINED MANAGER EVALUATIONS

Pfizer has changed how managers are evaluated to reward how they lead. In addition to rating their business outcomes, performance ratings now focus on how managers achieve those results by measuring their positive impact on their teams. For example, Pfizer now assesses how well managers implement company values, such as excellence and equity, based on direct feedback from their teams.

"

What middle managers do is actually much more complex than what either executives or frontline workers do: they manage both up and down, and serve as translators in both directions."

Emily Field, co-author of *Power to the Middle*

Acknowledgments

McKinsey & Company and LeanIn.Org would like to thank the 281 companies and more than 15,000 employees who participated in this year's study. By sharing their information and insights, they've given us new visibility into the state of women in the workplace and the steps companies can take to achieve parity for all women.

We appreciate the continued help of Defined Contribution Institutional Investment Association (DCIIA), the Equity Collaborative, Expanding Equity, PayTech Women, and Women's Foodservice Forum (WFF) in convening participants in their respective industries.

We would like to thank Qualtrics and IntelliSurvey for their help in conducting the surveys for this study and Getty Images for providing the photography from the Lean In Collection used in this report and website.

ADDITIONAL RESOURCES FOR COMPANIES

Lean In runs programs to support women leaders and improve the culture of work—and they're available at no cost, because we believe every company should have the tools to build an equitable workplace. **Lean In Circles** combines a world-class leadership curriculum with the power of women coming together to learn new skills and support one another. **50 Ways to Fight Bias** takes the guesswork out of identifying and challenging the biases women face with specific, research-based recommendations for what to say and do. **Allyship at Work** focuses on practical steps managers and employees can take to show up as allies and create an inclusive workplace culture. Find out why thousands of organizations including GSK, SurveyMonkey, and Walmart are using our programs and how you can bring them to your company at **leanin.org/partner**.

McKinsey & Company has made a commitment to researching and building diverse leadership, as well as inclusive and equitable work environments. We have a track record of client service to institutions working to modernize their talent and business processes, as well as cultures to support these aims. McKinsey offers award-winning programs to equip leaders with the network, capabilities, and mindsets needed to achieve their goals. Our Connected Leaders Academy has enrolled 82,000 leaders. This program—which is offered at no cost and includes customized content relevant to Black, Hispanic and Latino, and Asian leaders—focuses on **early professionals, midcareer managers, and senior executives**. Our DEI Maturity Assessment has provided 250+ clients with a comprehensive framework to assess and drive their DEI strategy. Inclusion assessment has been used by 100+ clients to assess employee perspectives on how effectively leaders, peers, and systems support inclusion in the workplace. We also offer an Inclusion Incubator program aimed at fostering meaningful inclusive leadership behaviors. Visit **https://www.mckinsey.com/featured-insights/diversity-and-inclusion** to explore McKinsey's client service, research, and insights on DEI.

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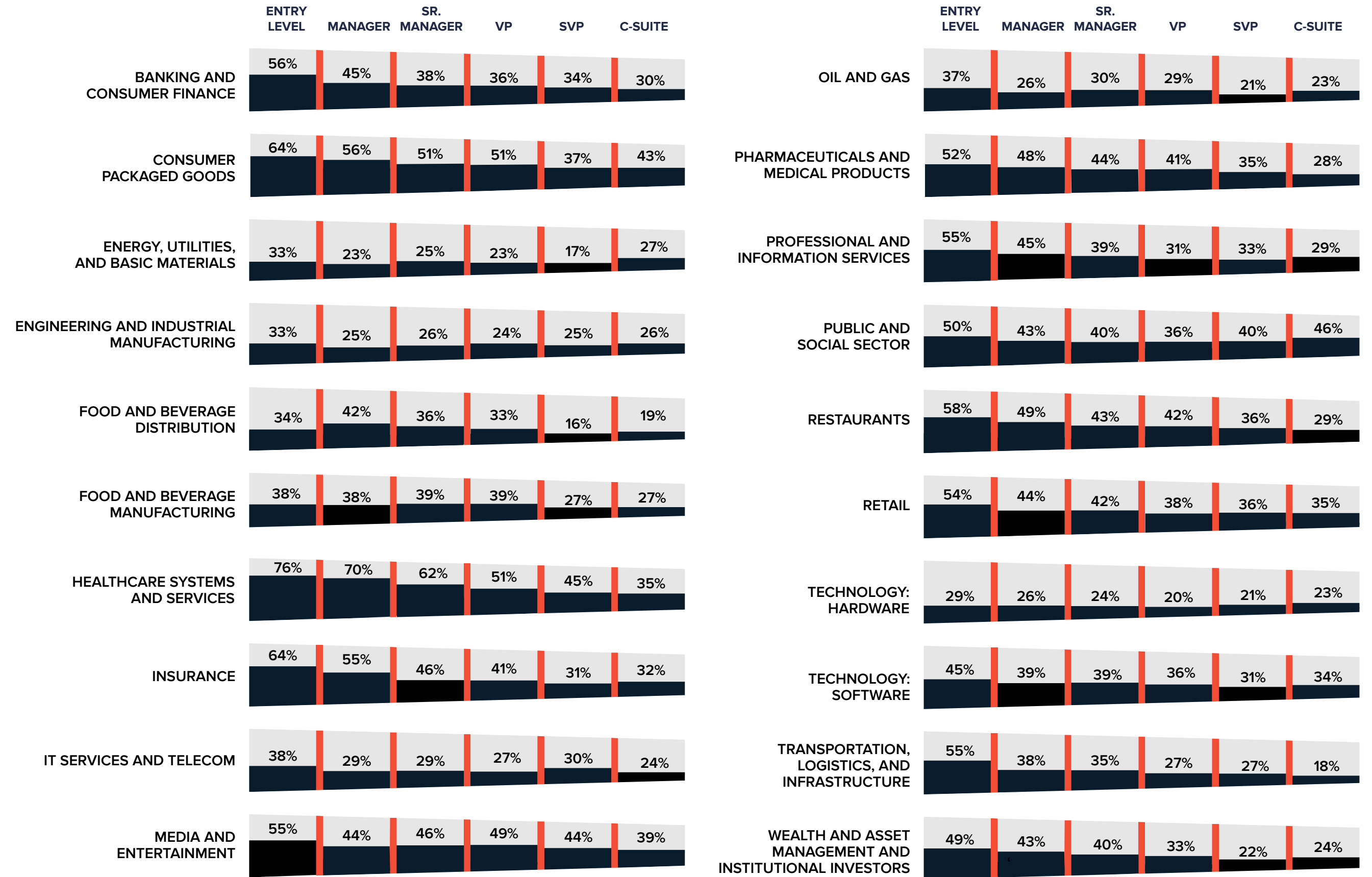# Thank you to 10 years of contributors

Over the past 10 years, many individuals have played a role in Women in the Workplace. For our 10th anniversary report, we want to extend our gratitude to the following people. Their passion, hard work, and creativity brought this study to life, alongside countless others. We hope—and believe—that companies have used this report to make their organization more inclusive and that women have felt seen and validated in the data. We thank everyone who has helped to make that happen.

