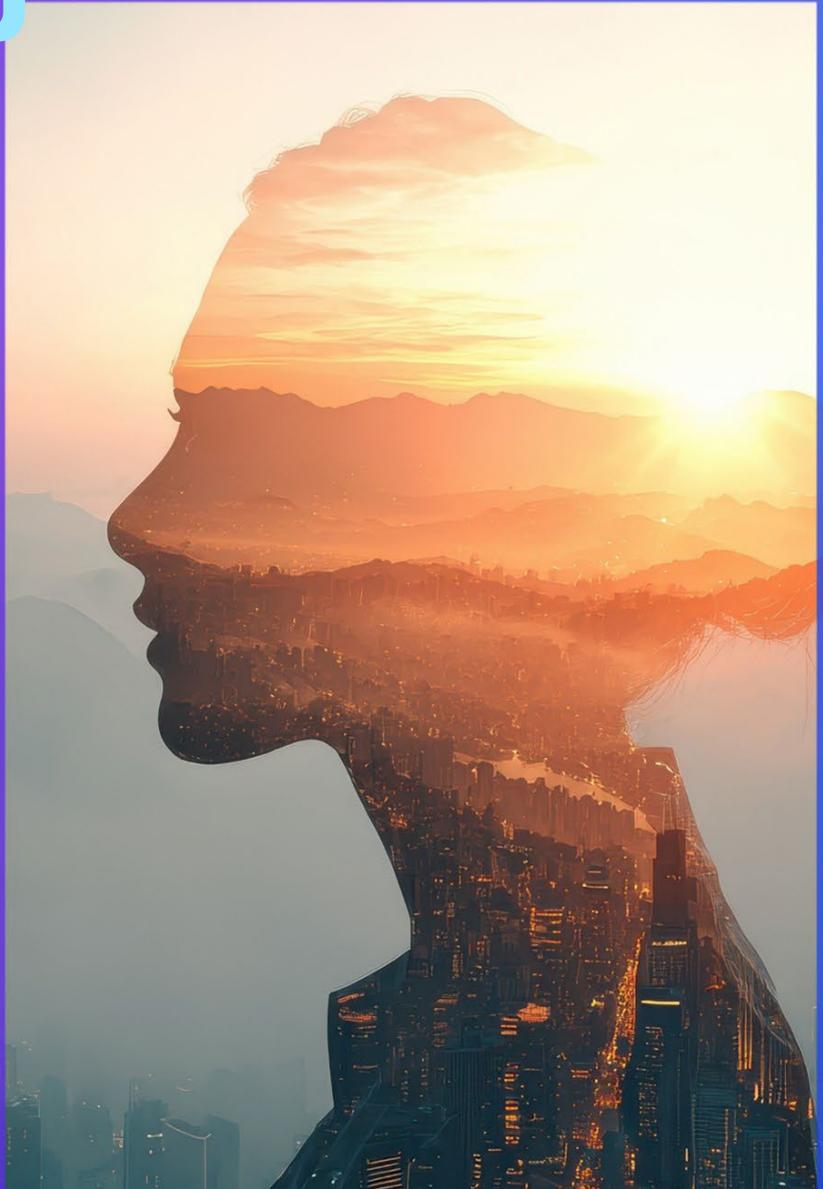




Women leadership in Corporate India 2026



February 2026

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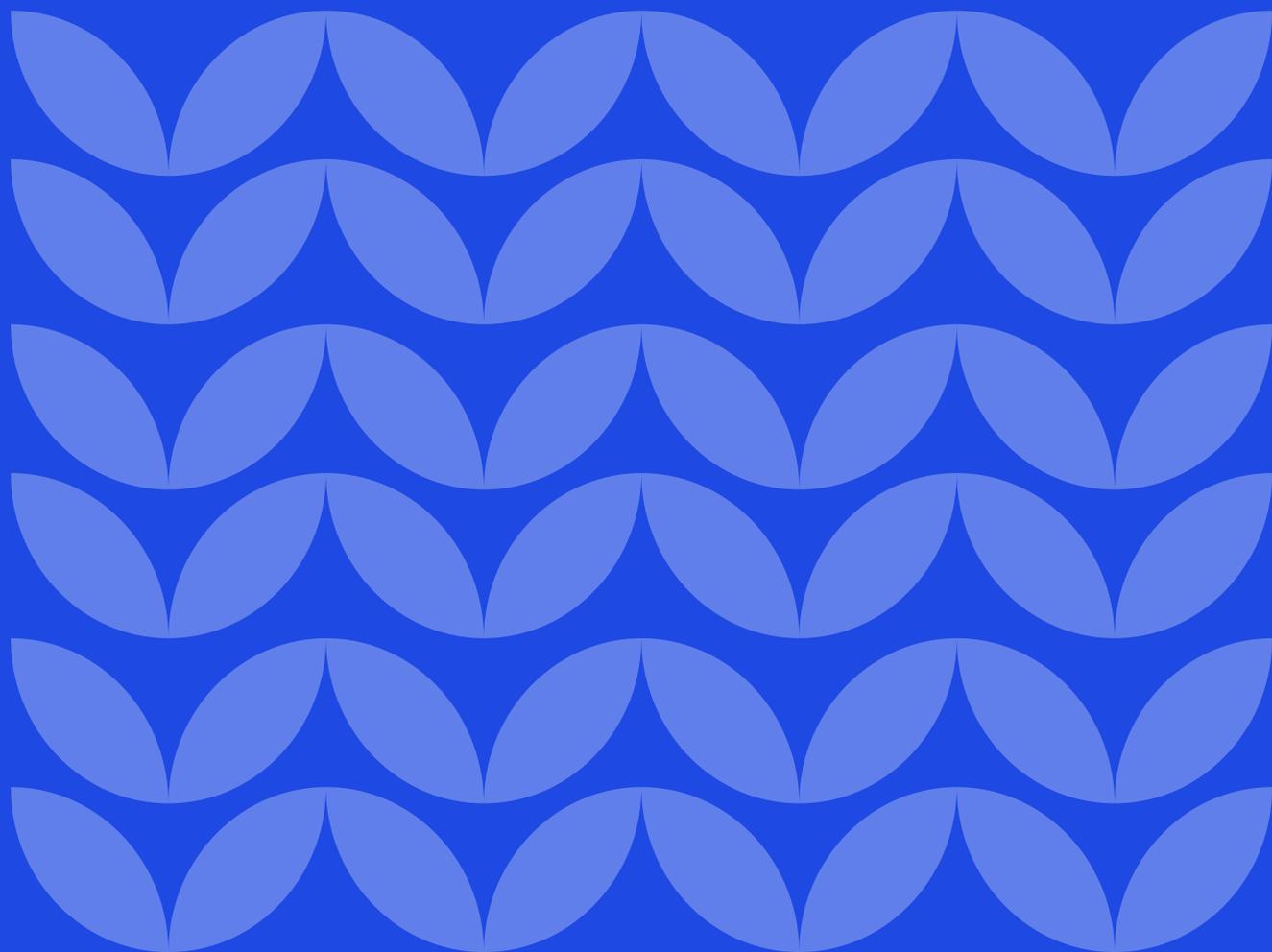


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Foreword by AIMA



The All India Management Association (AIMA) is pleased to present this landmark study on Women in Leadership in Corporate India, developed in association with KPMG in India. For over seven decades, AIMA has sought to advance excellence in management education, thought, and practice. We view diversity and inclusion not only as values to be upheld, but as factors that influence the quality of decision-making and organisational performance. Women's leadership, in this context, represents an important and still evolving dimension of India's corporate landscape.

The underrepresentation of women in senior leadership roles has remained a subject of discussion across industries and geographies. While progress has been reported in recent years, the pace and depth of that progress merit closer examination. This report seeks to contribute constructively to that dialogue by grounding the discussion in data and practitioner insights.

The study examines the current state of women's representation in leadership and tracks changes over the past five years. It analyses whether progress has accelerated or plateaued, and compares leadership trajectories across tenure cohorts. In doing so, it moves beyond aggregate numbers to highlight structural patterns that may influence advancement.

Survey findings suggest that structural and organisational factors continue to shape women's leadership journeys. Respondents point to the importance of formal support systems, leadership development pathways, and enabling workplace policies in strengthening readiness for senior roles.

One survey finding indicates that family and caregiving responsibilities are widely perceived as a significant barrier to women's career progression. This perception appears particularly pronounced at the mid-career stage, where 65 per cent of respondents believe women are most likely to exit the workforce. At the same time, another set of responses suggests a nuanced shift: approximately 48 per cent of respondents identified work-life balance pressures and burnout as critical constraints, marginally surpassing caregiving responsibilities in perceived impact. Encouragingly, the data does not indicate a significant increase in women's overall attrition rates over the past five years.

Addressing these barriers requires sustained

effort across organisations and institutions. Survey respondents highlight the importance of inclusive workplace cultures, mentorship networks, flexible work arrangements, and transparent advancement criteria in improving retention and progression.

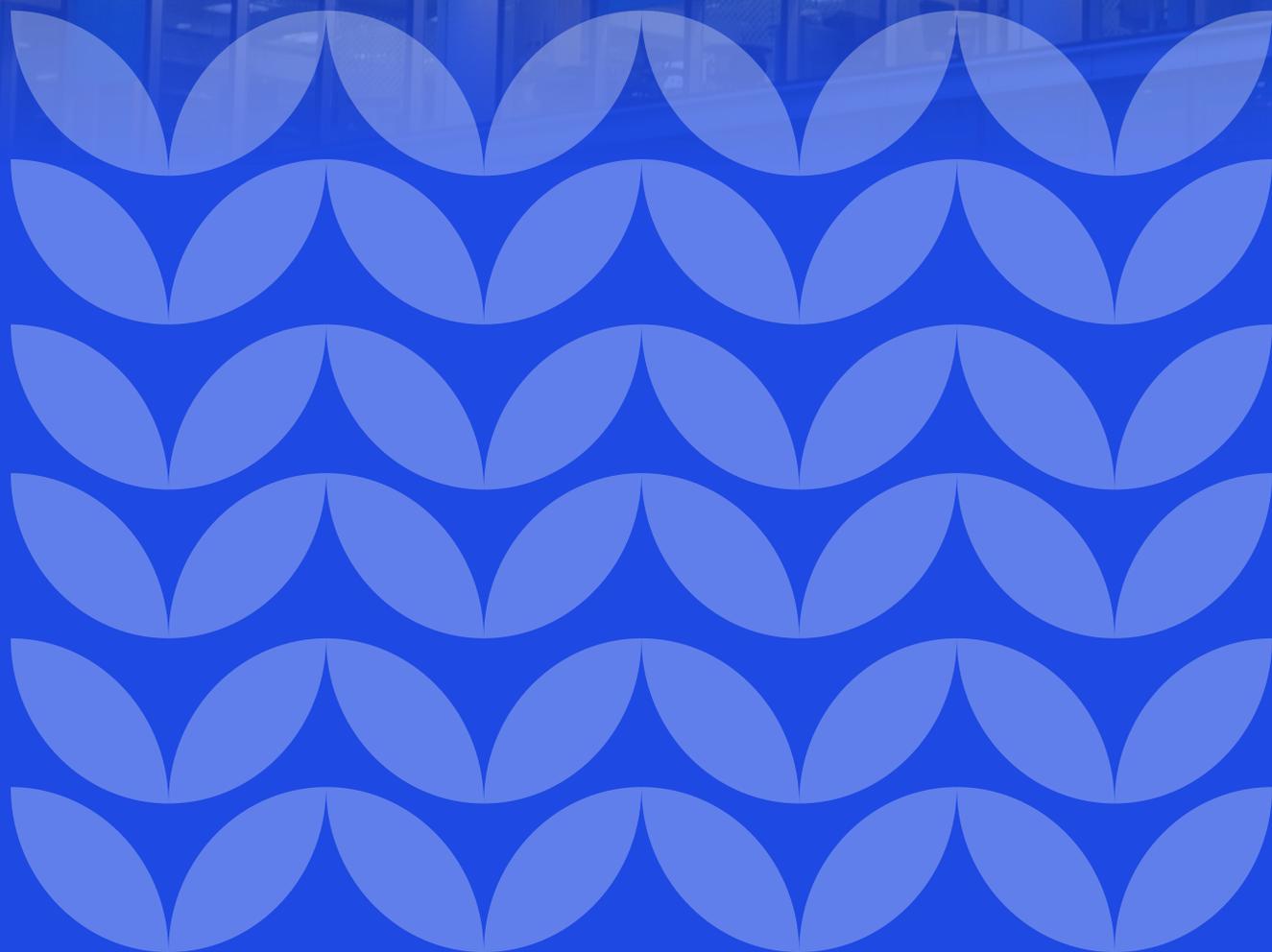
The findings also point to the role of leadership capability development. A majority of employees surveyed believe their organisations articulate clear pathways for women's advancement. Many respondents expressed satisfaction with leadership development initiatives designed for women. However, the survey also reveals a participation gap: nearly half of the female respondents reported not engaging in any leadership development programs or related initiatives in the past year. This suggests a need to improve awareness, accessibility, and program reach to ensure intended beneficiaries are effectively supported.

AIMA believes this report provides data-based insights that can inform organisations, policymakers, and aspiring women leaders alike. It offers practical considerations for strengthening pathways to leadership and fostering workplaces where merit and opportunity are more closely aligned. For Indian enterprises navigating rapid economic and social change, diversity, equity, and inclusion are increasingly being viewed not only as matters of representation, but as elements of long-term institutional resilience and competitiveness.



TV Narendran,
President,
AIMA and CEO &
Managing Director,
Tata Steel Limited

Foreword by KPMG in India





Diversity should be embedded into organisational structures, policies, and cultures as a strategic priority, not a peripheral agenda. Evidence consistently shows that gender-balanced leadership is a fundamental driver of organisational success. However, the path to achieving equitable representation and influence is undeniably complex, demanding both structural reforms and meaningful cultural shifts. This reality calls for sustained and deliberate action by organisations to embed Diversity, Equity, and Inclusion (DEI) into the very core of their strategic agenda.

Momentum toward greater diversity continues to build, though progress remains incremental. Research shows a slight year on year increase: compared with last year, when 23 per cent of organisations had 30–50 per cent women in leadership roles and 12 per cent exceeded that threshold, this year 24 per cent of organisations fall within the 30–50 per cent range. However, the proportion surpassing that level has declined slightly to 10 per cent.

