



## Women at Work: 2022 Global Report

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Deloitte published the Women @ work report, which is a survey of 5000 women conducted across 10 countries. The report aims to understand how women's experiences in the workplace impact their engagement and career progression. The survey also gives a unique glimpse into the lives of women in the workplace amidst the COVID-19 pandemic. The past year has propelled a period of change for many companies and employees, one that has brought both opportunities and challenges. Many employers have worked hard to take what they have learned during the first year of the pandemic and combine it with more traditional ways of working (including implementing hybrid work models). However, the responses of 5,000 women in the workplace across 10 countries make clear that the pandemic continues to take a heavy toll on women. Burnout, for example, has reached alarmingly high levels. At the same time, many women have made career and life decisions driven by their experiences during the pandemic. For some, this has meant seeking new, more flexible working patterns; for others, it has meant leaving their employers or the workforce entirely.

### Key Highlights:

- According to the report, 53% of surveyed women say their stress levels are higher than they were a year ago, and almost half feel burned out. One-third have taken time off work because of mental health challenges, yet only 43% feel comfortable talking about these challenges in the workplace.
- Women are more likely to be looking for a new role than they were a year ago, and burnout is the top driving factor, nearly 40% of women actively looking for a new employer, cited it as the main reason says the report.
- Even though women are slightly more likely to say that their employer offers flexible working policies this year, the number is still low. The report cited that only 22% said that there was flexibility around where and when they work. Additionally, 94% women believed that requesting flexible working would affect their likelihood of promotion.
- The report also noted that, women who have reduced or changed their hours during the pandemic are suffering significantly lower levels of mental wellbeing and motivation at work. They are also more than twice as likely to say their stress levels are higher than they were a year ago, compared to those who had not changed their hours (70% vs. 31%)- and almost three times as likely to feel burned out (65% vs. 22%)
- While many employers have made the move to hybrid working over the past year, 44% of our respondents said they work in a hybrid way. Almost 60% of women who work in hybrid environments feel they have been excluded from meetings and interactions, and almost half say they do not have enough exposure to leaders- a critical enabler of career progression. Women who have reported experiencing exclusion in a hybrid environment report much worse mental health and higher stress levels.
- The survey found that women who work in a hybrid environment are significantly more likely to experience microaggressions, than those who work exclusively on site or are exclusively remote. Additionally, women who have experienced exclusion in a hybrid work environment are far more likely to have experienced non-inclusive behaviors more generally, suggesting that a non-inclusive culture within an organization can impact women not only when everyone is physically present, but also in a hybrid environment. The report's 2022 data revealed that 59% of women have experienced at least one non-inclusive behavior in the past year, compared with 52% in the 2021 research.

- Women in ethnic-minority groups and LGBTQ+ community members are more likely to cite experiencing someone else taking credit for their ideas than those in the ethnic majority of their country, while also feeling patronized or undermined by management because of their gender.
- Despite the large number of women experiencing non-inclusive behaviors, only 31% of these behaviors were reported with harassment far more likely to be reported than microaggressions (66% vs. 23%). The most common reason for not reporting non-inclusive behavior was that they did not feel the behaviors were harassment because they were embarrassed- 42% felt this way. One-fifth experiencing harassment didn't report it as they worried that the behavior would only get worse. 93% believed that reporting such behavior would negatively impact their career.
- The report identified a group of organizations they call the Gender Equality Leaders. The 2022 research shows that the proportion of women working for gender equality leaders has increased slightly year over year up from 4% to 5%. Additionally as with 2021, the research also identified a group of lagging organisations. Gender equality leaders have built cultures that promote mental well-being of the women who worked for them, 87% say that they get adequate mental health support from the employer and the same percentage feel comfortable talking about their mental health at the workplace. According to the report, this seems to be working as only 3% feel burned out, compared to 81% of women who work for lagging organizations.
- Gender Equality Leaders are reaping the benefits when it comes to retention and motivation. Respondents who work for these companies are far more likely to stay in their roles. None of the women who work for them are currently looking for a new job, and only 9% plan to leave in the next 1-2 years. Conversely, 63% of those working at lagging organizations plan to leave within the next 2 years.
- Recommendations cited by the report:
  - Address the burnout epidemic: While there can be multiple contributing factors, burnout is more likely to occur where there is a misalignment or mismatch between an individual's expectations and the reality that they experience, including in areas such as workload and recognition. For leaders and managers identifying and addressing such misalignments or mismatches is as critical as providing education, techniques, and practical tools to prevent and mitigate burnout. Since burnout is such a significant issue for women at work, failure to address it will undermine organizations' gender-equality ambitions.
  - Make mental wellbeing a priority: It is critical that employers address mental health issues, not only by providing support when needed but also focusing on eliminating the stigma that is preventing many women from discussing their mental health with their employers enabling empathetic leadership, and ensuring that women are able to work in ways that enable them to thrive.
  - Make Flexible working, work for women: This can be done by ensuring that when flexible working arrangements are made, workload is suitably adjusted; without fear of career penalty.
  - Approach hybrid working with inclusion and flexibility in mind: Employers must work to ensure that hybrid working works for all, and not just those who are physically present. This means ensuring that employees clearly understand what is expected of them- for example, through team agreements on ways of working – and training leaders to lead meetings and interactions in a way that includes all present, whether in person or remote.
  - Instil a truly inclusive culture: Employers must act now to ensure that their organizations' everyday culture is always respectful and inclusive- where non-inclusive behaviours, including microaggressions, are not tolerated, and, when they are experienced, women feel able to report them without concern of negative repercussions. This means clear and unequivocal messaging from leaders, accessible routes and clear processes for reporting, and a commitment that all non-inclusive behaviours should be reported without concern of career penalty.

**Read more:** [Women @ Work 2022: A Global Outlook](#)

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