Greg Allen	Eduardo Coronado-Sroka	Archana Gilravi	Ellen Konar	Brandon McCormick	Charlie Rixey	Irina Starikova	Yaz Yazar
Sofia Alvarado	Sarah Coury	Beatriz Go	Mekala Krishnan	Shaina Milleman	Kelsey Robinson	Mackenzie Stasko	Lareina Yee
Ashley Anglin	Katie Cox	Sammy Goldstein	Alexis Krivkovich	Jordan Miller-Surratt	Nicole Robinson	Taylor Steinbeck	Andrew Yoo
Rowan Benecke	Meghna Dasgupta	Mar Grech	Sandra Kügele	Katie Miserany	Alex Rohrbach	Ava Stills	Jemma York
Becca Bernstein	Katie DiClemente	Sanchika Gupta	Ankur Kumar	Ava Mohsenin	Megan Rooney	Julia Sun	Kinsey Yost
Ali Bohrer	Briana Edwards	Claudia Hanley	Julia Kung	Nancy Moreno	Nick Rosener	Margaret Swank	Della Zanoschi
Quentin Bolton	Kweilin Ellingrud	Chloe Hart	Eric Kutcher	Aline Nachlas	Devon Rule	Lynn Takeshita	Stephanie Zibell
Jenna Bott	Blair Epstein	Anne Marie Hawley	Jocelene Kwan	Marie-Claude Nadeau	Raena Saddler	Alice Tang	
Hayley Brown	Allison Esho	Brigit Helgen	Kitty Kwan	Hilary Nguyen	Roz Samimi	Erica Tashma	
Courtnay Buaas	Caroline Fairchild	Margot Heron	Lauren Lamorena	Mary Noble-Tolla	Sara Samir	Rachel Thomas	
Amber Burton	Destin Fernandes	Lea Herzberg	Sophia LaRoche	Narmeen Noorullah	Sheryl Sandberg	Kirsten Tidswell	
Kelen Caldwell	Sarah Ferreiro Hand	Alexandra Aguirre Hiraoka	Melinda Lee	Shelley Ong Teshima	Sophie Sanders	Kendall Titus	
Sara Callander	Maggie Ferrill	Alexis Howard	Michelle Lee	Laura Padula	Jenna Scalmanini	Tijana Trkulja	
Gina Cardazone	Keela Fett	Jess Huang	Sidney Lee	Morgan Paull	Samuel Schwager	Emma Tsurkov	
Maria Laura Saenz Caviedes	Emily Field	Isabelle Hughes	Steven Lee	Nikki Pawsey	Bryan Schwimmer	Nikki Tucker	
Lizzy Chan	Priya Fielding-Singh	Sophia Hunt	Michael Linares	Bevan Pearson	Divyanka Sharma	Kate Urban	
Maura Cheeks	Ashley Finch	Ryan Hutson	Wei Wei Liu	David Pinski	Leslie Shinn	Rachel Valentino	
Janet Chen	Daniel Fletcher	Thamara Jean	Madison Long	Pearl Plotkin	Chanel Shum	Neha Verma	
Ping Chin	Madelyn Flores	Shweta Joshi	Robin Lore	Jonathan Posner	Rebecca Silliman	Meghan Olivia Warner	
Deb Chong	Robyn Freeman	Sara Kaplan	Jill Lyon	Sara Prince	Saloni Singhvi	Monne Williams	
Carolyn Chu	Erin Friedlander Blank	Nil Karahasanoglu	Anthea Lyu	Christine Quintana	Martin Slosarik	Emma Justine Williams-Baron	
Rachel Cook	Dom Furlong	Ananya Karanam	Emma Macan Roberts	Sara Radjenovic	Hannah Smith	Robert Woodington	
Marianne Cooper	Nawel Gabouge	Lauren Keane	Sonia Mahajan	Ishanaa Rambachan	Stephanie Solove Chou	Ashley Wright	
Christianne Corbett	Worth Gentry	Lizbeth Kim	Tess Mandoli	Chrissy Ramkarran	Archana Somasegar	Katie Wulbert	
Brittany Cornejo	Alison Gerard	Allison Koblick	Megan McConnell	Stephanie Rank	Emma Spitzer	Lily Xu	

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CORPORATE PIPELINE BY INDUSTRY

Industries have different talent pipelines

Although women are broadly underrepresented in corporate America, the talent pipeline varies by industry. Some industries struggle to attract entry-level women (e.g., Technology: Hardware; IT and Telecom; Engineering and Industrial Manufacturing), while others fail to advance women into middle management (Energy, Utilities, and Basic Materials) or senior leadership (Oil and Gas).

	ENTRY LEVEL	MANAGER	SR. MANAGER	VP	SVP	C-SUITE
BANKING AND CONSUMER FINANCE	56%	45%	38%	36%	34%	30%
CONSUMER PACKAGED GOODS	64%	56%	51%	51%	37%	43%
ENERGY, UTILITIES, AND BASIC MATERIALS	33%	23%	25%	23%	17%	27%
ENGINEERING AND INDUSTRIAL MANUFACTURING	33%	25%	26%	24%	25%	26%
FOOD AND BEVERAGE DISTRIBUTION	34%	42%	36%	33%	16%	19%
FOOD AND BEVERAGE MANUFACTURING	38%	38%	39%	39%	27%	27%
HEALTHCARE SYSTEMS AND SERVICES	76%	70%	62%	51%	45%	35%
INSURANCE	64%	55%	46%	41%	31%	32%
IT SERVICES AND TELECOM	38%	29%	29%	27%	30%	24%
MEDIA AND ENTERTAINMENT	55%	44%	46%	49%	44%	39%

	ENTRY LEVEL	MANAGER	SR. MANAGER	VP	SVP	C-SUITE
OIL AND GAS	37%	26%	30%	29%	21%	23%
PHARMACEUTICALS AND MEDICAL PRODUCTS	52%	48%	44%	41%	35%	28%
PROFESSIONAL AND INFORMATION SERVICES	55%	45%	39%	31%	33%	29%
PUBLIC AND SOCIAL SECTOR	50%	43%	40%	36%	40%	46%
RESTAURANTS	58%	49%	43%	42%	36%	29%
RETAIL	54%	44%	42%	38%	36%	35%
TECHNOLOGY: HARDWARE	29%	26%	24%	20%	21%	23%
TECHNOLOGY: SOFTWARE	45%	39%	39%	36%	31%	34%
TRANSPORTATION, LOGISTICS, AND INFRASTRUCTURE	55%	38%	35%	27%	27%	18%
WEALTH AND ASSET MANAGEMENT AND INSTITUTIONAL INVESTORS	49%	43%	40%	33%	22%	24%

LEAN IN

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Methodology

DATA SOURCES

This report is primarily focused on data from the 2024 Women in the Workplace study and also draws extensively from published and unpublished data from the 2015–2023 *Women in the Workplace* reports. Historical data trends were analyzed across talent pipeline data, Employee Experience surveys, and HR programs and policies, and analyzed in conjunction with 2024 findings.