A central theme of the research is the evaluation system within organisations – an essential pillar for ensuring that women’s advancement is not constrained. Performance reviews, promotion criteria, and leadership assessments often carry embedded assumptions that may disadvantage women. Insights indicate that significant progress is still required to make these systems truly equitable and gender neutral. While 55 per cent of employees acknowledge the presence of a well-defined process for assessing candidates for leadership roles, perceptions of fairness and transparency tell a different story. Only 28 per cent believe the evaluation process is genuinely fair and transparent, whereas 24 per cent feel that biases continue to influence outcomes. Equally concerning, 42 per cent of employees report disparities in pay parity between women leaders and their male counterparts, and 36 per cent perceive that management tends to favor men over women for certain leadership positions, particularly those involving complex responsibilities, demanding work conditions, or extended hours.

Fair evaluation is fundamental to building trust and fostering confidence among women professionals aspiring to leadership roles. Are we genuinely measuring talent and potential equitably, or do hidden biases—conscious or unconscious—still influence leadership outcomes? This is the question every organisation must confront.

Beyond evaluation, the strength of organisational

structures and policies plays a decisive role in shaping the trajectory of women leaders. At KPMG in India, we recognise that policies which encourage mentorship, enable flexible work arrangements, and ensure equitable hiring practices are not symbolic gestures—they are practical mechanisms that dismantle barriers and create pathways for women to thrive. Robust policies, when implemented with integrity, become powerful levers for change. They ensure that women leaders are not just acknowledged in leadership spaces but are empowered to succeed, contribute meaningfully, and inspire future generations. For us, DEI is not a rhetorical aspiration—it is a lived reality that shapes the way we build teams, nurture talent, and define leadership.

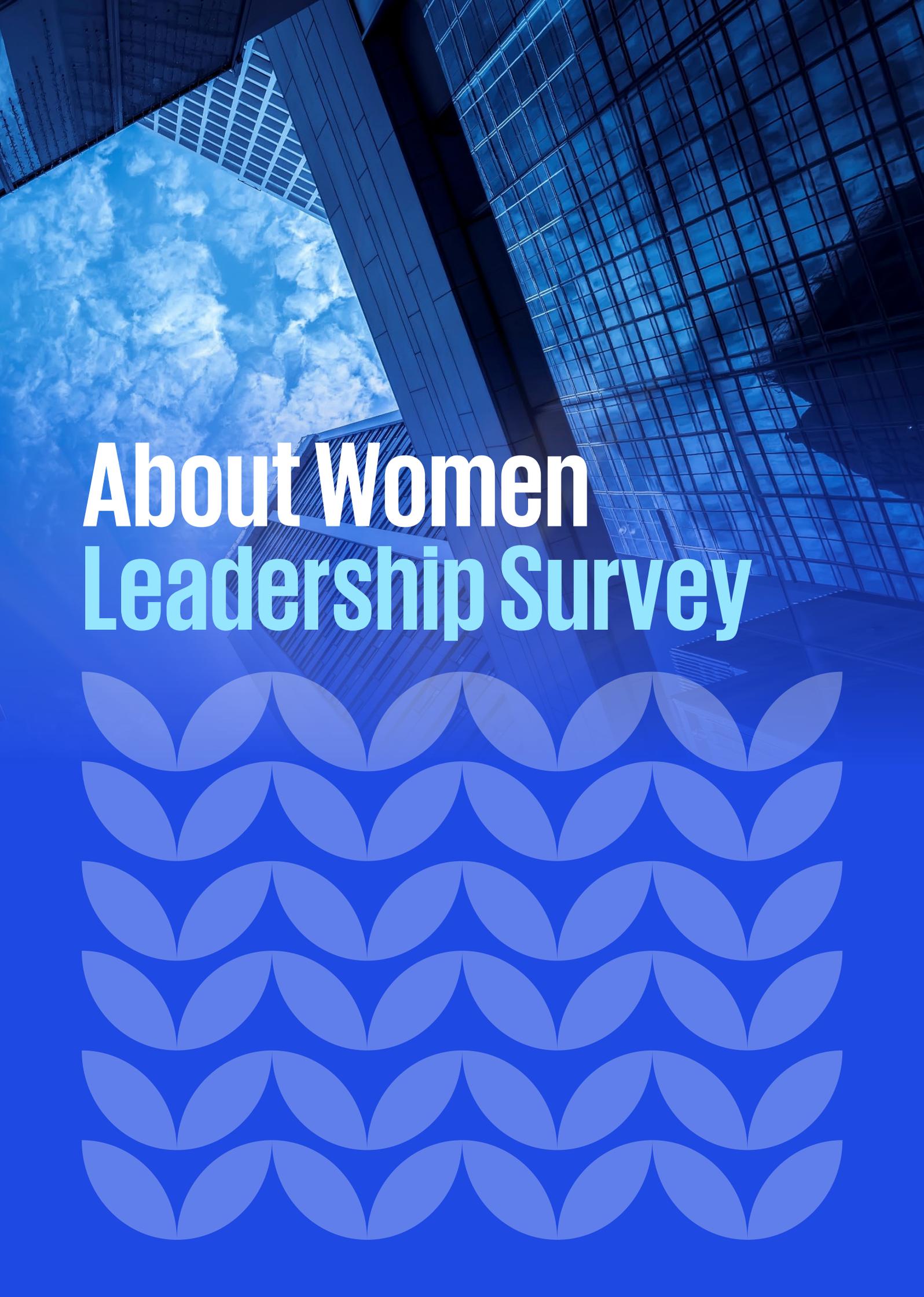
By examining organisational culture, we can understand whether workplaces are truly inclusive or whether women continue to navigate environments that demand conformity to outdated norms.

Equally important to evaluation systems and policies is the cultural dimension of inclusivity. Culture is intangible—yet it is profoundly influential. It reveals itself in everyday interactions, team dynamics, and leadership styles, shaping how people experience the workplace. An accommodative culture is one that values diverse perspectives, encourages open dialogue, actively dismantles stereotypes, and fosters respect and authenticity. It is these subtle but powerful signals that help gain insight into whether organisations genuinely empower women leaders or whether they continue to demand conformity to structures that no longer serve a progressive vision of leadership.

In conclusion, inclusive evaluation systems, supportive policies, and a progressive organisational culture are deeply interconnected. And the true test of an organisation’s commitment to DEI lies in the rigor with which it examines and strengthens these elements. Together, they serve as powerful enablers that unlock the full potential of women leaders, foster sustainable success, and build workplaces that truly embody the diversity and richness of our society.



Yezdi Nagporewalla,
Chief Executive Officer,
KPMG in India



About Women Leadership Survey



Introduction

The Women Leadership Survey 2026, jointly conducted by the All-India Management Association (AIMA) and KPMG in India, is the second edition of this flagship study examining women's leadership in Corporate India. Building on the foundation of the previous report, this edition deepens the focus from representation to leadership experience, progression, and systemic effectiveness.

The survey captures perspectives from

professionals across industries, organisation sizes, and management levels to assess how women advance into leadership roles, where they face barriers, and how organisational systems either enable or restrict their growth. At a time when leadership expectations are being reshaped by technological change, hybrid work models, and heightened emphasis on inclusion, the study provides insight into whether organisations are building equitable and future-ready leadership pipelines.

Approach adopted towards Women Leadership Survey

The survey was conducted using a structured questionnaire covering the full leadership journey—from aspiration and development to opportunity access, evaluation fairness, and cultural inclusion. Inputs were gathered from both women and men, recognising the critical role of

leadership, sponsorship, and allyship in enabling women's progress. This approach allows the study to capture not only formal policies and processes, but also perceptions of fairness, consistency, and lived experience.

Description of the five aspects covered in the Women Leadership Survey

1) Women Leadership: Current scenario

This section examines the current representation and distribution of women in leadership roles across organisations and industries. Beyond headline representation, it analyses progression trends over the last five years, compares the leadership advancement of long-tenured women and men, and highlights disparities in upward mobility. The section surfaces the extent to which women's presence in leadership remains clustered at lower thresholds, despite incremental progress at the top, revealing persistent gaps in leadership pipelines.

2) Leadership pathways: Aspirations and barriers

This section explores leadership aspirations among women employees and compares them with those of male counterparts to identify ambition–outcome gaps. It highlights the structural and cultural barriers that shape women's leadership journeys, including caregiving responsibilities, gender bias, access to networks, and uneven sponsorship. Focus is placed on mid-career stages, identified as the most vulnerable point for attrition, where ambition often collides with organisational realities.

3) Leadership development: Cultivating skills for advancement

This section assesses perceptions of leadership development programmes for women, including their availability, effectiveness, and relevance in addressing gender-specific challenges. It identifies the critical skills required for leadership readiness, such as strategic thinking, influence, confidence, executive presence, and adaptability, while highlighting gaps in participation, sponsorship, and access to stretch opportunities. The analysis reinforces that development is as much about access and exposure as it is about capability building.

4) Leadership opportunities: Inclusivity and support

This section evaluates whether women leaders experience equitable access to leadership opportunities, focusing on evaluation processes, decision-making authority, pay parity, and transition support. It tests the credibility, transparency, and perceived fairness of leadership assessment systems, highlighting inconsistencies between formal processes and lived experience. The findings

reveal that while women are increasingly included in strategic discussions, authority, autonomy, and consistency of support remain uneven.

5) Organisational culture: Nurturing diversity and equity

This section examines the strength of organisational culture, policies, and leadership behaviours in promoting Diversity, Equity and Inclusion (DEI). It assesses whether DEI commitments are embedded into everyday practices or remain largely aspirational. The analysis highlights progress in formal DEI adoption, alongside persistent cultural neutrality and uneven implementation, underscoring the gap between policy intent and lived inclusion for women leaders.

Together, these five dimensions provide a comprehensive and integrated view of women's leadership in Corporate India. The findings reinforce a central insight of the 2026 survey: women's ambition is strong and sustained, but meaningful progress depends on intentional organisational design, transparent systems, consistent sponsorship, and leadership accountability

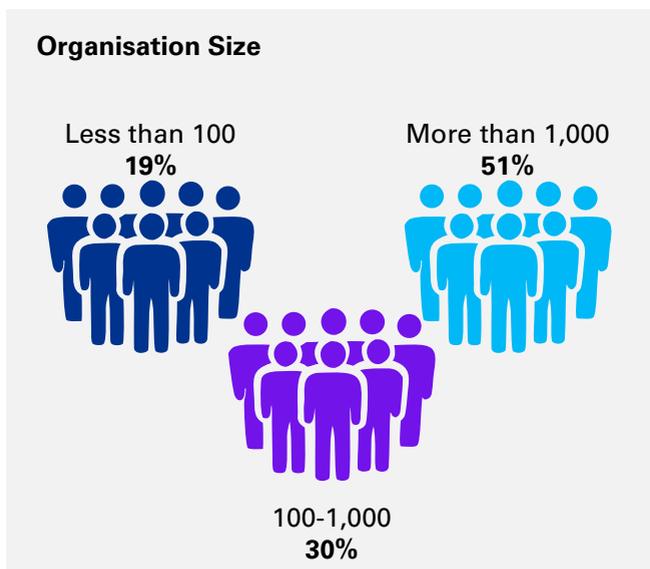




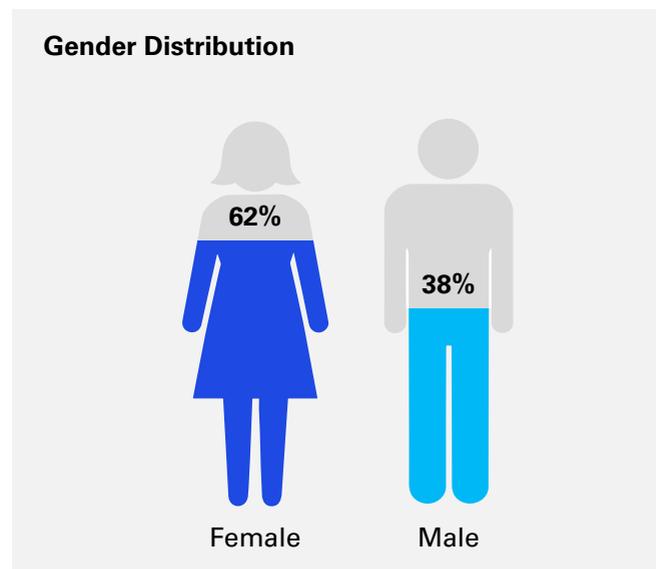
Participant demographics



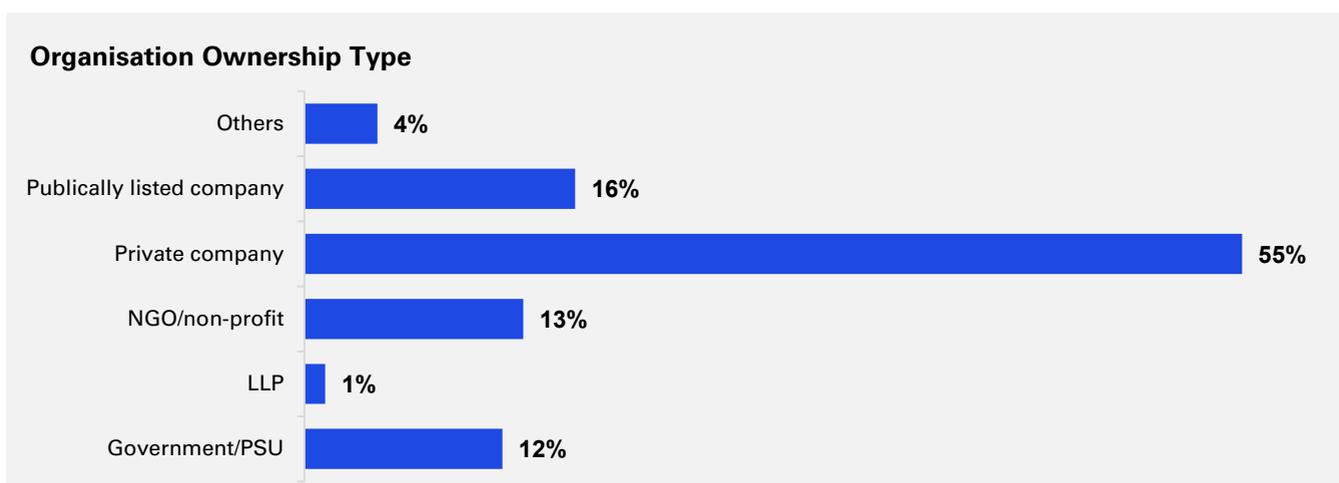
This year’s survey brings together insights from a diverse set of organisations across varying sizes, industries, and stages of growth. A total of over 200 professionals participated, enabling the development of a balanced and meaningful demographic profile.



