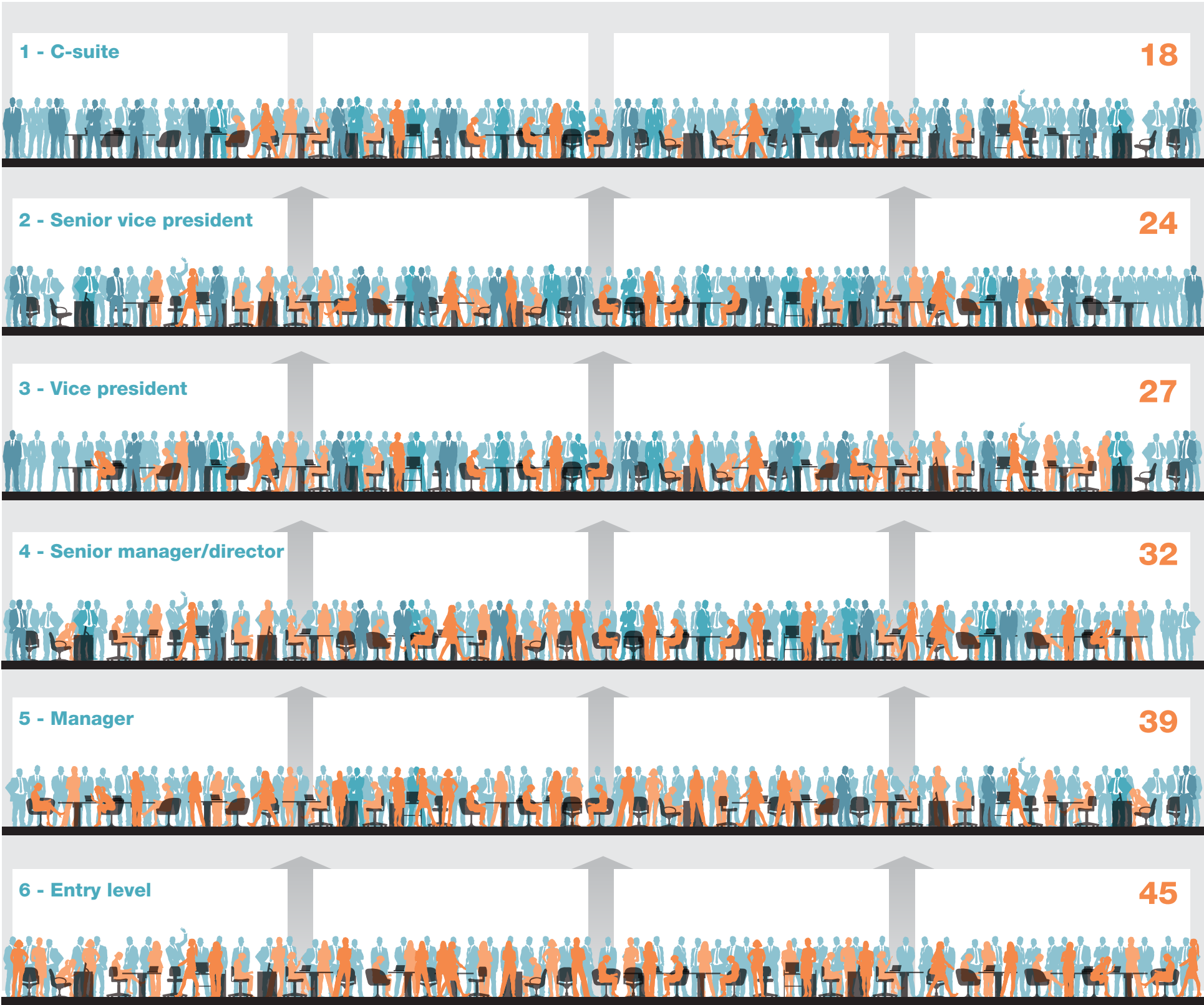


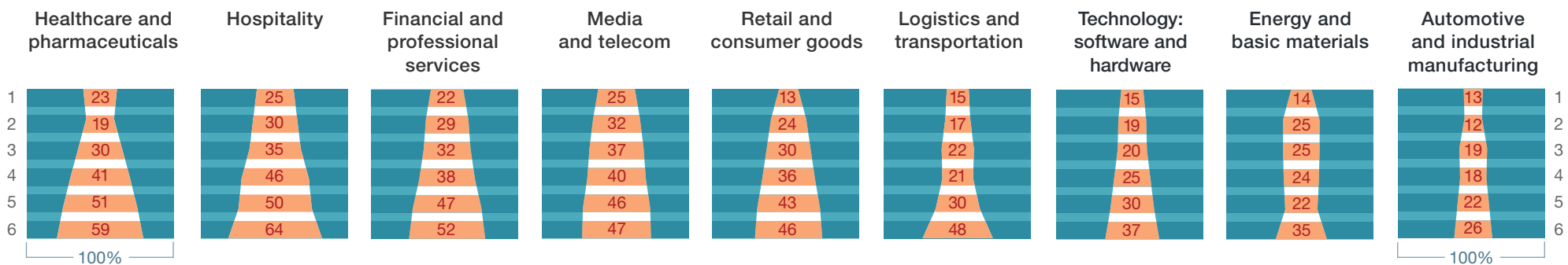
Women in the workplace

face a challenging climb to the top

On average across industries, only **18** out of every 100 C-suite executives in the United States are **women**.



While some industries are better at **recruiting women** at entry level, none succeed in **advancing women** into top management at the same rate as **men**.



By studying where **women lose traction** compared with **men**, companies learn the right questions to ask themselves.

- How do we ensure that we are drawing on the organization's full range of talent when making promotion decisions?
- How can we avoid incorporating biases into promotion decisions and thereby ensure a level playing field?
- Are we sponsoring and mentoring our senior high-potential women?
- Do we have flexibility programs aimed at talented women in middle- and senior-level management roles, and what is their utilization rate?
- Do we understand how external and lateral hires affect our pipeline?
- Do we have programs aimed at supporting early-tenure women, and what is the utilization rate for these programs?
- Do we have entry-level recruitment criteria that are truly objective, and can we spot and interrupt unconscious bias?
- What quantitative targets could we track to improve the gender diversity of our recruiting pipeline in a meaningful way?
- Do we have a significant gender disparity in our entry-level applicant pool? Why?

Source: 2015 joint research by LeanIn.Org and McKinsey; data collected from 30,000 employees at 118 companies across nine industries