RESEARCH PARTICIPATION FOR 2024 STUDY

This report is based on research from 281 companies across the United States and Canada, building on similar research conducted annually by McKinsey & Company and LeanIn.Org since 2015, as well as research from McKinsey & Company in 2012.

Participating companies from the private, public, and social sectors submitted talent pipeline and/or policies and programs data. In addition, more than 15,000 employees from 27 companies were surveyed on their workplace experiences and we interviewed 27 women and non-binary individuals, including people of different races and ethnicities, LGBTQ+ individuals, and people with disabilities at all levels in their organizations working remotely, hybrid, or on-site.

We grouped companies by industry to create benchmarks that provide peer comparisons. The number of companies from each industry is as follows:

- Banking and Consumer Finance—26
- Consumer Packaged Goods—4
- Energy, Utilities, and Basic Materials—12
- Engineering and Industrial Manufacturing—31
- Food and Beverage Distribution—5
- Food and Beverage Manufacturing—12
- Healthcare Systems and Services—26
- Insurance—10
- IT Services and Telecom—6
- Media and Entertainment—6
- Oil and Gas—10
- Pharmaceutical and Medical Products—14
- Professional and Information Services—11
- Public and Social Sector—6
- Restaurants—12
- Retail—10
- Technology: Hardware—13
- Technology: Software—18
- Transportation, Logistics, and Infrastructure—9
- Wealth and Asset Management and Institutional Investors—40

Companies opted into the study in response to invitations from McKinsey & Company and LeanIn.Org or by indicating interest through our public website. Participation in the Employee Experience Survey was encouraged, but optional. All talent pipeline data collection occurred between March and May 2024. Talent pipeline data reflect representation of women and men as of December 31, 2023, as well as personnel changes (e.g., due to promotion, hiring, and attrition) during 2023. Therefore, all talent pipeline data do not represent any changes that occurred during 2024. Human resource leaders and professionals provided information on policies, programs, and priorities on behalf of their company between March and May 2024. Additionally, employees were surveyed on their workplace experiences between March and May 2024. These data sets represent point-in-time snapshots and reflect companies' responses and employees' experiences at the time that the survey was taken.

PIPELINE DATA AND ANALYTICS

Overall Metrics

All pipeline metrics (e.g., representation, promotion rates, hiring shares, attrition rates) were calculated for each participating company. Company results were then averaged for each industry and each industry's data were weighted by the composition of the Fortune 500 in 2023. This enabled us to avoid overemphasizing or underemphasizing particular industries and better estimate trends over time based on each year's sample of companies. The industry breakdown of the Fortune 500 used for our weighting was:

- Energy and Basic Materials—18.6%
- Engineering and Automotive and Industrial Manufacturing—10.0%
- Finance—18.8%
- Food and Restaurants—6.6%
- Healthcare—8.2%
- Media and Entertainment—1.6%
- Professional and Information Services—3.6%
- Retail—17.8%
- Tech—11.4%
- Transportation, Logistics, and Infrastructure—3.4%

Definition of Job Levels

Companies categorized their employees into six levels based on the following standard definitions, considering reporting structure and salaries. The levels and definitions provided were:

- L1—Executives: CEO and direct reports to the CEO, responsible for company operations and profitability (board members are not included in our primary analyses unless they are also employees)
- L2—Senior vice presidents and other similar roles: senior leaders of the organization with significant business unit or functional oversight
- L3—Vice presidents and other similar roles: leaders within the organization, responsible for activities/initiatives within a subunit of a business unit or function, or who report directly to senior vice presidents
- L4—Senior managers: seasoned managers and contributors, with responsibility for multiple teams and discrete functions or operating units

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- L5—Managers: junior managers and contributors, responsible for small teams and/or functional units or operations
- L6—Entry level: employees responsible for carrying out discrete tasks and participating on teams, typically in an office or corporate setting
- L7—Frontline: Field employees like cashiers or customer service representatives, responsible for carrying out customer-facing jobs, typically in a retail or branch location

TALENT PIPELINE

Metrics and Analytics

Talent pipeline data included the representation of men and women (overall, in line versus staff roles, by race/ethnicity, and optionally for functional roles like marketing, sales, and engineering). In addition, companies reported the number of men and women who were hired, promoted, and who left the company (overall, by race/ethnicity, and optionally for functional roles like marketing, sales, and engineering roles, as well as optionally for voluntarily versus involuntarily leaving). Promotion and attrition rates were calculated for women and men, overall and by race/ethnicity, at each level. Promotion rates were calculated by dividing the number of promotions of that gender into a level by the number of employees of that gender in the level below at the start of the year. Attrition rates were calculated by dividing the number of each gender who left the company at a given level by the number of employees of that gender in that level at the start of the year. Submitted data were checked for consistency and inconsistent data were excluded as needed.

YEARS TO PARITY ESTIMATE AND ANALYTICS

General Context

Years to parity estimates were modeled by industry, including all companies that participated between 2022 and 2024, for roles ranging from C-suite to SVP (L1–L2). The analysis was done independently for each level L1–L2. The model uses initial representation and projects representation changes over time for a given demographic (i.e., men, women overall, women of color, and white women). Parity thresholds were set for each respective group and an estimate was determined based on when a group meets their respective threshold. Additional details on projection methodology and assumptions detailed below:

Projected Representation Change

Projected representation changes were analyzed across men, women overall, women of color, and white women for roles at the C-suite and SVP (L1 and L2) levels. Levels were grouped to ensure sufficient sample size and incorporate nuance seen at the senior leadership levels across industries. Representation change was defined as the net change as a result of hiring, promotions, and attrition within a given year, where projected values were determined by applying geometric Brownian motion to capture the stochastic nature of population change. The model incorporated into a Monte Carlo simulation to further consider the range of possibilities when estimating the years to parity for each group and ensure resulting estimates account for variability and uncertainty year-over-year.

Assumptions and Further Considerations

- **Parity threshold selection**: Parity thresholds were set respectively for each grouping after considering current 2024 representation of the workforce and estimated growth figures. Thresholds must be reached in the model for a group to be considered at parity.