Over half the respondents (51 per cent) come from large enterprises indicating that this year’s insights are shaped by scale-driven organisations, complemented by mid-sized (30 per cent) and small-company (19 per cent) perspectives.



In line with the last survey, this year’s survey also witnessed a healthy gender distribution, with 62 per cent female and 38 per cent male respondents. This balanced representation enabled a holistic view of perspectives across organisational roles and levels.

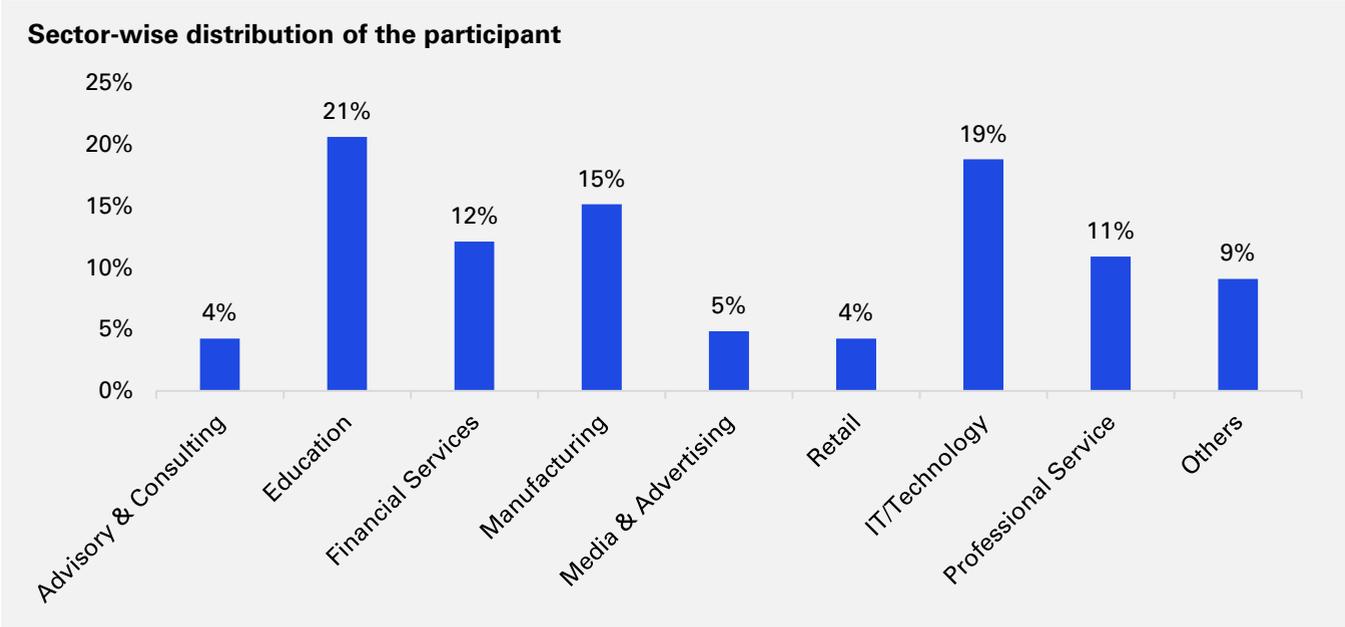


Looking at the type of organisations in this survey, participation this year was led by private companies, publicly listed firms, NGOs and government institutions together formed a

significant share, ensuring perspectives from regulated, purpose-driven and public sector environments.

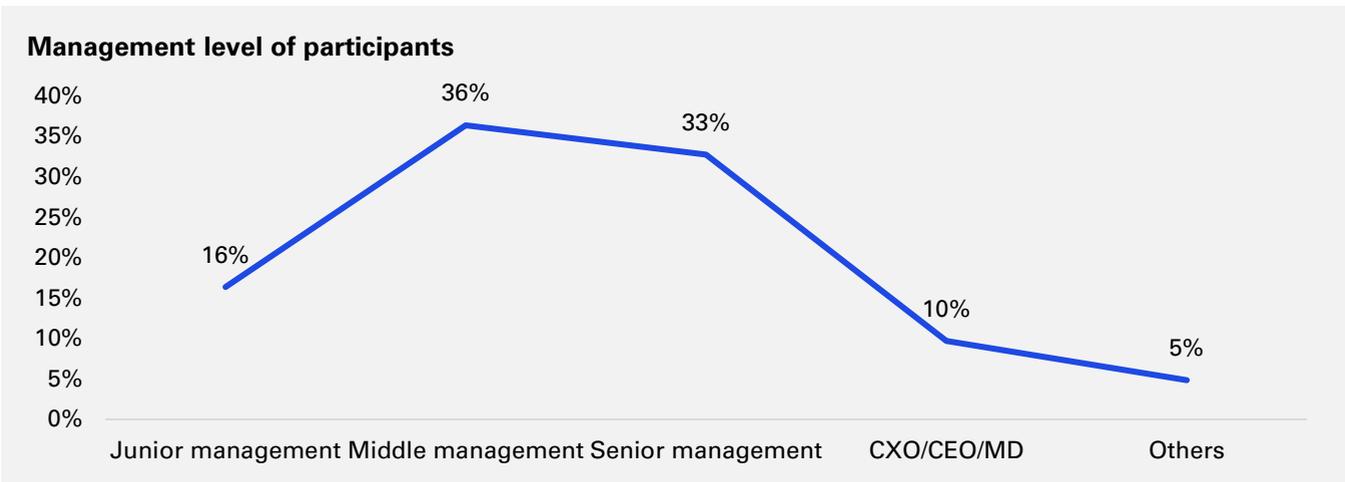
In terms of organisation sector, participation was led by Education (21 per cent) and IT/Technology (19 per cent), followed by Manufacturing (15 per cent) and Financial Services (12 per cent),

indicating strong representation from knowledge intensive and innovation driven sectors (Education and IT/Tech)



Looking at the management level of the participants, the survey this year saw strong representation from senior and middle management, together forming 69 per cent of the

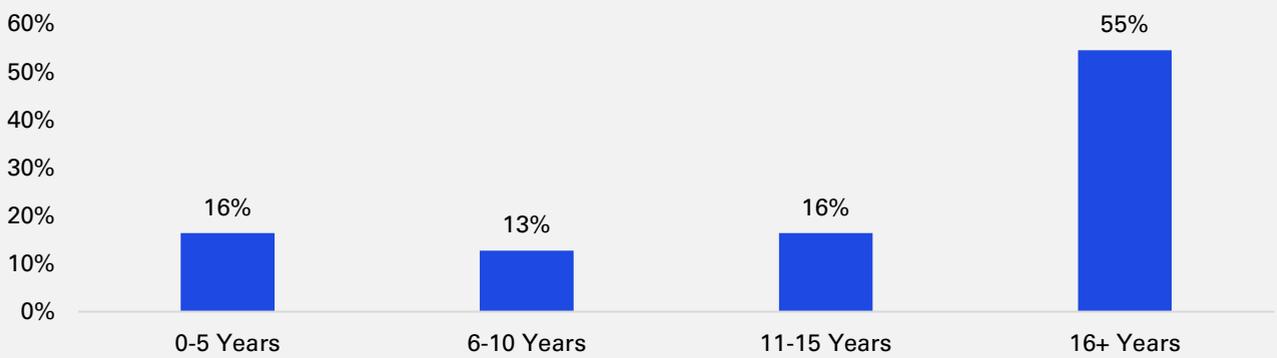
cohort, with CXO-level leaders contributing 10 per cent. This reflects a balanced mix of strategic and operational decision-makers



At the same time, meaningful representation from middle management and functional leaders provides balance in operational insights. The distribution of professional experience was

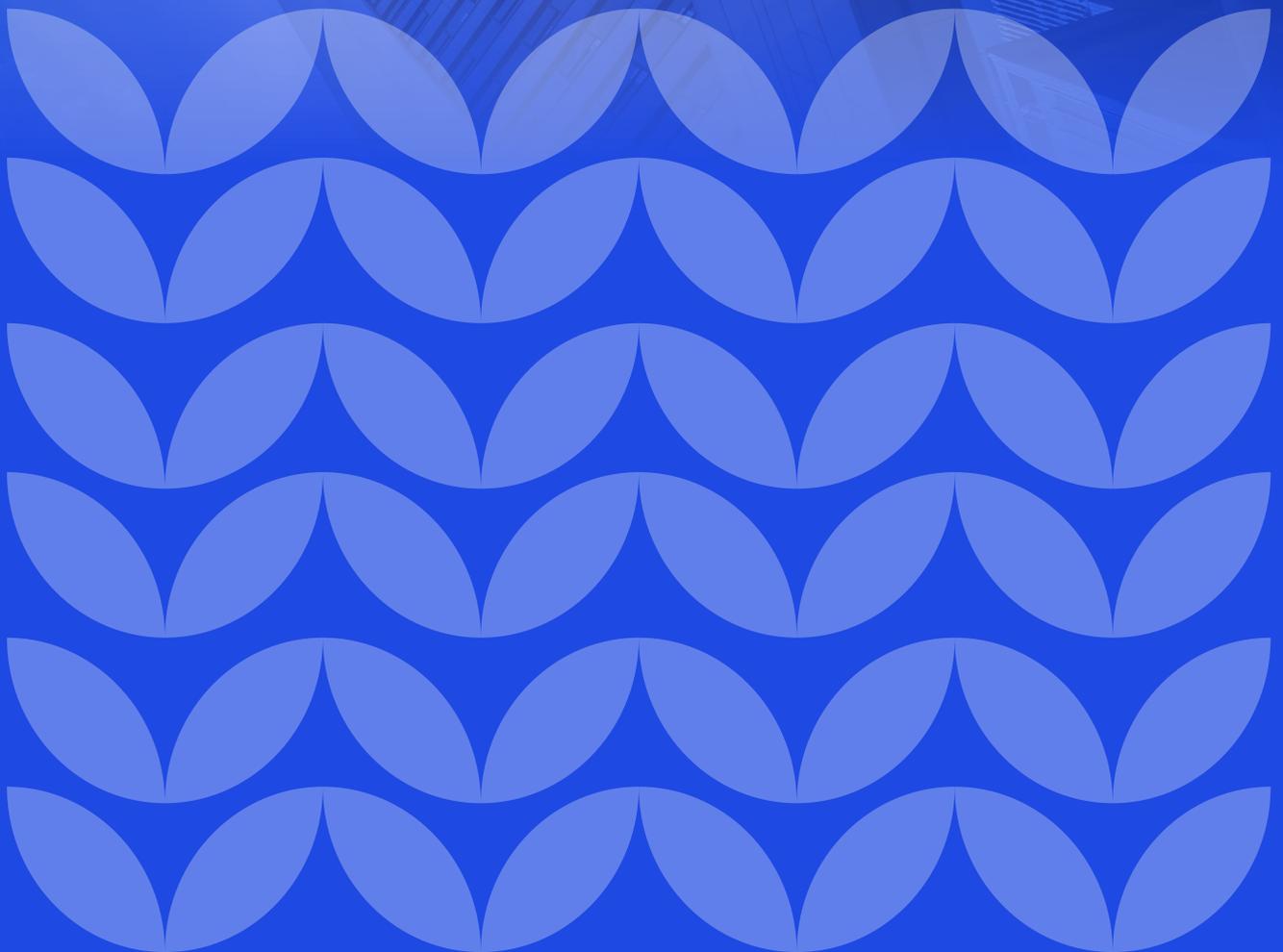
similarly broad, with the highest share coming from professionals with 16+ years of experience, indicating a seasoned and mature respondent base

Overall work experience brackets of respondents





AIMA–KPMG in India Women Leadership Survey (2024 vs 2026): Key changes and trends



Overview

Between 2024 and 2026, the data show modest improvements in the representation of women at senior levels and stronger formal commitments to diversity, but also some setbacks in perceived fairness and persistent barriers to advancement.

The table below highlights selected metrics from the five core dimensions of the Women Leadership reports, comparing 2024 and 2026 results side-by-side:

Dimension (Key Metric)	2024	2026
Women in Leadership (≥30 per cent women in leadership roles)	~35 per cent of organisations	44 per cent of organisations
Leadership Pathways (Women aspiring to leadership roles)	87 per cent of women	79 per cent of women
Leadership Development (Women satisfied with L&D opportunities)	63 per cent of respondents	53 per cent of respondents
Leadership Opportunities (Promotion process seen as fair)	38 per cent of employees	28 per cent of employees
Organisational Culture (Orgs with a formal DEI policy)	63 per cent of organisations	68 per cent of organisations

1. Women in Leadership: Current Scenario

Companies showed a marginal increase in female representation at senior levels. In 2024, over half of surveyed organisations had only 10–30 per cent of their leadership positions occupied by women, and 9 per cent had none. By 2026, this low-representation group shrank to 46 per cent of organisations, with 10 per cent still having no women at all in leadership. The share of companies with more women leaders grew: in 2024, about 23 per cent of firms had 30–50 per cent of leadership roles filled by women and 12 per cent had over 50 per cent; in 2026, those figures rose to 24 per cent and 20 per cent, respectively.

Despite these gains, many firms still have limited women at the top, and the pace of change has decelerated. In 2024, 83 per cent of organisations reported increasing their number of women leaders over the prior five years; in

2026, only about 70 per cent had grown their women leaders, while ~30 per cent reported stagnant or decreasing representation. The pipeline disparity remains; In 74 per cent of organisations, fewer than 30 per cent of long-term female employees advance to leadership roles, while a much higher proportion of male employees progress to leadership in those same organisations.

2. Leadership pathways: Aspirations and barriers

Indian women’s desire to lead remains strong in 2026, albeit slightly lower than in 2024. In 2024, 87 per cent of women professionals aspired to hold leadership roles; in 2026, about 79 per cent expressed the same ambition. Most of these aspiring women in both years targeted senior executive levels, yet in 2026 only 1 per cent of female respondents occupied a board-level position.

Barriers remained consistent across both years. Family and caregiving responsibilities were the most frequently cited obstacle in 2024 (41 per cent), followed by gender bias and stereotypes (23 per cent). In 2026, family duties and gender bias were again top of mind, cited by approximately 38 per cent and 24 per cent of respondents, respectively. A new concern in 2026 was the heightened emphasis on work-life balance and burnout as an impediment: ~48 per cent of employees viewed work-life pressures as a critical barrier, slightly surpassing caregiving issues.

