

WIPN 2026 Workforce Study

SIX HEADLINE FINDINGS

01 Shadow work is often unseen and undervalued

Just 33% of women say their pay is fair for their responsibilities, versus 47% of men — the study's largest pay-fairness gap, and the signature of work no one gets credit for.

33% ↔ 47%

Women vs. men who say pay matches responsibilities

02 Representation in leadership is a critical unmet need

Only 29% say seeing "people like me" in leadership has positively influenced their desire to stay — it ranks last among retention drivers because so few have that experience.

56% ↔ 32%

Women vs. men say there are too few women in leadership

03 Clarity on the advancement path is a real barrier

27% of women cite a lack of career-path communication as a barrier, versus 8% of men. Just 33% of women strongly agree they know how to move up, against 44% of men.

33% ↔ 44%

Women vs. men strongly agree they know how to move up

04 Equal ambition; unequal outcomes

46% of women name fear or anxiety as a reason they don't ask for a raise, compared with 28% of men — an 18-point gap in an environment that penalizes the same assertiveness it rewards in men. Yet 73% of women have asked for a raise vs. 66% of men.

73% ↔ 66%

Women vs. men have asked for a raise.

05 Mentorship and sponsorship are uneven

23% of women say lack of a mentor or advocate has held their career back, versus just 6% of men. Uptake of programs is otherwise near-equal, so the gap is access, not motivation.

23% ↔ 6%

Women vs. men blocked by no mentor or advocate

06 Caregiving is an invisible career tax

37% of women say child rearing has left them feeling behind in their careers, against 7% of men — a 30-point gap. Flexibility and paid time off are the strongest retention levers for everyone.

30 pts

Gap on caregiving as a headwind