Thresholds determined based on workforce representation trends in U.S. Census (~18–20% population of women of color), current representation of women at entry levels in talent pipeline (20% for women of color; 28% for white women), and assumption that pipeline and growing population of diverse women will attribute to greater representation of women at senior levels in future years. Only women and men were included in projection analyses due to the extremely small sample of employees outside the gender binary. Parity thresholds were set per demographic at:
  - Women of color: 25% of total population
  - White women: 25% of total population

- **Additional modeling choices:** Additional factors taken into consideration when choosing model parameters and handling edge cases:
  - Monte Carlo iterations: Simulation ran 1,000 iterations for each industry to evaluate a wide range of possible estimates and averaged to determine years to parity estimates for a given industry. Iterations were chosen to create a large sample of possible estimate and ensure accurate estimate.
  - Projection time bounds: The model measures projected representation change over 100 years to provide a runway to reach convergence into an estimate. Time bound chosen after running sensitivity tests and determining minimal upside in expanding the limits beyond 100 years.
  - Estimates not reached within the model: In the rare event that an estimate is not reached over 100 years across the 1,000 iterations, an assumed value of 100 years is used for that industry/level combination. Only two out of 198 industry/level combinations were not able to reach an estimated time to parity given the model parameters above and used the assumed value of 100 years.
  - Industry weighting when reaching an aggregate estimate: When computing aggregate estimates for each group and level, the industries are averaged using the Fortune 500 weights described above.

EMPLOYEE EXPERIENCE SURVEY AND ANALYTICS

Survey Participation

More than 15,000 employees from 27 organizations elected to participate in the Employee Experience Survey. The survey questions covered multiple themes (e.g., overall satisfaction, flexibility and remote/hybrid workplaces, advancement, employee well-being, equity, mentorship, and sponsorship) as well as demographic questions (e.g., gender, gender of primary manager, race/ethnicity, age, disability, sexual orientation, role, family status, household characteristics, and responsibilities).

Statistical Reporting of Survey Data

Survey results were reported as an unweighted polled average of responses across companies. Many of the questions offered a five-point labeled response scale (e.g., "Strongly disagree" to "Strongly agree"). Unless otherwise specified, analyses aggregated the top two and bottom two boxes of the response scale (e.g., combining "Somewhat agree" and "Strongly agree"). Where we highlight differences between genders or other groups, we highlight only those differences that are substantial and reliable. To that end, all differences noted in this report are statistically significant to a 95 percent confidence level and/or reflect a difference of at least five percentage points between two groups unless otherwise indicated. In addition to establishing a minimum five percentage point difference when comparing data from different years, we also examined the trajectory and variability of data when there were more than two years of data available. We acknowledge that differences in participating companies each year mean that year-to-year comparisons may be due to sample characteristics or random variation. Wherever possible, data were triangulated from multiple sources to confirm trends and strengthen our findings.

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HR PROGRAMS AND POLICIES

Human resource professionals from 291 organizations provided information on gender diversity policies and programs on behalf of their organization. Not all participating companies submitted talent pipeline data. We report the percentage of organizations that have a program, policy, priority, or position out of the total number of companies that submitted HR program/policy data.

HR AND DEI BEST PRACTICES

DEI best practices are based on a top-performer analysis conducted with pipeline data and HR survey data. This is supplemented by external research, past Women in the Workplace studies, and responses from subject-matter experts about what has been most effective in improving representation and advancement of women. We used talent pipeline data from 271 companies that participated in both the Talent Pipeline and HR surveys in 2024 to identify organizations that outperform on representation of women and women of color metrics. We compared their total women and women of color representation for L2 to L6 to their industry's average for these values. Roles in L1 were intentionally excluded from the analysis, given the variability in representation across companies and nuance noted at the C-suite level. We then ranked the companies by the extent to which they outperformed this year's industry benchmarks for total women and women of color representation from L2 to L6 in the pipeline to identify the top quartile of companies. The key HR practices and policies that drive progress were based on the top-performer analysis and were defined as practices where there was a statistically significant difference in the percentage of top-performing organizations (n = 68) and non-top-performing organizations (n = 208) that have adopted that practice. In cases where recommendations included multiple individual practices (e.g., sponsorship and/or mentorship programs for women and women of color), the recommendation was classified as a significant practice if there was at least one statistically significant difference between top performers and all other companies in the analyses for any of the listed practices. To further inform solutions, we conducted additional deep-dive analyses by themes (e.g., benefits and support, tracking, and metrics) for top-performing organizations, including assessing what practices are adopted significantly more by top-performing companies than non-top-performing organizations.

QUALITATIVE INTERVIEWS

We conducted individual interviews with 27 women and non-binary employees across multiple industries. Interviewees were volunteers selected to reflect a range of levels, departments, and demographic groups. Our interviews focused on workplace experiences to gain a deeper understanding of the quantitative findings from the employee survey. Individual names, company names, and any other identifying information were kept strictly confidential, and individuals are anonymized in this report. Within the quotes, some identifying details may have been altered and/or withheld to protect the speaker's anonymity. Quotes have been edited for clarity.

HR EXECUTIVE INTERVIEWS

We conducted individual interviews with nine HR executives across multiple industries. Interviewees were selected to reflect top-performing organizations across a range of industries. Our interviews focused on workplace themes (e.g., increasing representation of women in senior leadership, increasing company commitment to gender and racial diversity, importance of flexibility to all and especially women) to gain a deeper understanding of the quantitative findings from the HR survey and potential recommendations for other organizations. Individual names and company names were provided upon approval of the interviewed HR executive.

Endnotes

1. This report contains stock photographs for illustrative purposes only. Images do not reflect the identities of the women quoted. Within the quotes, some identifying details may have been altered and/or withheld to protect the speaker's anonymity.

2. In this study, "women" includes cisgender and transgender women. Due to small sample sizes for transgender women, data are reported for "women overall" or "LGBTQ+ women" in aggregate. Women of color include Black, Latina, Asian, Native American/American Indian/Indigenous or Alaskan Native, Native Hawaiian, Pacific Islander, Middle Eastern, or mixed-race women. Due to small sample sizes for other racial and ethnic groups, reported findings on individual racial/ethnic groups are restricted to Black women, Latinas, and Asian women.

3. Except where otherwise noted, "senior leadership" refers to individuals at the vice president level or above (L1 to L3 in Methodology).

4. Sangeeta Badal, "The Business Benefits of Gender Diversity," Gallup, January 20, 2014, https://www.gallup.com/workplace/236543/business-benefits-gender-diversity.aspx; Sara Ellison and Wallace P. Mullin, "Diversity, Social Goods Provision, and Performance in the Firm," *Journal of Economics and Management Strategy* 23, no. 2 (Summer 2014): 465–81, https://economics.mit.edu/files/8851; Vivian Hunt, Lareina Yee, Sara Prince, and Sundiatu Dixon-Fyle, *Delivering Through Diversity*, McKinsey & Company, 2018, https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity.