The mid-career stage remains the most precarious point in the leadership journey for women. In 2026, 65 per cent of respondents identified senior/middle management as the time when women are most likely to leave the workforce. Encouragingly, half of companies in 2024 had seen women's turnover decrease in the previous five years, and the 2026 report confirms that overall women's drop-out rates have not spiked.

3. Leadership development: Cultivating skills for advancement

Employee perceptions of women's leadership development opportunities reveal mixed trends. In 2024, 58 per cent of respondents felt their organisation's leadership development programs adequately addressed the unique challenges women face; by 2026 this had risen to 62 per cent. However, fewer women reported satisfaction with the availability of these programs: 63 per cent in 2024 versus 53 per cent in 2026. In 2026, 50 per cent of female professionals had not participated in any leadership development program in the past year.

The top focus areas for developing future women leaders remained consistent: building confidence and assertiveness (32 per cent) and balancing work-life demands (35 per cent in 2024, 27 per cent in 2026). In 2026, 59 per cent of employees rated their company's mentorship and sponsorship support for women as 'good' or 'excellent' a slight improvement from 2024. However, 45 per cent still said that women's career progression pathways at their company were not strong enough and needed improvement.

4. Leadership Opportunities: Inclusivity and Support

In 2024, 56 per cent of respondents said their organisation had a well-defined process for assessing candidates for leadership roles; a similar 55 per cent reported the same in 2026. However, perceptions of fairness declined: in 2024, 38 per cent of employees believed leadership appointments were managed in a "completely fair and transparent" manner; by 2026, only 28 per cent held that view. The proportion who felt that biases influence promotions rose from 15 per cent in 2024 to 24 per cent in 2026.

In 2026, 42 per cent of respondents agreed that women leaders at their organisation are paid the same as their male counterparts with similar roles and experience, up slightly from 2024. However, 36 per cent of respondents in 2026 felt that management tends to favour men for certain leadership roles. Women's inclusion in decision-making is becoming more routine, with 58 per cent of respondents in 2026 reporting that women are "always" or "most of the time" included in strategic planning. However, only 54 per cent felt that women leaders have full autonomy to make important business decisions.

5. Organisational culture: Nurturing diversity and equity

In 2024, 37 per cent of surveyed organisations had no official DEI policy or framework. By 2026, that figure dropped to 32 per cent, meaning a clear majority (68 per cent) of companies now have a DEI policy in place. In 2024, 38 per cent of employees described their workplace culture as "very supportive" of women leaders; this ticked up to ~40 per cent in 2026.

Despite stronger policies and positive messaging from the top, many women still report lukewarm cultural support in practice. In 2024, 29 per cent of employees said their organisational culture did not actively support or promote women in leadership. In 2026, explicit negativity lessened, but a significant share continued to have a "neutral" perception of their workplace culture. Organisations must embed diversity values into management accountability and everyday behaviours to ensure that improvements on paper lead to tangible changes in workplace climate.



Women in leadership: Current scenario



The past decade has seen steady progress in women’s leadership, with more organisations recognising the strategic value of gender diversity. In India, women now hold 20 per cent of leadership roles in mid-market companies, a significant rise from 13 per cent in 2016¹

Globally too, representation has improved, with women taking on a wider range of senior positions and expanding their presence in high-impact roles. These shifts reflect a growing acknowledgment that gender diversity is not simply a social expectation but a contributor to better governance, balanced decision-making and institutional resilience.

Yet, the distance to true parity remains considerable.² indicates only 68.5 per cent of the gender gap has been bridged, suggesting that progress while visible, is still far too slow. Women continue to hold roughly a third of senior leadership roles worldwide, and early-career disparities persist. ³Women in the Workplace report (2024) highlights the enduring “broken rung”, with only 81 women promoted for every 100 men advancing to managerial roles. This early gap narrows the pipeline and compounds under-representation at the top.

The barriers are both structural and cultural. Unconscious bias and stereotypes often influence assessments of readiness, with women more likely to be judged on proven performance while men are assessed on potential. Work-life integration pressures continue to fall disproportionately on women, particularly in contexts where childcare support and flexible work practices are limited. The retracting of hybrid work policies, in several sectors has added complexity, particularly for mid-career women balancing professional and personal responsibilities. Informal networks, which often shape advancement opportunities, also remain harder to access, and sponsorship, rather than mentorship is still limited for many women.

Even as women navigate these contrasts, the expectations of leadership are evolving. Traits such as empathy, collaboration, and adaptability are increasingly valued over traditional command-and-control styles. These qualities, often linked with women leaders, have gained prominence in an era defined by uncertainty, rapid technological change and stakeholder scrutiny. As models of leadership shift towards collaboration and trust-

building, women’s contributions become especially relevant to organisational continuity and long-term success.

However cultural change alone cannot close the gap. Structural reinforcement is essential. The most progressive organisations are linking diversity objectives to leadership performance metrics, making promotion processes more transparent, and redesigning work models to enable sustained participation. These shifts move organisations from intent to accountability, helping create systems in which women can advance without disproportionate trade-offs.

The coming decade will reshape leadership more fundamentally as technology, AI and sustainability redefine organisational priorities. New roles will emerge, and the organisations that act early to build diverse leadership pipelines will be better positioned to address complex challenges. Ensuring that women participate fully in these emerging domains is not only a matter of fairness but a strategic necessity.

The path ahead requires intent supported by action. As organisations redesign systems, strengthen accountability and cultivate cultures where women can contribute without constraint, leadership becomes both broader and more resilient. The question is no longer whether diversity strengthens performance, but how deliberately and swiftly organisations choose to advance diversity



Suneeta Reddy,
Past President, AIMA and
Managing Director, Apollo
Hospitals Group Limited

1. Women in Business 2024, Grant Thornton International Ltd, March 2024.

2. Global Gender Gap Report 2024, World Economic Forum, January 2024. Women in the Workplace 2024, 3. McKinsey & Company and LeanIn.Org, October 2024.

Key Findings:

Looking at the current representation of women in leadership roles:

1. **46 per cent organisations have just 10 per cent–30 per cent women in leadership roles, while,**
2. **10 per cent organisations do not have any women occupying leadership roles.**

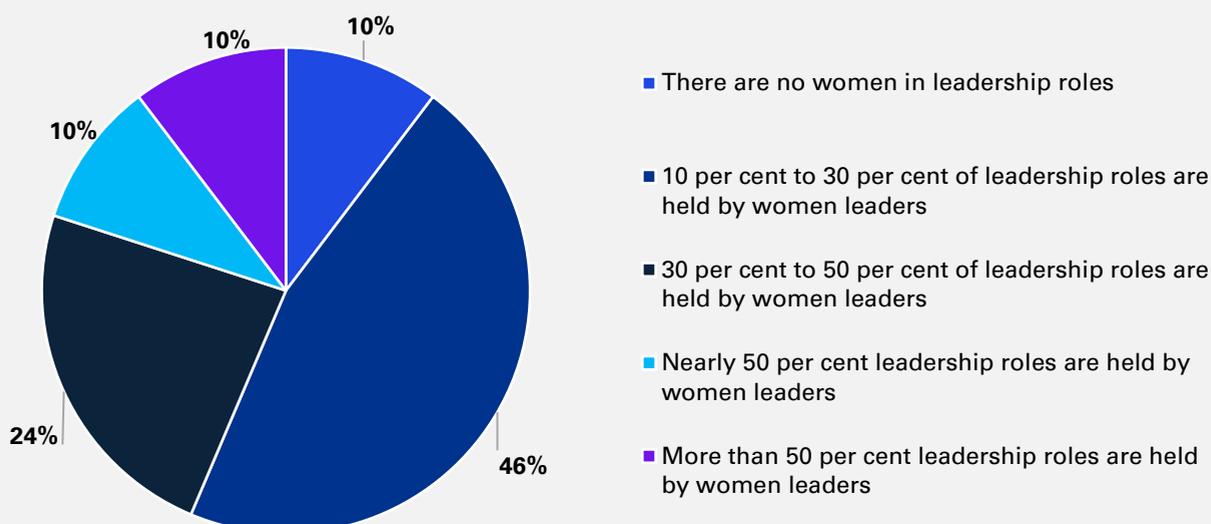
This shows that a large proportion of organisations continue to be clustered at the

lower end of the diversity spectrum. However, a notable share of organisations is beginning to move upward as well.

In 24 per cent organisations, the proportion of women in leadership positions rises to 30 per cent–50 per cent, and

20 per cent organisations report 50 per cent or more women in leadership roles, indicating encouraging progress toward balanced leadership representation.

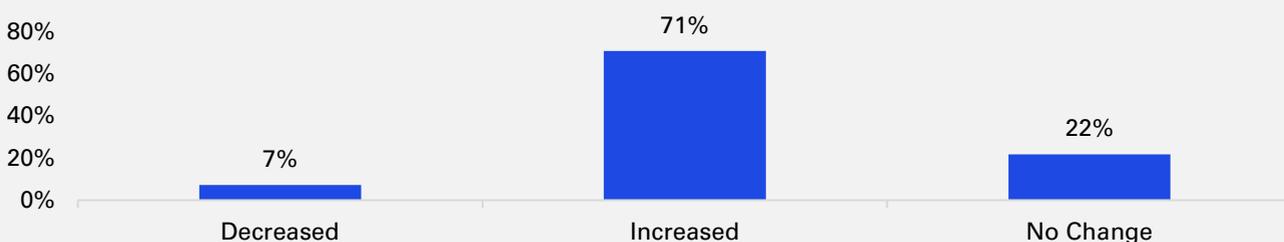
Women Representation in leadership positions across organisations



Even though past 5-year trends display a positive picture where majority of organisations have witnessed an increase in women leaders at their organisation, 30 per cent of the organisations show an opposite picture with either no change or decrease in women leaders count. This number sailed around ~17 per cent in the previous year assessment report, which indeed requires attention.

While the past five years show encouraging progress—with many organisations reporting an increase in women leaders—there’s still a concerning gap. Around 30 per cent of organisations saw no improvement or even a decline in their number of women leaders. This figure was only ~17 per cent in last year’s assessment, indicating a growing issue that needs urgent attention.

% change in women leadership representation in last 5 years

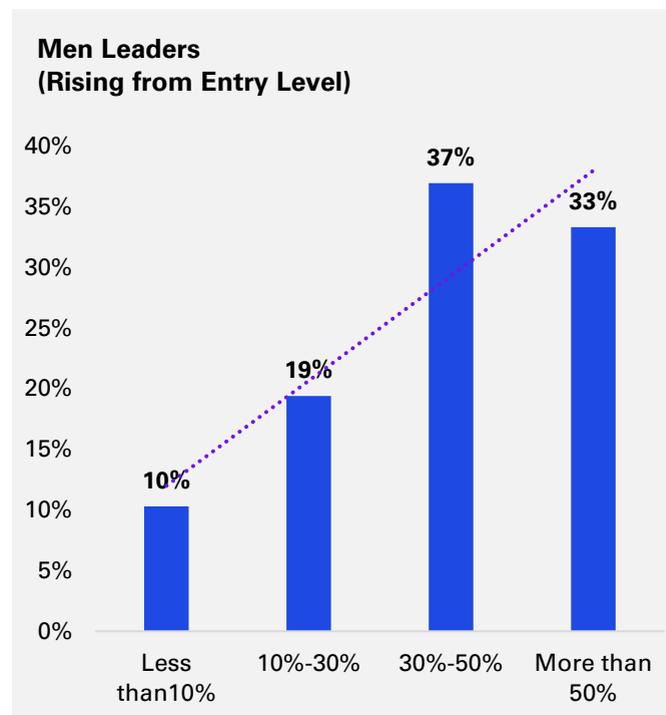
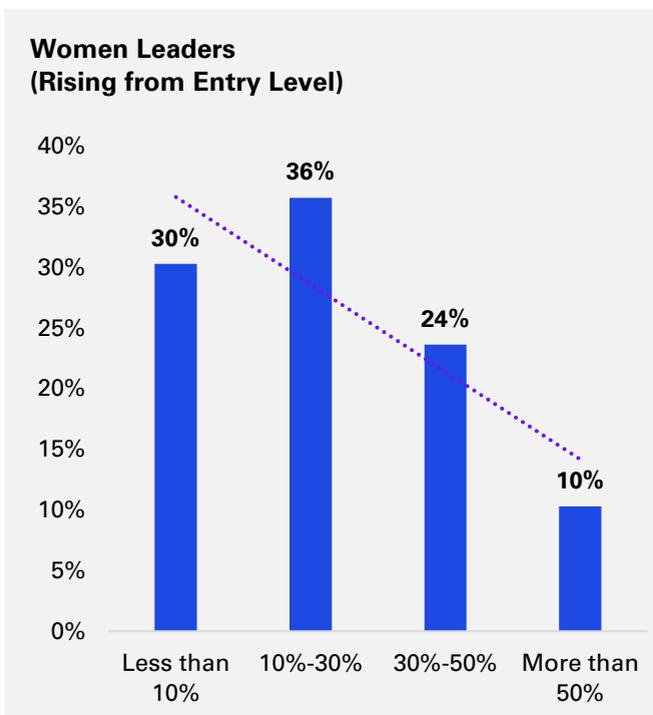


Deep-diving into the progression of long-term women and men hires rising from entry-level to leadership roles, it was observed that 74 per cent of organisations have less than 30 per cent of their long-term female employees reaching leadership positions (50 per cent in the <10 per cent band and 59 in the 10–30 per cent band). In contrast, the progression trend for men shows a markedly stronger pipeline, with a substantial share advancing to senior roles.

This highlights a clear disparity in upward

mobility between genders. While women’s progression remains concentrated at the lower end of the leadership continuum, 68 per cent of organisations report that 30 per cent or more of their long-term male employees have moved into leadership roles (61 in the 30–50 per cent band and 55 in the >50 per cent band).

These trends indicate that although women continue to enter and stay in organisations, significantly fewer advance to leadership positions compared to their male counterparts.



Key takeaways:

- Leadership diversity will not improve unless organisations **intentionally strengthen the path to leadership**, ensuring women have real opportunities to rise—not just enter the workforce.
- The early progress seen in some companies shows that **structured growth and sponsorship work**; expanding these practices can help more women move into influential roles.
- Women often lose momentum mid-career because of subtle barriers; removing these through **simpler policies, supportive**

managers, and fair systems is essential for sustained progress.