5. Pipeline data for all years' reports are based on data from the previous year and do not reflect changes through the year of publication; LeanIn.Org and McKinsey & Company, *Women in the Workplace 2023*, October 2023, https://leanin.org/women-in-the-workplace/2023; 2*Women in the Workplace 2022*, October 2022, https://leanin.org/women-in-the-workplace/2022; *Women in the Workplace 2021*, September 2021, https://leanin.org/women-in-the-workplace/2021; *Women in the Workplace 2020*, October 2020, https://leanin.org/women-in-the-workplace/2020; *Women in the Workplace 2019*, October 2019, https://leanin.org/women-in-the-workplace/2019; *Women in the Workplace 2018*, October 2018, https://womenintheworkplace.com/2018; *Women in the Workplace 2017*, October 2017, https://womenintheworkplace.com/2017; *Women in the Workplace 2016*, October 2016, https://womenintheworkplace.com/2016; *Women in the Workplace 2015*, October 2015, https://womenintheworkplace.com/2015.

6. Percentage-point changes are based on the differences in representation at each level between 2015 and 2024 for women overall and between 2017 and 2024 for white women and women of color. The 2017 study was the first year that representation data were available for subgroups of women, including white women and women of color. Since they cover different time frames, percentage-point changes for white women and women of color will not sum to percentage-point changes for women overall.

7. Pipeline data in this report are based on data from the end of 2023 and do not reflect changes through 2024. Total percent of women and men per level in the race and gender pipeline may not sum to overall corporate pipeline totals, as the race pipeline does not include employees with unreported race data. Some percentages may sum to 98 percent or 101 percent due to rounding.

8. Latinas make up over 9 percent of the population but just under 6 percent of entry-level workers based on data from the U.S. Census Bureau, "2023 Annual Estimates of the Resident Population by Sex, Race, and Hispanic Origin for the United States: April 1, 2020, to July 1, 2022 (NC-EST2022-SR11H)," https://www.census.gov/data/tables/time-series/demo/popest/2020s-national-detail.html. Data include companies from both the United States and Canada; additional analysis of combined data from the U.S. Census Bureau and Statistique Canada was performed to confirm that findings hold when looking at combined U.S. and Canadian populations.

9. U.S. Department of Education, National Center for Education Statistics, Higher Education General Information Survey (HEGIS), "Degrees and Other Formal Awards Conferred" surveys, November 2023, https://nces.ed.gov/programs/digest/d23/tables/dt23_322.20.asp; U.S. Census Bureau, Population Division, "Annual Estimates of the Resident Population by Sex, Race, and Hispanic Origin for the United States: April 1, 2020 to July 1, 2023 (NC-EST2023-SR11H)," June 2024, https://www.census.gov/data/tables/time-series/demo/popest/2020s-national-detail.html.

10. Pipeline data for all years' reports are based on data from the previous year and do not reflect changes through the year of publication.

11. LeanIn.Org, *The State of Latinas in Corporate America*.

12. Data throughout this report are labeled for the year the report was published, though pipeline data is always from the previous year. Please note that in the 2023 *Women in the Workplace* report, some historical broken rung data was labeled according to the year the data described rather than the year the report was published.

13. In 2024, men held 76 percent of line roles at the SVP level and 72 percent of line roles at the VP level; in 2018, men held 82% of line roles at the SVP level and 75% of line roles at the VP level.

14. Analysis based on weighted average end-of-year head count by level and weighted end-of-year representation by level for men and women in line and staff roles at the C-suite level from 2018 to 2024.

15. Percentage-point differences are based on the differences in representation of men and women in line and staff positions at combined VP and SVP levels between 2018 and 2024.

16. While women have made critical gains in staff roles, it is also important to increase their representation in line roles. Line roles often have deep influence on company strategy and decision-making, and help build the skill set needed for CEO positions.

17. Caroline Liongosari et al., "State of the C-Suite and Executives Report," LinkedIn Economic Graph Research Institute, September 2024, https://economicgraph.linkedin.com/content/dam/me/economicgraph/en-us/PDF/state-of-the-c-suite.pdf.

18. Years to parity estimates were modeled at the industry level using data from companies that participated in any of the last three years of the study. Current representation at the executive level (C-suite + SVP) was projected forward using simulations that incorporated hiring, promotion, and attrition rates until parity thresholds were reached. See Methodology for complete details on parity projection analysis.

19. Except where otherwise noted, "flexible work" or "flexibility" refers to remote or hybrid work, as well as flexible work options such as the ability to set your own hours.

20. Shelley J. Correll, "Reducing Gender Biases in Modern Workplaces: A Small Wins Approach to Organizational Change," *Gender & Society* 31, no. 6 (December 2017), https://journals.sagepub.com/doi/abs/10.1177/0891243217738518?journalCode=gasa; Lori Nishiura Mackenzie, JoAnne Wehner, and Shelley J. Correll, "Why Most Performance Evaluations Are Biased, and How to Fix Them," *Harvard Business Review*, January 11, 2019, https://hbr.org/2019/01/why-most-performance-evaluations-are-biased-and-how-to-fix-them.

21. Arrows pointing up or down indicate a difference of at least +/-5 percentage points between the first time point and the last time point (in this case, between 2018 and 2024).

22. Rhea E. Steinpreis, Katie A. Anders, and Dawn Ritzke, "The Impact of Gender on the Review of the Curricula Vitae of Job Applicants and Tenure Candidates: A National Empirical Study," *Sex Roles* 41 (1999): 509–28, https://doi.org/10.1023/A:1018839203698; Marianne Bertrand and Sendhil Mullainathan, "Are Emily and Greg More Employable than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination," National Bureau of Economic Research Working Paper No. 9873, July 2003, http://www.nber.org/papers/w9873.

Endnotes

23. Alexandra Kalev et al., "Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity policies," *American Sociological Review* 71, no. 4 (2006): 589–617, https://doi.org/10.1177/000312240607100404.

24. The distance between time markers on the horizontal axis does not scale to match the timeline.

25. Full question: In 2024, "Does your organization provide any of the below programs with specific content focused on women?" "Does your organization provide any of the below programs with specific content focused on women of color?" In 2022, "Does your organization have any of the following focused on women?" "Does your organization have any of the following focused on women of color (e.g., Black, Indigenous, Latina, or Asian women)?" In 2017, "Does your organization provide any of the below programs with specific content focused on women?" Respondents selected "Career development programs," "Formal sponsorship program," and/or "Formal mentorship program."

26. LeanIn.Org and McKinsey & Company, *Women in the Workplace 2022*.

27. Dashes indicate data are not available or the question was not asked in a given year.

28. In 2018, "Which of the following training programs does your company currently offer?" (aggregate of "Offered to all employees" and "Offered to managers only"). Respondents selected from "Fostering an inclusive work environment training," and/or "Non-discrimination training." In 2020, "Which of the following trainings has your company provided to managers since the COVID-19 crisis began?" Respondents selected "Training on how to support employees' mental health and well-being." In 2022, "Which of the following topics are explicitly covered in your organization's people manager training?" Respondents selected from "How to foster a sense of inclusion and belonging on their team" and/or "How to effectively check in on their employees' personal well-being." In 2024, "Which of the following are included in your organization's training for all people managers?" Respondents selected from "Creating a respectful and inclusive environment," "Reducing biases in the workplace," "Evaluating employee performance based on results," "Ensuring all employees have a clear path toward advancement," and "Effectively supporting employee well-being."

29. Full question: In 2018, "Which of the following does your manager do for you?" In 2024, "Which of the following actions has your manager taken consistently in the past year?"

30. Full question: "How have your organization's expectations of people managers changed over the past two to five years?" Respondents selected from "Managers are expected to do more" (aggregate of "Managers are expected to do much more than they were two to five years ago" and "Managers are expected to do somewhat more than they were two to five years ago"), "Managers are expected to do about the same as they were two to five years ago," "Managers are expected to do less" (aggregate of "Managers are expected to do somewhat less than they were two to five years ago" and "Managers are expected to do much less than they were two to five years ago"), and "Not sure." This question was gated and only asked of those managers who responded that managers are "expected to do more" than they were five years ago. This question is restricted to employees who have been managers for at least five years.

31. This question was gated and only asked of those managers who responded that managers are "expected to do more" than they were five years ago.

32. Eighty-eight percent of companies offer allyship and/or anti-bias training.

33. The distance between time markers on the horizontal axis does not scale to match the timeline.

34. Full question: In 2019, "Which of the following training programs does your company provide to address diversity issues?" Respondents selected "Unconscious bias." In 2021, "Which of the following training programs does your company currently offer?" Respondents selected from "Allyship training," "Bias training (e.g., unconscious bias training)." In 2022, "Which of the following mandatory or voluntary training programs does your organization currently offer?" Respondents selected from "Allyship training (e.g., training on how employees with more power and privilege can support and advocate for colleagues with less privilege), Bias training (e.g., unconscious bias training)." In 2024, "Which of the following training programs does your organization currently offer? Respondents selected from "Allyship training," "Bias training."

35. Full question: In 2019, "Have you heard or seen biased behavior towards women in the past year?" Respondents selected from "Very often" and "Sometimes" aggregate. In 2024, "How often have you heard or seen microaggressions against women in the workplace in the last year (e.g., a woman being disrespected or undermined because of her identity)?" Respondents selected from "Sometimes," "Often" or "Almost always" aggregate. In 2020 and 2024, "Do you consider yourself an ally to women of color at work (i.e., someone who uses their power to support or advocate for someone with less power)?" Respondents selected "Yes.".

36. Full question: In 2020, "Which of the following do you do on a consistent basis to support women of color at your company?" Respondents selected from "I take a public stand to support racial equality," "I mentor or sponsor one or more women of color," "If I see discrimination against women of color, I actively work to confront it." In 2024, "Which of the following do you do on a consistent basis to support women of color at your organization?" Respondents selected from "I take a public stand to support racial equality," "I mentor or sponsor one or more women of color," and "If I see a microaggression against a woman of color, I actively work to interrupt it."

37. Full question: "Which of the following have gotten better, stayed the same, or gotten worse for women in the workplace in the last 10 years? Women's opportunities for growth and development"; "Which of the following aspects of workplace culture have gotten better, stayed the same, or gotten worse in the last 10 years? Handling of microaggressions in the workplace, Emphasis on building respectful and inclusive workplaces." Respondents selected from "Gotten better," "Stayed the same," "Gotten worse," or "Not sure." This question is restricted to employees in the workforce for at least 10 years.

38. Data compare women of color, men of color, white women, and white men.

39. Eileen Appelbaum and Ruth Milkman, "Leaves That Pay: Employer and Worker Experiences with Paid Family Leave in California," Center for Economic and Policy Research, 2011, http://cepr.net/documents/publications/paid-family-leave-1-2011.pdf.

40. Richard Fry, Carolina Aragão, Kiley Hurst, and Kim Parker, "In a Growing Share of U.S. Marriages, Husbands and Wives Earn About the Same," Pew Research Center, 2023, https://www.pewresearch.org/social-trends/2023/04/13/in-a-growing-share-of-u-s-marriages-husbands-and-wives-earn-about-the-same/#:~:text=Among%2 0parents%20in%20marriages%20where,per%20week%20on%20paid%20work; Organization for Economic Cooperation and Development, "Employment: Time spent in paid and unpaid work, by sex," 2023, https://stats.oecd.org/index.aspx?queryid=54757#.

41. The distance between time markers on the horizontal axis does not scale to match the timeline.

42. The wording of survey questions varied across years. Data points in the line chart are connected where the question language remained consistent or differed only slightly. Full question: In 2015, "Which of the following flexible work programs does your organization offer?" Options included "Extended maternity leave" and "Extended paternity leave." In 2017, "Which of the following work/life practices or policies does your company offer to its employees?" Options included "Extended maternity leave (defined as leave that exceeds legal requirements)" and "Extended paternity leave (defined as leave that exceeds legal requirements)." In 2018, "What programs does your company offer related to work/life balance?" Options included "Paid maternity leave" and "Paid paternity leave." In 2021, "Which of the following does your company provide for parents?" Options included "Paid maternity leave" and "Paid paternity leave." In 2024, "Which of the following does your organization offer to all employees?" Options included "Maternity leave" and "Paternity leave."

43. Unpublished data. In 2016, "Which of the following work/life practices or policies does your company currently offer?" Respondents selected "Emergency backup childcare services"; results, 31 percent. In 2022, "Which of the following types of support does your organization provide to help parents?" Respondents selected "Support for adoption, surrogacy, and/or IVF/fertility treatment (e.g., paid leave beyond what may be required by law or assistance with fees)"; results, 80 percent; "Emergency backup childcare services (in-home or out-of home)"; results 50 percent. In 2024, "Which of the following does your organization offer to all employees?" Respondents selected "Support for adoption and/or surrogacy," "Support for IVF/fertility treatment"; results, companies offering support for adoption and/or surrogacy or support for IVF/fertility treatment, 87 percent.