- Entry level hiring alone won’t shift leadership representation; organisations need to **focus on progression**, ensuring women get equal access to stretch roles, visibility, and advancement.

In summary, although progress is visible at the top levels, organisations must continue their efforts to strengthen the talent pipeline for women, ensure equitable advancement, and work toward truly inclusive leadership environments.



Leadership pathways: Aspirations and barriers





Women across India are stepping forward with confidence, ambition, and a strong desire to make an impact. They want to lead teams, influence organisational decisions, and help shape the direction of businesses.

This growing aspiration reflects a significant shift in how women view their own potential and the opportunities available to them. Yet, despite this clear sense of purpose, the journey to leadership still involves hurdles that are deeply rooted in both cultural expectations and workplace structures.

The ambition among women professionals today is striking. Women are not holding back when it comes to their goals. Many see leadership as a way to contribute meaningfully, guide teams with empathy, and create positive change. Their aspirations are not limited to promotions or titles; they are driven by a desire to influence outcomes and open pathways for the next generation of women.

Despite this strong interest, progress into leadership roles remains uneven. More than half of organisations in India report that women occupy only 10 to 30 per cent of their leadership positions, and nearly 9 per cent have no women leaders at all. This highlights the persistent challenge known as the “broken rung,” where women find it difficult to secure that first crucial step into management.

Outside the workplace, cultural expectations often place additional pressure on women. Many continue to shoulder the main responsibilities at home, including caregiving and household management. These responsibilities can lead to career breaks, slower progression, or reduced visibility at work. Even when companies offer flexible work options, women may hesitate to use them out of concern that it might affect their performance evaluations or future advancement. Unconscious biases and the absence of strong mentors or sponsors further complicate their leadership journey.

Real change requires intentional effort. Organisations can play a key role by ensuring their promotion processes are transparent and fair, and by recognising potential early in a woman's career. Mentorship and sponsorship programmes can provide essential encouragement and advocacy, helping women navigate challenges and grow into leadership

roles. Normalising flexible work without penalty is another important step, as it allows women to manage personal responsibilities without sacrificing career growth. Additionally, workplaces that invest in inclusive and supportive infrastructure, such as, accessible workstations, wellness areas, private rooms for new mothers, and ergonomic spaces; create an environment where all employees feel valued and able to thrive.

When women lead, organisations benefit. Diverse leadership teams bring a wider range of ideas, better collaboration, and stronger decision-making. Companies with balanced leadership often show improved performance and deeper connections with employees and customers. Beyond business outcomes, supporting women's leadership is vital for India's broader economic and social progress.

The ambition among women is clear and powerful. What is needed now is an environment that supports them fully, removes obstacles, and recognises the value they bring. When organisations take these steps, leadership becomes truly accessible, and India moves closer to a future where every woman has the opportunity to lead with confidence.



Sunit Sinha,
Partner and Head –
Human Capital Advisory
Solutions, KPMG in India

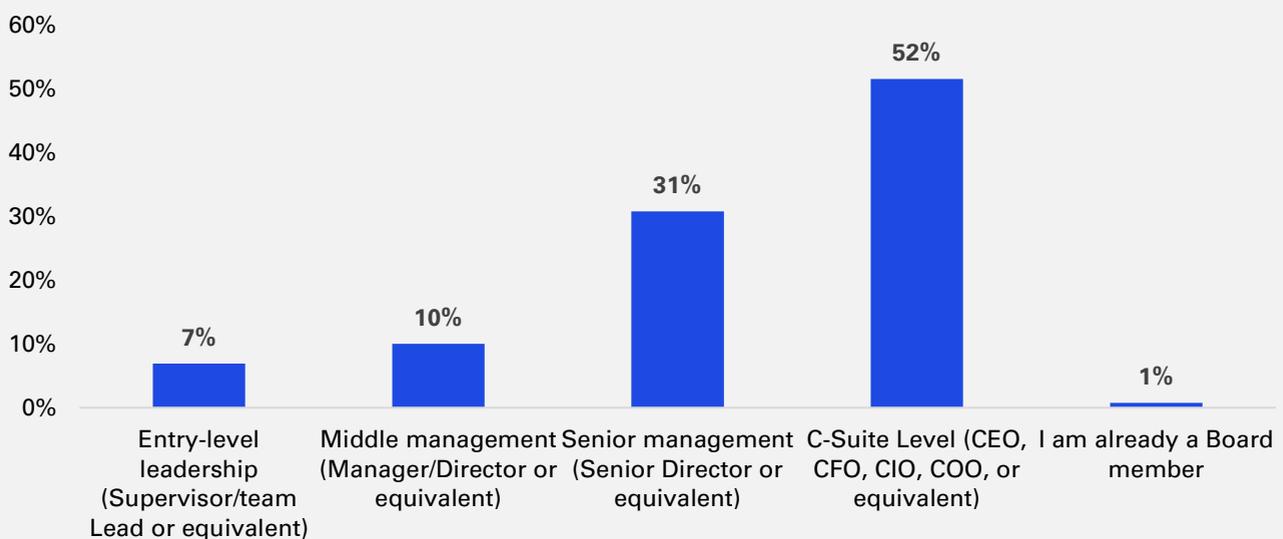
Key findings from survey:

The analysis shows that leadership ambition among women is strong, with 79 per cent aspiring to lead, although 11 per cent do not and 10 per cent remain unsure. This indicates a largely motivated talent pool with a smaller segment that may require deeper engagement and organisational support to activate ambition.

The study observed particularly high aspiration

for senior roles, with 52 per cent women targeting C-suite positions and many aiming for senior management. Yet, only 1 per cent woman currently holds a board seat, revealing a clear ambition–representation gap at the highest levels. Organisations must therefore strengthen succession pathways and provide visibility to women seeking senior level roles.

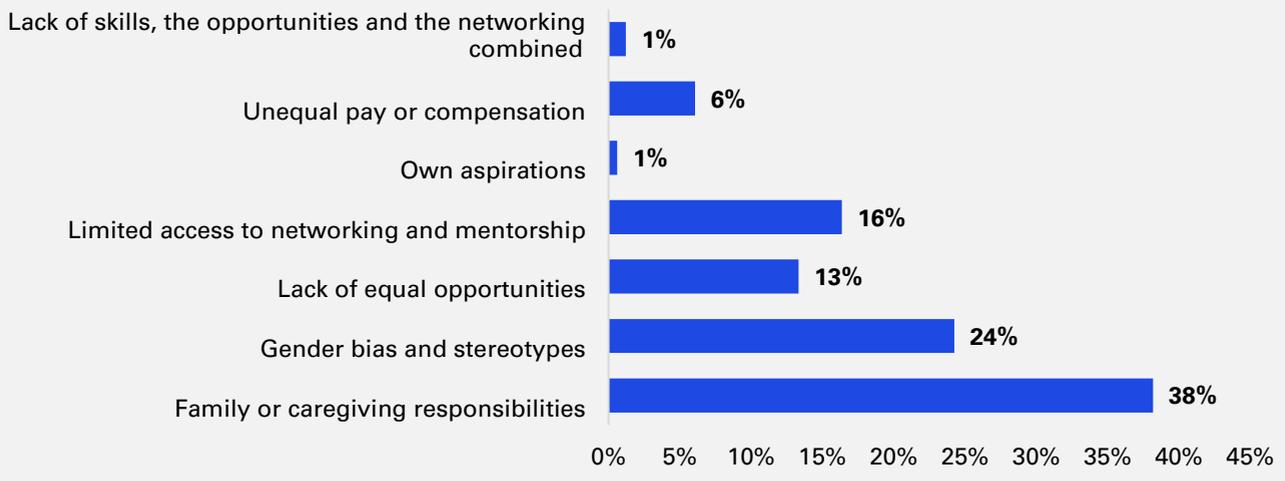
Participant's aspiration on reaching senior levels and roles



The findings highlighted capability-building as a central enabler of advancement. Skill development and mentorship were each prioritised by 30 per cent of respondents, followed by needs around equal opportunities, supportive culture, networking access, and work–life balance. This pattern reinforces that women are looking for structured development pathways and systematic support to progress.

The analysis also underscored that barriers to advancement are primarily structural. Caregiving responsibilities remain the most significant constraint, with 40 per cent additionally reporting gender bias as a challenge. Limited access to networks, unequal opportunities, unequal pay, and minor skill-related issues were also noted, indicating that the obstacles women face stem more from organisational systems than from individual limitations.

Key barriers to fulfilment of leadership aspirations of women



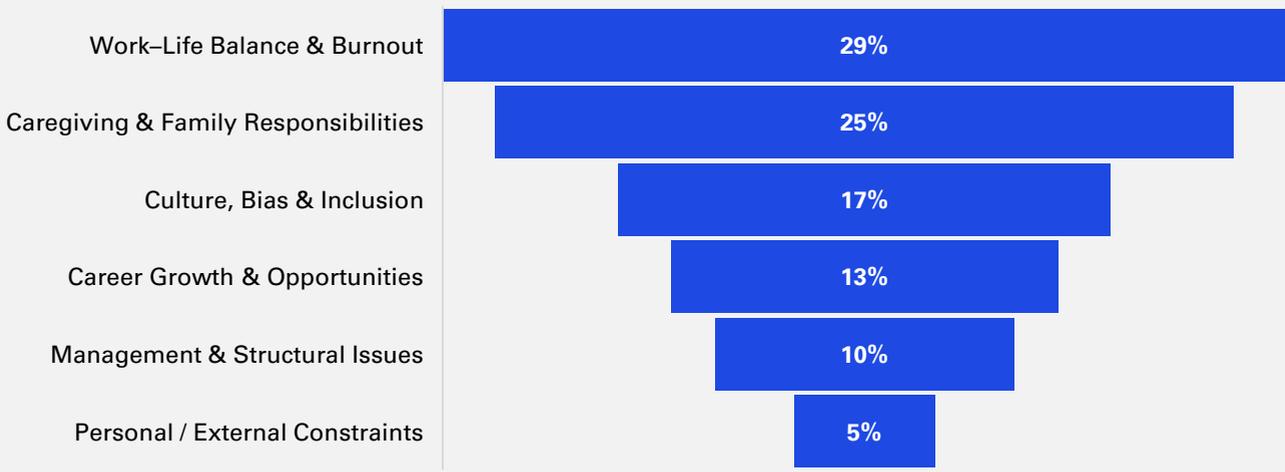
Workplace experiences further reflect this. The study found that 39 per cent of women have experienced or observed gender based discrimination, suggesting that cultural inconsistencies persist despite increased awareness and policy focus.

Attrition patterns reinforce the impact of systemic pressures. Women primarily exit due to work–life imbalance, caregiving demands, cultural friction, limited career growth, and structural challenges—

highlighting that these departures are seldom driven by personal preference alone.

Finally, the analysis revealed that the highest dropout risk occurs mid-career, with 65 per cent identifying middle or senior management as the most vulnerable stage. Early career exits are less common, and high-level departures are relatively rare, indicating that mid-career is the critical pivot point where ambition meets organisational reality.

Reasons - Women dropping out of professional career



Overall, the study highlights that women’s ambition is not the constraint—structural design is. With intentional pathways, stronger

sponsorship, and accountability for outcomes, organisations can convert this ambition into a sustainable leadership pipeline.

Key takeaways:

1. Organisations must actively convert women's ambition into leadership pipelines by deliberately identifying, developing, and positioning high-potential women.
2. Companies must build structured capability and sponsorship pathways that accelerate women's mobility into high-impact roles.
3. Structural barriers must be removed through intentional policy, culture redesign, and equitable work models.
4. Mid-career women must be supported through workload redesign, flexibility, and targeted accelerators to prevent drop-outs.

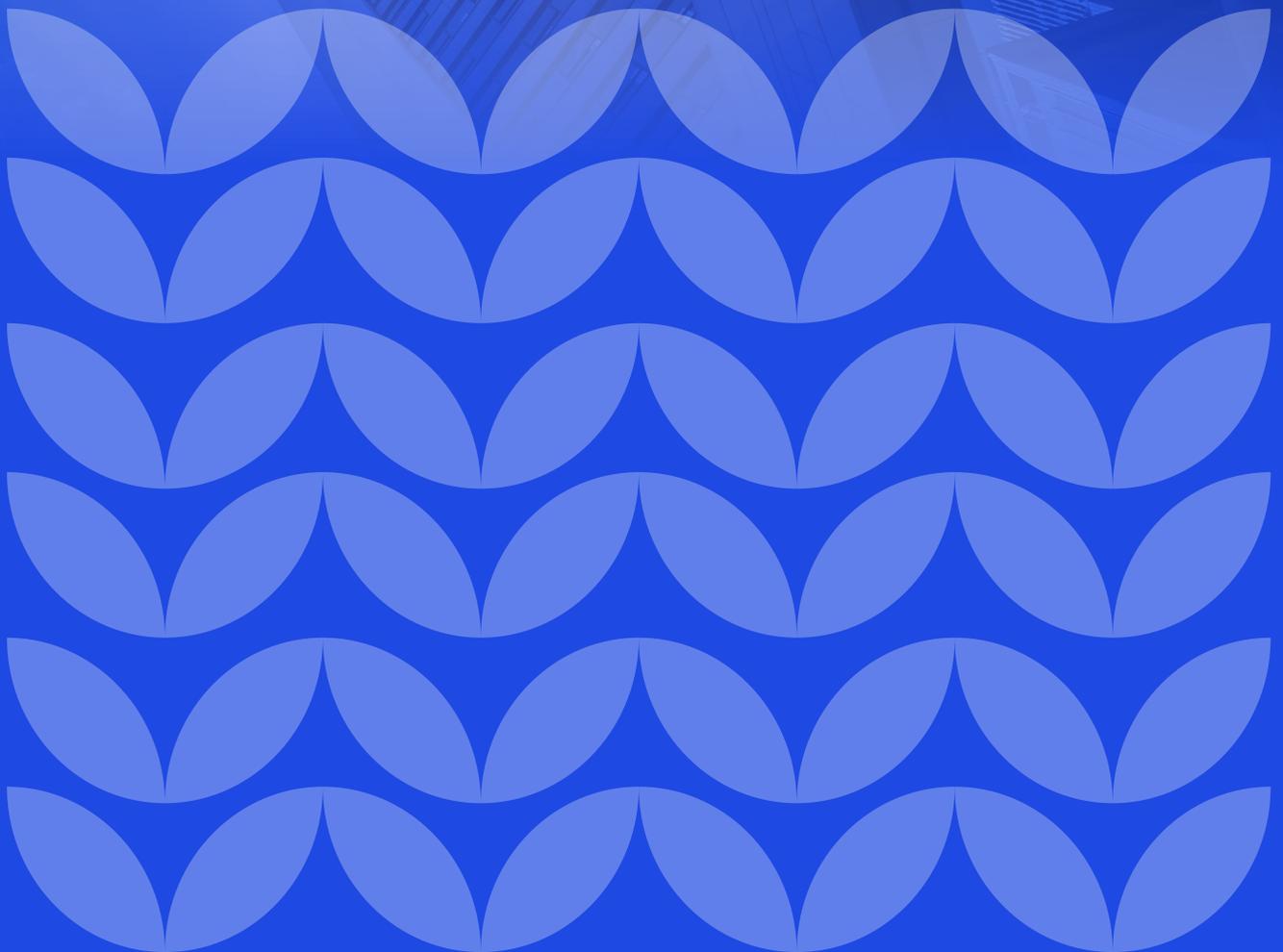
5. Talent decisions must be governed by transparent, bias-resilient, and auditable processes.
6. Leaders must be held accountable for measurable gender outcomes to drive real, sustained progress.