44. Support for caregivers of sick or elderly adults constitutes a benefit beyond paid leave (e.g., caregiver reimbursements).

Endnotes

45. Laura Wheeler Poms, Lila C. Fleming, and Kathryn H. Jacobsen, "Work-Family Conflict, Stress, Physical and Mental Health: A Model for Understanding Barriers to and Opportunities for Women's Well-Being at Home and in the Workplace," *Social Determinants of Health*, virtual issue (2016): 444–57, https://onlinelibrary.wiley.com/doi/abs/10.1002/wmh3.211@10.1111/(ISSN)1948-4682.social-determinants-of-health; Sari Mansour, "Work-family conflict/Family-work conflict, job stress, burnout and intention to leave in the hotel industry in Quebec (Canada): Moderating role of need for family friendly practices as 'resource passageways,'" *The International Journal of Human Resource Management* 29, no. 16 (2018): 2399–430, https://www.tandfonline.com/doi/abs/10.1080/09585192.2016.1239216.

46. LeanIn.Org and McKinsey & Company, *Women in the Workplace 2023*.

47. Full question: In 2024, "Which of the following does your organization offer to all employees?" Respondents selected: "Remote/hybrid work options." In 2021, "How much flexibility do employees currently have to … Work remotely." Respondents selected from an aggregate of "A little bit," "A fair amount," "A lot," and "Almost total." In 2018, "What programs does your company offer related to work/life balance?" Respondents selected: "Telecommuting: Opportunity to work from home at least one day per week." In 2015, companies offered: logistical flexibility (e.g., telecommuting, no meetings after 5pm). In some circumstances, remote/hybrid options were offered by companies, but not to all employees.

48. Total percentage of employees saying how opportunities to work flexibly have changed in the last 10 years does not include respondents who selected "Not sure." Percentages do not add to 100. This question was restricted to people working for at least 10 years.

49. The distance between time markers on the horizontal axis does not scale to match the timeline.

50. Full question: In 2017, "How much of a priority is gender diversity for your company?" In 2019, "How much of a priority are the following for your organization? Gender diversity? Racial and ethnic diversity?" In 2024, "How much of a priority is gender diversity for your organization right now?"; "How much of a priority is racial diversity for your organization right now?" The data reflected are a combination of answer choices "Very important priority" and "Top priority."

51. Percentage of women and men under 30 who say gender and/or racial diversity is a high priority for them.

52. Full question: In 2017 and 2019, "How much of a priority is gender diversity for each of the following: You, yourself?" In 2019, "How much of a priority is racial/ethnic diversity for each of the following? You, yourself?" In 2024, "How much of a priority is gender diversity (i.e., gender parity in representation) for each of the following: You, yourself?" "How much of a priority is racial diversity for each of the following: You, yourself?" The data reflected are a combination of answer choices "Very important priority" and "Top priority."

53. Full question: In 2019, "How much of a priority is gender diversity for each of the following: You, yourself?" "How much of a priority is racial/ethnic diversity for each of the following? You, yourself?" In 2024, "How much of a priority is gender diversity (i.e., gender parity in representation) for each of the following: You, yourself?" "How much of a priority is racial diversity for each of the following: You, yourself?" The data reflected are a combination of answer choices "Very important priority" and "Top priority." Data shown are restricted to employees who indicated they were managers.

54. Unpublished data. Question: "Do you want to be promoted to the next level?" Respondents selected: "Yes, I would like to be promoted"; results, women 69 percent, men 73 percent.

55. Surveys are not conducted on the same sample year to year. As a result, changes could be due to differences in the survey sample.

56. Unless otherwise stated, in this study, "younger women" refers to women under 30 and "older women" refers to women 50 and over.

57. Full question: "Have you ever felt that any of the following other personal characteristics have played a role in missing out on a raise, promotion, or chance to get ahead?" Respondents selected: "Your race/ethnicity." Data shown are restricted to women who identified as Black, Latina, or Asian.

58. LeanIn.Org and McKinsey & Company, *Women in the Workplace 2018*.

59. Full question: "Which of the following would make the biggest difference in helping you advance in your career?" Respondents selected: "More mentorship, sponsorship, and/or professional development (e.g., coaching, leadership programs)." Results: WOC: 50 percent, white women: 42 percent; Sylvia Ann Hewlett, *The Sponsor Effect: How to Be a Better Leader by Investing in Others* (Boston: Harvard Business Review Press, June 18, 2019).

60. Full questions: In 2018, "Which of the following does your manager do for you?" Respondents selected: "Promote your contributions to others," "Help you navigate organizational politics," "Help you balance work and personal demands." In 2024, "Which of the following actions has your manager taken consistently in the past year?" Respondents selected: "Show interest in your career advancement (e.g., ask about your career goals)," "Promote your contributions to others," "Help you navigate organizational politics," "Help you balance work and personal demands."

61. Amy Edmondson, "Psychological Safety and Learning Behavior in Work Teams," *Administrative Science Quarterly* 44, no. 2 (June 1999): 350–83, https://journals.sagepub.com/doi/abs/10.2307/2666999.

62. In this study, "respondents who experience 'competence-based microaggressions'" refers to those who selected the following when asked: "During the normal course of business, which of the following have you experienced?" "Having your judgment questioned in your area of expertise," "Being mistaken for someone at a much lower level than you are at," "Being interrupted or spoken over more than others." In 2019, data was not collected on transgender identity, so the percentages under LGBTQ+ for that year refer only to people identifying as non-heterosexual.

63. Corinne A. Moss-Racusin et al., "Science Faculty's Subtle Gender Biases Favor Male Students," *Proceedings of the National Academy of Sciences* 109, no. 41 (October 9, 2012), https://doi.org/10.1073/pnas.1211286109; Steinpreis, Anders, and Ritzke, "The Impact of Gender on the Review of the Curricula Vitae of Job Applicants and Tenure Candidates"; Madeline E. Heilman and Michelle C. Haynes, "No credit where credit is due: Attributional rationalization of women's success in male-female teams," *The Journal of Applied Psychology* 90, no. 5 (2005): 905–16, https://doi.org/10.1037/0021-9010.90.5.905; Joan C. Williams and Rachel Dempsey, *What Works for Women at Work* (New York: NYU Press, 2014); Laurie Rudman, Corrine A. Moss-Racusin, et al., "Reactions to Vanguards: Advances in Backlash Theory," *Advances in Experimental Social Psychology* 45 (2012), https://doi.org/10.1016/B978-0-12-394286-9.00004-4.

64. In this instance, "younger women" refers to women under 30 and "older women" refers to women 50 and over.

65. In this study, "respondents who experience 'othering microaggressions'" refers to those who selected the following when asked: "During the normal course of business, which of the following have you experienced?" "Feeling you can't talk about yourself or your life outside of work," "Hearing others express surprise at your language skills or other abilities."

66. Respondents were restricted to women who experienced three or more microaggressions in 2024. Full questions: "Going forward, do you think your gender will make it harder or easier for you to get a raise, promotion, or chance to get ahead?" Respondents selected: "Harder." "In the last year, which of the following have you considered?" Respondents selected: "Leaving your organization." "In the last few months, how often have you felt burned out at work?" Respondents selected: "Almost always."

Endnotes

67. Gender or race "Onlys" defined as often or almost always being the only, or often one of the only, people of their gender or race in the room at work.

68. Women who are gender Onlys compared to women who are almost never the only, or one of the only people of their gender in the room. Respondents reporting having experienced three or more microaggressions are described here as "experiencing microaggressions."

69. Women who are race Onlys compared to women who are almost never the only, or one of the only people of their race in the room. Respondents reporting having experienced three or more microaggressions are described here as "experiencing microaggressions."

70. Includes women who are often or almost always one of the only people of their gender in the room or women who are often or almost always one of the only people of their race in the room.

71. Full question: "Which of the following have you experienced at work in the course of your career?" Respondents selected: "Combined: 1 or more inappropriate sexual comments/content OR sexual coercion" in 2024, and "Any actions" in 2018.

72. Full question: "If you saw or experienced sexual harassment at work, do you believe that reporting it to management would be …" Respondents selected: "Effective, it would be fairly investigated and addressed."

73. Across practices, program eligibility should be open to individuals from all backgrounds.

74. Lori Nishiura Mackenzie, JoAnne Wehner, and Sofia Kennedy, "How to Evaluate Performance During a Pandemic," *Harvard Business Review*, December 7, 2020, https://hbr.org/2020/12/how-do-you-evaluate-performance-during-a-pandemic.

75. Mackenzie, Wehner, and Correll, "Why Most Performance Evaluations Are Biased, and How to Fix Them."

76. Stefanie K. Johnson, David R. Hekman, and Elsa T. Chan, "If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired," *Harvard Business Review*, April 26, 2016, https://hbr.org/2016/04/if-theres-only-one-woman-in-your-candidate-pool-theres-statistically-no-chance-shell-be-hired; "Diverse Slates & Building Accountability in Recruitment and Hiring," Diversity Best Practices, *HR Daily Advisor*, August 2019, https://f.hubspotusercontent40.net/hubfs/3418747/3%20Website/Knowledge%20Base/Hiring%20Diverse%20Talent/Diverse%20Slates%20and%20Building%20Acountability%20in%20Recruitment%20and%20Hiring.pdf.

77. Steinpreis, Anders, and Ritzke, "The Impact of Gender on the Review of the Curricula Vitae of Job Applicants and Tenure Candidates"; Bertrand and Mullainathan, "Are Emily and Greg More Employable than Lakisha and Jamal?"

78. Correll, "Reducing Gender Biases in Modern Workplaces."

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81. Correll and Simard, "Research: Vague Feedback Is Holding Women Back."

82. Jenni Jones et al., "Factors Contributing to Organizational Change Success or Failure: A Qualitative Meta-Analysis of 200 Reflective Case Studies," in Robert G. Hamlin, Andrea D. Ellinger, and Jenni Jones, eds., *Evidence-Based Initiatives for Organizational Change and Development* (Hershey, PA: IGI Global, 2019), 155–78, https://doi.org/10.4018/978-1-5225-6155-2.ch008; Laurie K. Lewis and David R. Seibold, "Reconceptualizing Organizational Change Implementation as a Communication Problem: A Review of Literature and Research Agenda," in *Communication Yearbook 21*, 1st ed. (New York: Routledge, 1998); Nicola Busby, "Change Readiness, Planning and Measurement," in Ranjit Sidhu, Dan Skelsey, Richard Smith, and David King, eds., *The Effective Change Manager's Handbook* (New York: Kogan Page, 2014).

83. Jones et al., "Factors Contributing to Organizational Change Success or Failure"; Lauryn Burnett and Herman Aguinis, "How to prevent and minimize DEI backfire," *Business Horizons* 67, no. 2 (2024): 173–82, https://doi.org/10.1016/j.bushor.2023.11.001.

84. Lewis and Seibold, "Reconceptualizing Organizational Change Implementation as a Communication Problem"; Burnett and Aguinis, "How to prevent and minimize DEI backfire."

85. Lewis and Seibold, "Reconceptualizing Organizational Change Implementation as a Communication Problem."

86. Anselm A. Beach and Albert H. Segars, "How a Values-Based Approach Advances DEI," *MIT Sloan Management Review*, June 7, 2022, https://sloanreview.mit.edu/article/how-a-values-based-approach-advances-dei/; Burnett and Aguinis, "How to prevent and minimize DEI backfire."

87. Ivuoma N. Onyeador et al., "Moving Beyond Implicit Bias Training: Policy Insights for Increasing Organizational Diversity," *Policy Insights from the Behavioral and Brain Sciences* 8, no. 1 (2021): 19–26, https://doi.org/10.1177/2372732220983840; Busby, "Change Readiness, Planning and Measurement."

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91. Terence Deal and M. K. Key, *Corporate Celebration: Play, Purpose, and Profit at Work* (San Francisco: Berrett-Koehler Publishers, 1998); Amabile and Kramer, *The Progress Principle*; Reay, Golden-Biddle, and Germann, "Legitimizing a New Role."

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93. LeanIn.Org and McKinsey & Company, Women in the Workplace 2021.

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103. Onyeador et al., "Moving Beyond Implicit Bias Training."

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105. Bezrukova et al., "A meta-analytical integration of over 40 years of research on diversity training evaluation"; Dobbin and Kalev, *Getting to Diversity*; Onyeador et al., "Moving Beyond Implicit Bias Training."

106. Full question: "Which of the following does your organization offer to all employees?" Respondents selected, "Formal sponsorship program"; results; 23 percent.

107. Hewlett, The Sponsor Effect: How to Be a Better Leader by Investing in Others.

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113. Full question: "In the last few months, how often have you felt burned out at work?" Respondents selected from: "Almost never," "Seldom," "Sometimes," "Often," "Almost always," and "Not sure." Full question: "Do you manage a team (1 or more employees)?" Respondents selected from: "Yes, and I have been a manager for less than 2 years," "Yes, and I have been a manager for 2 to 4 years," "Yes, and I have been a manager for 5 years or longer," and "No, I don't manage a team." Employees who selected "No, I don't manage a team" are classified as non-managers, and employees who selected any other option are classified as managers.

114. Busby, "Change Readiness, Planning and Measurement"; Jones et al., "Factors Contributing to Organizational Change Success or Failure"; Prosko, "Thawing the Frozen Middle."