Building a future where women lead at every level requires intentional design, disciplined execution, and leadership accountability. The path is clear: when organisations act with purpose, women's ambition becomes a powerful engine for growth, resilience, and long-term competitiveness.





Leadership development: Cultivating skills for advancement



A 2025 Prime infobase study of NSE-listed firms shows a consistent pattern across sectors: women constitute 23 per cent of employees in corporate India, but this drops to 13 per cent at senior management, 10 per cent at executive director level, and only 5 per cent hold MD/CEO positions.

This gap is often framed as a matter of individual choice. But in most organisations, careers do not rise on intention alone. Opportunities help people advance—those who land the first key position are often supported for future roles as well. In many organisations, such chances begin shaping outcomes well before any formal leadership programme starts.

Leadership development typically operates through two tracks. The formal track—programmes, training, assessments—is visible and documented. The second track—pivotal assignments, leadership backing, executive exposure—is less visible, but often more decisive. Women tend to receive the first while men often disproportionately receive both.

It is not difficult to understand how these patterns perpetuate. High-stakes assignments flow to those already visible to leadership. Cross-functional exposure accumulates among those who have already had it once. Senior roles require experience that only prior pivotal assignments provide—but access to such assignments is rarely equally distributed. The system becomes self-reinforcing: early advantages compound, early exclusions persist. By the time formal succession planning begins, the gap is structural, not individual.

These are rarely deliberate exclusions. They are defaults shaped by proximity and familiarity. But defaults replicate existing patterns. The result is circular: opportunity creates visibility, visibility creates more opportunity, and those outside the initial circle typically remain outside.

The irony is that many of the capabilities organisations now prioritise—collaboration, cross-team integration, and building trust in uncertain situations—are areas where women frequently excel. Yet assessments of executive readiness sometimes still default to older signals—uninterrupted tenure, constant availability, and a narrow definition of assertiveness. When potential is judged through informal observation instead of clear standards, high performers can be missed.

The issue is not capability. It is recognition.

So, what are the solutions? Three approaches I have seen work in organisations with stronger pipelines of women leaders.

First, transparency in access. When criteria for identifying high-potential talent are clear and applied consistently, development becomes more equitable. If women's representation becomes sharply pyramidal across levels, it is a sign that something in the selection and development process is filtering talent out too early.

Second, leadership backing with sponsorship. Mentorship provides guidance; sponsorship creates opportunity. Senior leaders should proactively place talent in positions that foster development, rather than simply noting their potential. That can mean nominating someone for a high-impact project, supporting a promotion decision, or opening doors to key forums and decision-makers. Without sponsorship, development remains passive.

Third, impact over visibility. Flexibility disproportionately matters to women balancing work and caregiving. If being constantly accessible becomes the unstated requirement for advancement, organisations will filter out strong contributors regardless of outcomes. Evaluate what people deliver, not where they deliver it from.

True leadership development is not an intervention; it is infrastructure. When systems are designed to recognise potential early and broaden access deliberately, leadership pipelines deepen. Women are not a deficit to be corrected through programmes. They represent capability that requires systems built for recognition, not just aspiration.



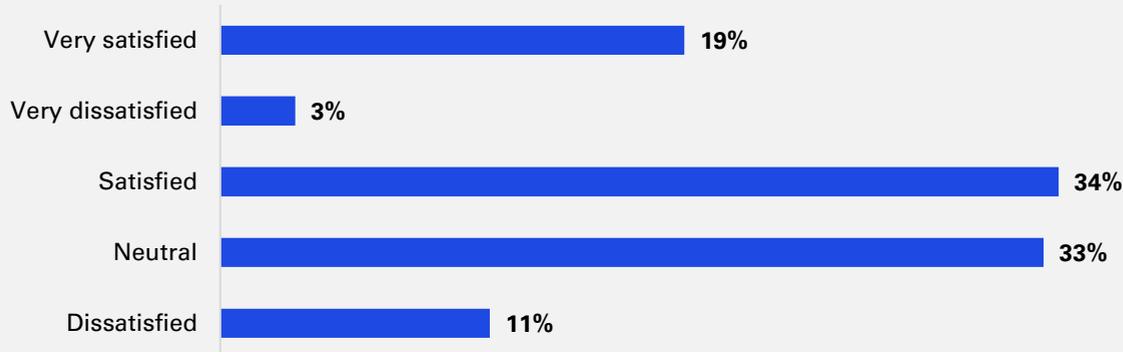
Sunil Kant Munjal,
Past President, AIMA
and Chairman, Hero Enterprise

Key findings from survey:

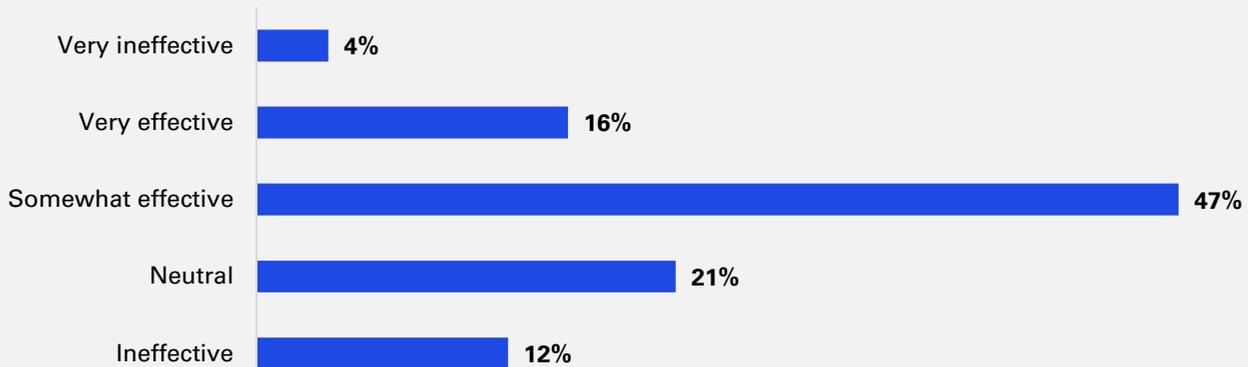
Despite the availability of development opportunities within organisations, their effectiveness in addressing barriers faced by women aspiring to leadership remains uneven. While 53 per cent of respondents believe women are generally satisfied with the leadership

development interventions offered, only 62 per cent feel that current Leadership Development Programmes (LDPs) meaningfully tackle the specific challenges that women professionals encounter on their path to leadership.

Women Satisfaction level with Leadership Development Programmes



Effectiveness of Leadership Development Programmes for Women

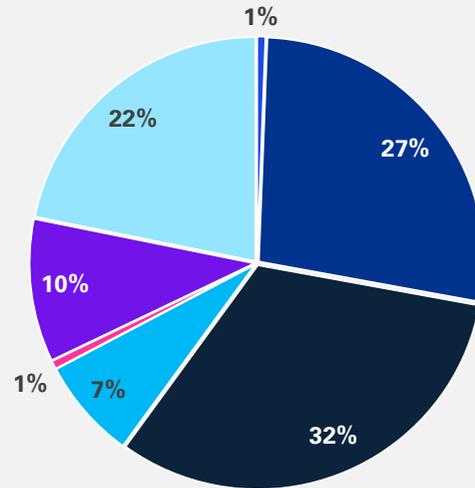


From a women’s leadership development standpoint, the analysis surfaces several priority areas that organisations must address strategically to strengthen their leadership pipelines and ensure sustained progress.

- Structured, women-focused leadership development—employees want targeted capability building in strategic thinking, influence, confidence, executive presence, and techno-managerial skills.
- Formalised mentorship and active sponsorship—clear demand for senior-leader advocacy, stretch assignments, visibility opportunities, and cross-functional exposure.
- Robust work–life integration enablers—flexible work models, childcare support, and seamless return-to-work pathways viewed as essential for retention during pivotal life transitions.
- Inclusive, bias-free organisational culture—expectations for open communication, psychological safety, and mindset shifts among male colleagues to eliminate stereotypes and systemic bias.
- Strong governance and fairness mechanisms—calls for representation targets, transparent promotion systems, unbiased evaluations, equal pay, and leadership accountability for gender diversity outcomes.

Top Areas for Women Leadership Development

- All of them
- Balancing work-life demands
- Building confidence and assertiveness
- Building technical skills
- Empowering
- Enhancing communication skills
- Navigating organisational politics



59 per cent respondents affirm that their organisations provide strong mentorship and sponsorship support for women leaders, rating it as excellent or good.

A clear pathway for women’s progression into leadership exists, but 45 per cent of respondents emphasise that it remains insufficient and requires substantial strengthening to be truly effective

Key takeaways:

- Leaders must own this agenda—setting clear expectations, advocating for high-potential women, removing systemic barriers, and driving accountability for equitable advancement across their teams. Their commitment is what converts intent into measurable outcomes.
 - They must institutionalise robust mentorship and sponsorship so every woman with leadership potential receives consistent support, visibility, and access to stretch opportunities.
 - Organisations must ensure transparent career pathways, deploy targeted leadership development for women, and uphold bias-free talent processes—reinforced by supportive policies and platforms that increase visibility and confidence.
 - A deliberate, structured ecosystem is essential: leadership development, formal sponsorship, inclusive policies that enable work–life integration, and firm accountability for representation must work together to accelerate women’s progression into senior roles.
- In nutshell, women are ready to lead, but organisational systems must match their ambition by removing entrenched barriers, institutionalising sponsorship, and building targeted leadership capabilities. Gender equity in leadership will only be achieved through intentional structures.



Leadership opportunities: Leadership Inclusivity and support



Leadership today is shaped less by hierarchy and more by the ability to build environments where people feel included, supported and empowered to excel. Over the past decade, the idea of what constitutes leadership has broadened.

It is no longer restricted to those with formal authority or long tenure; instead, it reflects a leader's capacity to create connection, encourage participation and recognise the full range of talent within an organisation. As workplaces become increasingly diverse and fluid, inclusivity and support have moved from desirable attributes to essential components of organisational strength.

The changing nature of work has accelerated this transition. Hybrid models, global teams, and technological integration have altered not just how people work, but how they experience leadership. The opportunity now lies in recognising that inclusion is central to influence. Leaders who internalise this are better placed to build commitment, strengthen cohesion and guide teams through uncertainty. The emphasis has shifted from overseeing tasks to shaping cultures that enable people to contribute with confidence.

Across sectors, organisations are rethinking the qualities that define leadership potential. Traditional markers such as visible confidence or technical expertise continue to matter, but they no longer stand alone. Emotional intelligence, cultural awareness, and the ability to build trust increasingly shape leadership credibility. Insights from the Chartered Institute of Personnel and Development (CIPD) report (2019) indicate that organisations embedding inclusion into leadership development see stronger engagement, increased knowledge sharing, innovation and creativity - outcomes that reinforce long-term resilience. When employees feel that their perspectives matter, and when opportunities are accessible equitably, participation deepens, and commitment grows.

In parallel, the hybrid work era has made inclusion more nuanced. While flexibility has widened access to talent, it has also blurred traditional channels of visibility and recognition. In such settings, leadership requires deliberate attentiveness. Ensuring that individuals who are less vocal or physically present are heard and acknowledged is now a critical capability. They must create intentional moments of connection, listening for nuance and ensuring that

contribution is recognised fairly. Empathy and awareness play an important role in sustaining cohesion across dispersed teams.

Wellbeing has also become integral to leadership practice. Conversations about psychological safety, mental health, and balance are now embedded in leadership discourse. Leaders who acknowledge vulnerability, create space for honest dialogue and offer steady support demonstrate a contemporary form of strength — one grounded in authenticity rather than authority. Organisations that nurture such practices report reduced burnout, deeper collaboration and more sustainable performance.

Importantly, inclusion extends beyond gender or ethnicity. Recognition of neurodiversity, non-linear career paths and varied working styles has broadened the understanding of talent. Progressive organisations are redesigning leadership pathways, strengthening sponsorship networks and building development systems that value diverse experiences and trajectories.

This is not about meeting diversity targets; it is about unlocking potential hidden by outdated norms of what a "leader" looks like.

The leaders who shape the coming decade will distinguish themselves not through authority but through inclusivity. The opportunity lies in building ecosystems where people feel seen, valued and supported to grow. As leadership continues to evolve from command to connection, inclusion becomes both strategic advantage and cultural compass. Those who lead with empathy and fairness will not only strengthen their organisations, but also redefine what leadership means in the modern age — grounded in humanity, sustained by belonging, and inspired by possibility.



Rekha Sethi,
Director General, All India
Management Association

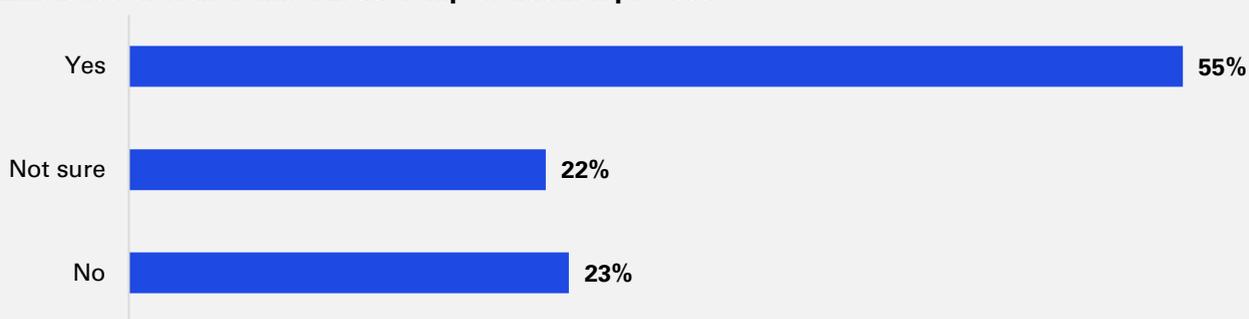
Key findings:

Building on last year’s exploration of women’s leadership and organisational support, this year’s survey takes a closer look at the credibility and consistency of leadership evaluation, the everyday experience of inclusion for women who step into senior roles, and the signals of equity embedded in compensation and role design. By examining how clearly leadership pathways are defined and communicated, how fairly decisions are perceived, and how consistently women leaders are supported, empowered and remunerated - the

study offers a practical view of whether inclusion is translating from policy to lived experience.

This year, 55 per cent of organisations report having a well-defined leadership evaluation process, almost identical to last year’s 56 per cent. Yet 45 per cent of respondents either do not see such a process or remain unsure, highlighting a visibility gap that mirrors 2024. The structure exists but the communication around it still needs strengthening.

Existence of well-defined Leadership evaluation process

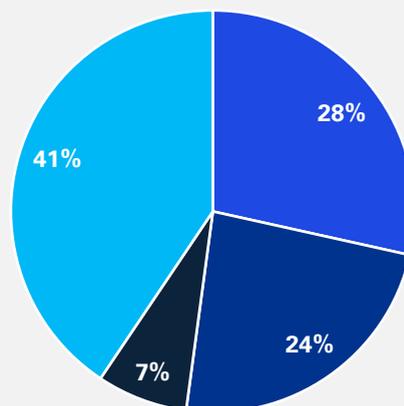


Despite stable processes, trust in how those processes operate has softened. Only 28 per cent now view evaluations as fully fair and transparent (down from 38 per cent), while 24 per cent actively

perceive bias and 41 per cent believe the process “seems fair but isn’t transparent.” The decisive lever remains transparency- clear criteria, clear outcomes, and consistent application.

Leadership evaluation process

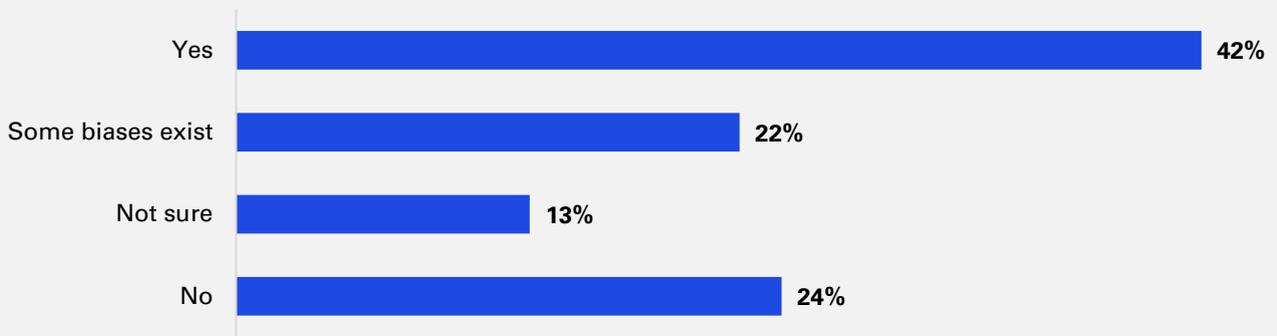
- Absolutely fair and transparent
- Biases exist
- Can’t comment/disclose
- Seems fair, not transparent



This year 42 per cent affirm pay parity for women leaders, yet a majority still either see gaps or can’t see the numbers, keeping confidence on hold. It

will rise when organisations begin to routinely publish equity audits, standardise compensation bands, and demonstrate recommendations.

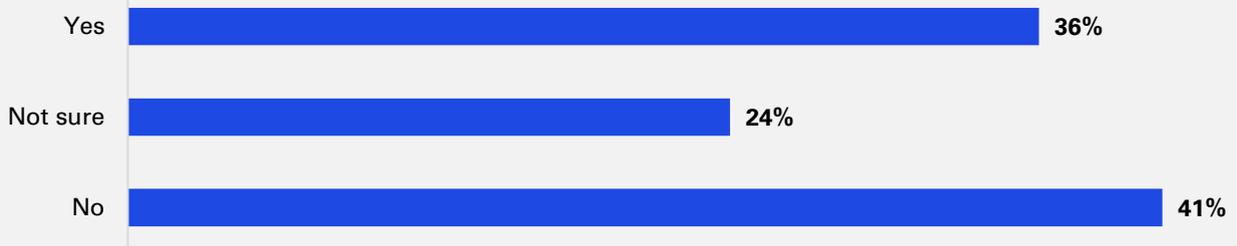
Existence of Pay Parity for women leaders



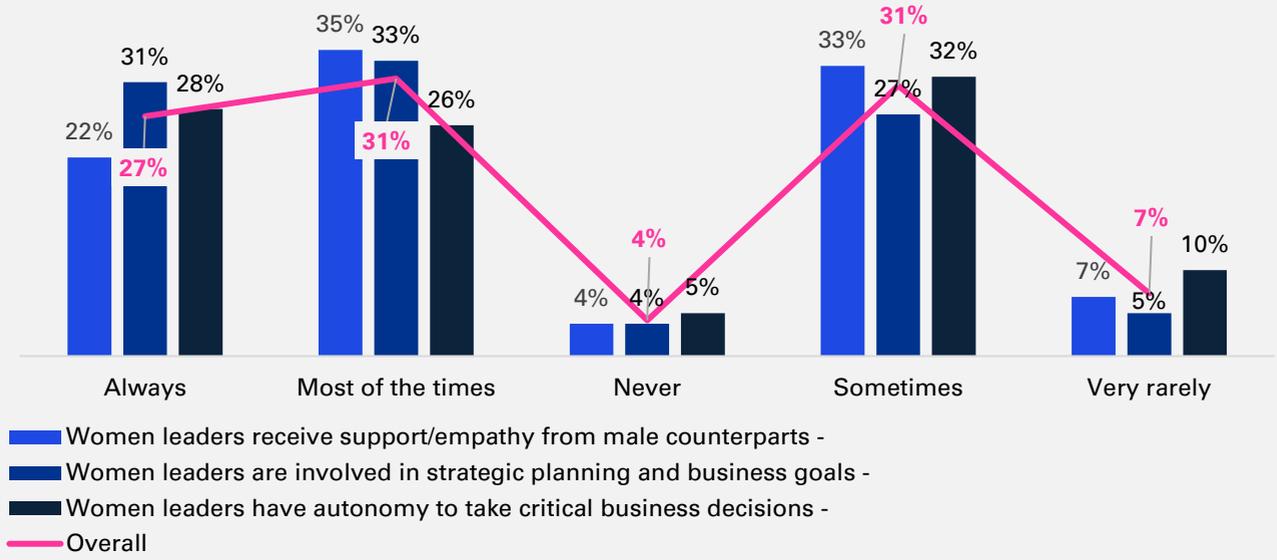
This year, 36 per cent of respondents feel men are favoured for certain leadership roles because of job complexity, long hours, or the nature of the role, up from roughly 30 per cent last year. Such

structurally demanding roles may unintentionally narrow access, reinforcing the need to modernise leadership roles with flexibility and sustainability in mind.

Men are favoured over women for some leadership roles basis complexity/nature of job/long working hours, etc.



Overall experience for Women leaders currently



- Women leaders receive support/empathy from male counterparts -
- Women leaders are involved in strategic planning and business goals -
- Women leaders have autonomy to take critical business decisions -
- Overall

The experience of women leaders this year shows a mix of stability and shift. Compared to last year's "Overall" pattern - where 71 per cent of respondents saw women leaders involved in decisions *always or most of the time* - this year's combined score settles at 58 per cent. The shift is not a drop in inclusion, but a sign that consistency varies more across teams than before.

Support from male counterparts follows a similar pattern. While 57 per cent still observe reliable support, this is softer than last year's narrative of ~65 per cent, indicating that allyship is present but not uniformly experienced across leadership transitions. Strategic involvement remains a relative strength. 64 per cent report that women

leaders participate in shaping business goals most of the time, showing that organisations continue to value diverse perspectives in core decision forums. However, decision autonomy lags slightly behind at 54 per cent, suggesting that while women leaders are being heard, they are not always equally empowered to make the decisions that follow.

Overall, the pattern is clear: women leaders have a strong voice, but the constancy of authority and support still varies. Organisations have made tangible progress in ensuring women leaders are part of critical conversations; the next step is ensuring their decisions carry the same weight, clarity, and backing across the organisation.

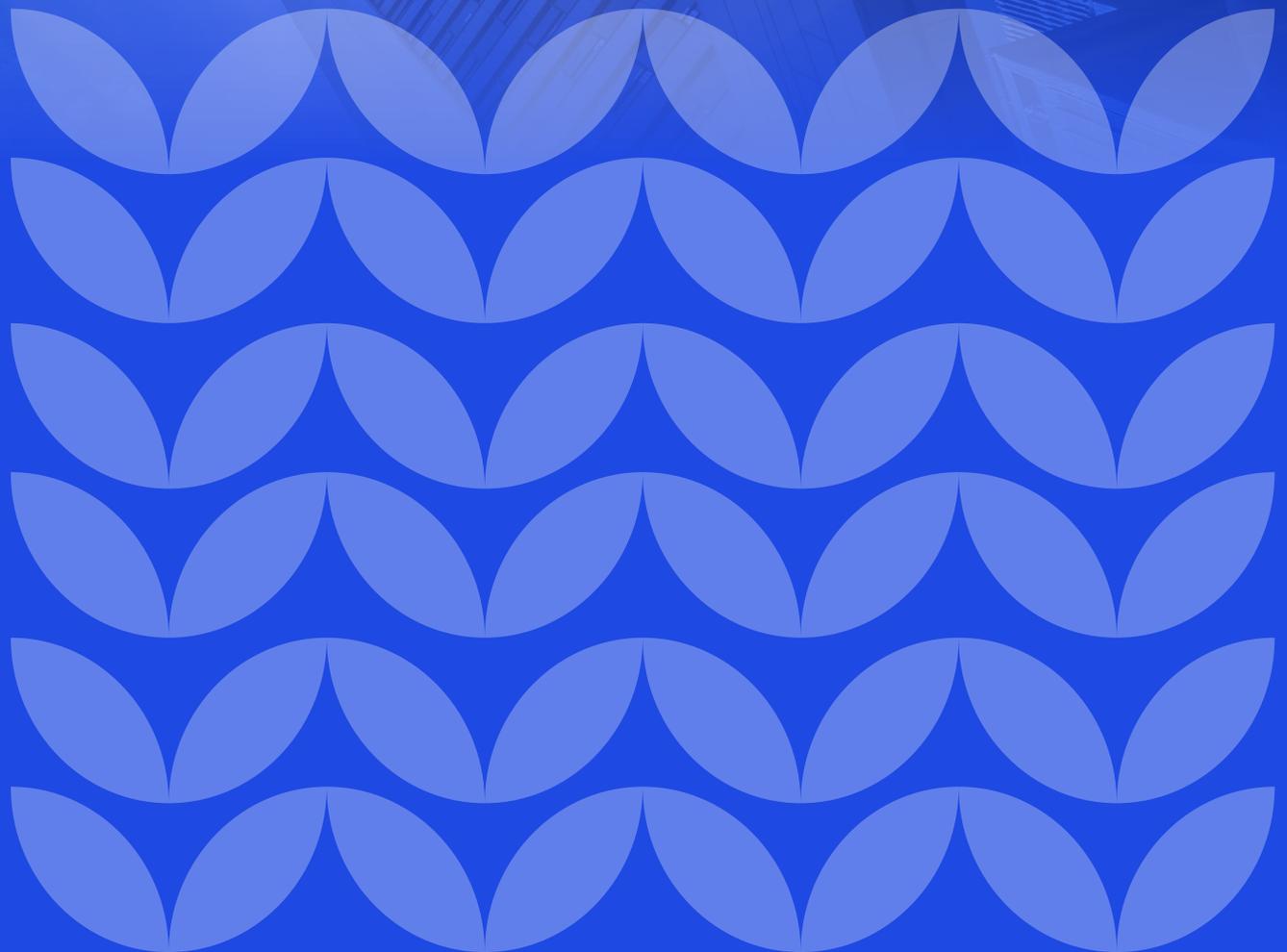
Key takeaways:

1. While evaluation frameworks and inclusion policies are widely in place, confidence in their fairness and transparency has softened. Enhancing clarity in decision criteria, ensuring consistent communication, and making evaluation outcomes more visible will be essential to rebuild trust and credibility.
2. This year's findings show strong participation of women leaders in strategic discussions, yet decision making autonomy and transition support vary across teams. Organisations can bridge this gap by formalising structured sponsorship, strengthening early tenure support, and creating clear platforms that enable women leaders to not only contribute but confidently lead and own outcomes.
3. As job complexity and long hour expectations increasingly influence leadership opportunities, redesigning roles with flexibility and sustainability becomes essential. Similarly, pay parity must move from perception to proof through routine audits, transparent salary structures, and visible remediation. These practices reinforce a culture where women leaders experience equitable opportunity, recognition, and support.

Together, these actions signal a meaningful shift - from building the foundations of inclusion to ensuring that women leaders consistently experience fairness, clarity, and genuine empowerment in their leadership journeys.



Organisational culture: Nurturing diversity and equity



Most organisations like to believe culture is something they consciously shape. In my experience, it's usually the other way around. Culture takes shape quietly, often without permission, through habits that repeat themselves until they stop being questioned. A meeting where the same voices dominate. A decision that feels opaque but is never revisited.

A disagreement that subtly alters how someone is seen. These things rarely feel significant in isolation. Taken together, they define the place far more accurately than any stated value ever will.

This is why conversations around diversity and equity tend to fail when they remain abstract. Culture doesn't respond to intent; it responds to behaviour. And in a business environment that is faster, noisier and less forgiving than it once was, diversity and equity can no longer sit comfortably as aspirational ideas. They have become operational realities. Organisations that understand this tend to build trust earlier, adapt more easily to uncertainty, and retain credibility when conditions turn difficult.

The argument for diversity is no longer controversial, but it is often flattened. Diversity doesn't magically produce better outcomes. What it does is reduce the chances of poor judgement going unchallenged. Leadership teams shaped by different experiences are less prone to blind spots and more willing to interrogate assumptions. Gender-diverse organisations, in particular, have demonstrated stronger performance over time. Yet the real signal isn't numerical. It's cultural - an ease with difference, and a confidence that doesn't rely on uniformity.

That said, representation alone rarely changes much. Equity is what determines whether talent actually compounds. And psychological safety determines whether people bring their full thinking to the table or keep parts of it to themselves. When people feel safe to question decisions early, organisations benefit from course correction while it still matters. When they don't, silence is often misread as agreement, and problems surface only after they've grown expensive.

The dynamics of diversity are complex. Studies show that when teams have only limited diversity, silos and in-group behaviours tend to emerge increasing friction and limiting collaboration. As diversity deepens, these divisions begin to dilute, enabling greater collaboration and a wider range of ideas. Organisations that recognise and work with this complexity gain agility, creativity and a stronger ability to respond to uncertainty -

qualities that are increasingly essential in a volatile business landscape.

Leadership sits squarely at the centre of this shift. Policies help, but people take their cues from behaviour. They watch who gets interrupted and who doesn't. They notice which mistakes are treated as learning and which linger. They pay attention to whether career paths are clear or selectively explained. Leaders who invite challenge without defensiveness, who are willing to examine their own assumptions, and who make growth pathways visible tend to build trust that travels well beyond their immediate circles.

Where many efforts fall short is in treating culture as a programme rather than a practice. As Kotter has observed, change only lasts when it becomes part of how decisions are made, especially under pressure. Inclusion that disappears during moments of stress was never embedded in the first place. When equity shows up consistently - in performance conversations, in succession planning, in who is backed when outcomes are uncertain, it stops needing reinforcement.

For senior leaders today, overlooking equity is no longer a reputational issue alone. It is a strategic one. Talent loss, weaker innovation and internal cynicism rarely announce themselves loudly, but they compound steadily. The inverse is also true. Organisations that practise fairness with consistency tend to earn trust, solve problems with greater range, and build resilience that outlasts cycles and individuals.

The response to these risks does not lie in one-off actions, but in how culture is shaped every day.

The path ahead is clear. Culture cannot be declared into existence; it has to be lived. When equity shapes everyday judgement and practice, organisations strengthen talent, deepen trust, and build cultures with the resilience to endure across cycles, leadership changes and generations.



Vishal Kampani,
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Vice Chairman and Managing
Director, JM Financial Limited

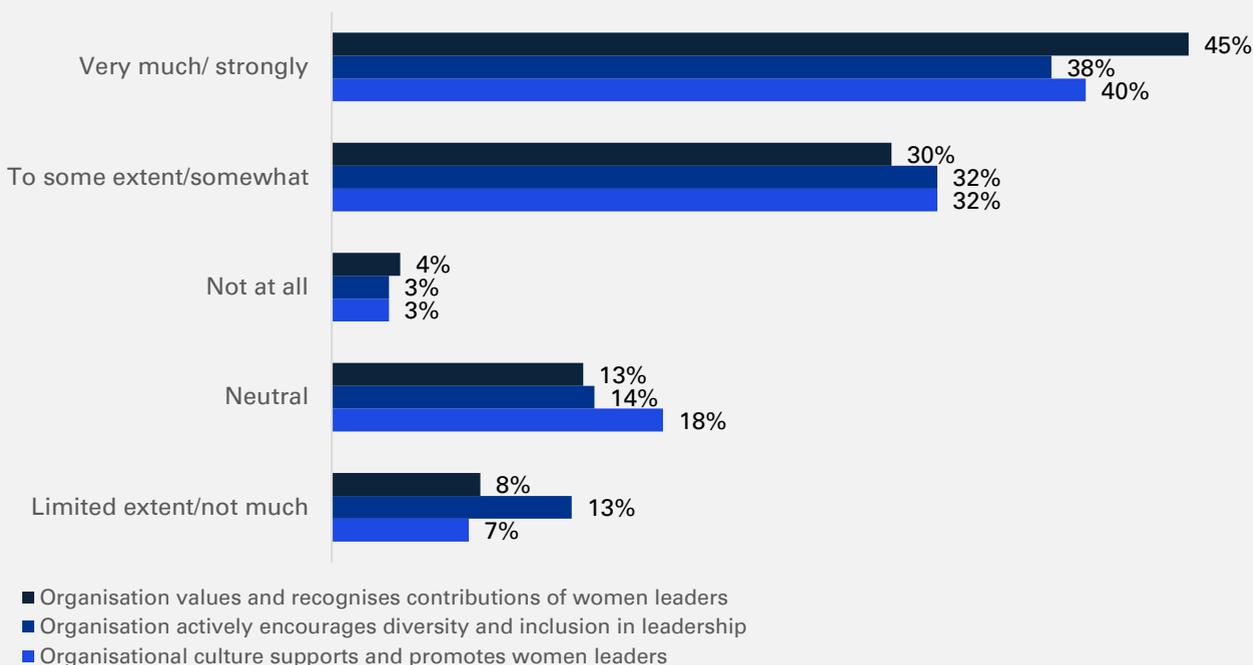
Key findings:

This year’s findings reflect steady improvement in the formal adoption of DEI frameworks across organisations, along with nuanced shifts in workplace culture and leadership expectations for women. While progress is evident, many of the concerns highlighted last year continue to persist, indicating that the pace of change, though positive, remains gradual.

To begin with, the proportion of organisations with a well-defined and well-communicated DEI

policy has increased. Last year, 37 per cent of respondents reported operating without any formal DEI policy, whereas this year the number has reduced to 32 per cent, indicating greater structural commitment toward diversity and equity. This upward movement signals that more organisations are moving from intent to formalisation. However, nearly a third still lack documented DEI frameworks, showing that significant scope for strengthening foundational practices remains.

Organisation work environment valuing and recognising women leaders



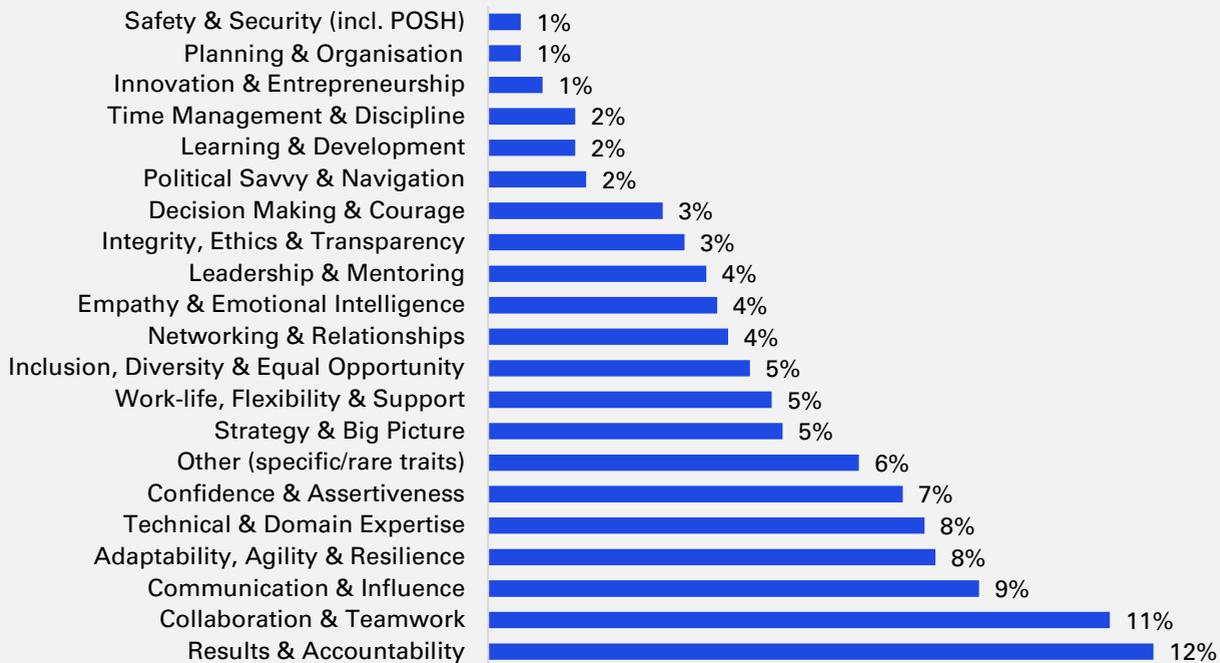
Cultural support for women leaders shows both progress and persistent gaps compared to last year. While 29 per cent previously felt their organisations did not actively support women in leadership, this year a larger share now believes their organisations value women’s contributions and actively encourage diversity in leadership indicating greater visibility of DEI conversations and more intentional support from leadership.

At the same time, a significant portion of respondents continue to select a neutral stance, similar to last year. This suggests that even as policies and messaging improve, many women

still do not experience consistent, day-to-day cultural reinforcement. Neutrality often reflects workplaces where support exists in principle but is not fully embedded in behaviour or decision-making.

Additionally, a segment of employees still perceives limited or no support, highlighting uneven adoption across managerial layers. This points to a clear gap between organisational intent and lived culture showing that while DEI progress is visible at the policy level, cultural implementation remains inconsistent.

Traits crucial for the success of women leaders in your organisation and are actively practiced



This year also brings a shift in how organisations view the skills that enable women’s leadership growth. Unlike last year where the focus was largely on cultural barriers- this year respondents point to specific leadership competencies that determine advancement. Skills such as Results & Accountability, Collaboration & Teamwork, Communication & Influence, and Adaptability & Resilience stand out as key enablers, indicating that expectations from women leaders are expanding into more strategic and execution-driven areas. Notably, Inclusion, Diversity & Equal Opportunity emerges as a competency,

suggesting that inclusive leadership is increasingly seen as a core requirement rather than a supplementary value.

Overall, year-on-year trends reflect encouraging progress- more formal DEI structures, greater recognition for women leaders, and broader leadership skill expectations. Yet, high-levels of cultural neutrality and inconsistent support continue to dilute impact. For progress to translate into experience, organisations must focus on deeper implementation and hold leadership accountable for embedding inclusive behaviours consistently.

Key takeaways:

1. More organisations have implemented a formal DEI policy this year, with the share of companies lacking any DEI framework dropping from 37 per cent to 32 per cent. While this reflects stronger structural commitment, nearly a third of organisations still operate without documented DEI guidelines, signalling room for significant foundational strengthening.
2. Employees report greater recognition of women’s contributions and stronger encouragement of diversity in leadership. However, a sizeable proportion still selects a neutral stance, indicating that while intent is visible, consistent day-to-day reinforcement of inclusive behaviours is still not fully embedded. A small segment continues to perceive limited or no support, highlighting uneven cultural adoption.
3. This year, organisations place greater emphasis on specific leadership traits such as Results & Accountability, Collaboration & Teamwork, Communication & Influence, and Adaptability & Resilience. The emergence of Inclusion, Diversity & Equal Opportunity as a leadership competency reflects a growing belief that inclusive leadership is a core expectation- moving beyond supportive culture to measurable leadership capability.

Way forward

The findings of the Women Leadership Survey 2026 make one reality unmistakably clear: women's leadership ambition in Corporate India is strong and sustained, but progress continues to be constrained by structural design, inconsistent execution, and uneven accountability. Moving forward, organisations must shift from intent-driven initiatives to system-led, outcome-oriented action.

1. Strengthen leadership pipelines, not just representation

While representation at senior levels is gradually improving, leadership pipelines remain uneven, with significantly fewer women progressing from entry and mid-career roles into leadership positions. Organisations must proactively identify high-potential women early, provide stretch assignments, and ensure continuity in progression—particularly at the mid-career stage, where attrition risk is highest.

2. Redesign leadership development with access and sponsorship at the core

Leadership development for women must go beyond training interventions. The survey highlights the need for formal sponsorship, visibility, and exposure to high-impact roles.

Structured mentorship, senior-leader advocacy, and cross-functional opportunities should be institutionalised to ensure that women are not only prepared for leadership, but also positioned for it.

3. Build transparent, bias-resilient evaluation systems

Perceptions of fairness and transparency in leadership evaluations have weakened despite the presence of formal processes. Organisations must clearly define leadership criteria, standardise assessment mechanisms, and communicate outcomes consistently. Regular audits of promotion, pay parity, and role allocation are essential to rebuild trust and credibility.

4. Reframe leadership roles for sustainability and inclusion

Leadership opportunities often remain tied to long hours, constant availability, and rigid role design—factors that disproportionately limit women's access. Redesigning leadership roles with flexibility, sustainability, and shared accountability will broaden access without diluting performance expectations.



About AIMA

The All India Management Association (AIMA) is the Voice of India's Leaders and Managers, and the apex body of the management profession in India. AIMA is a not-for-profit, non-lobbying organisation, and works closely with Industry, Government, Academia, and Established in 1957, AIMA has been students to further the cause of the management profession in India.

serving the management community for 70 years, contributing immensely to the enhancement of management capability in the country. AIMA has a membership base of over 38,000 members and close to 6,000 corporate/institutional members, through 68 Local Management Associations affiliated to AIMA. The Association is represented on a number of policymaking bodies of the Government of India and national associations.

AIMA offers various services in the areas of testing, distance education, skill development & training, research, publications, executive education and management development programmes and special Forums for Young Leaders, Vice Chancellors and women leaders and managers.

Over the decades, AIMA has evolved as times have changed and catered to the growing needs of today's management community. Apart from its flagship Post Graduate Diploma in Management, AIMA offers topical and industry-oriented programmes and initiatives to help

management professionals and students keep in step with times, while offering state of the art business solutions for organisations and institutions.

As the pioneer of Distance Education, AIMA has always been an early starter, even in the digital space. AIMA was amongst the first organisations to offer Internet Based Remote Proctored Tests on a national level; and among the first to shift its service offerings online. AIMA quickly built digital expertise and now has the capability to offer its management programmes and business solutions in the physical, virtual and hybrid mode, as required.

AIMA also brings to the Indian managers, the best management practices, and techniques through numerous foreign collaborations with professional bodies and institutions. AIMA is an important and long-time member of the Asian Association of Management Organisations (AAMO), which promotes professional management in the Asia Pacific region. In addition, AIMA has developed close associations with several leading international Universities and Institutions including the UC Berkeley, UC Santa Cruz, St Gallen Symposium, Horasis, The World Bank to name a few.

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industry-focussed and technology-enabled services, which reflect a shared knowledge of global and local industries and our experience of the Indian business environment .



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