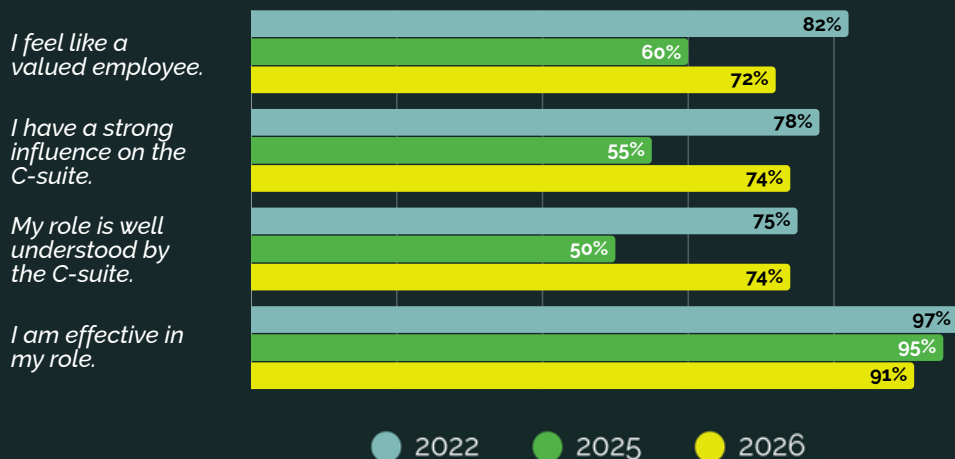


2026 PULSE CHECK

Organizational Impact

% of respondents who agreed with these statements

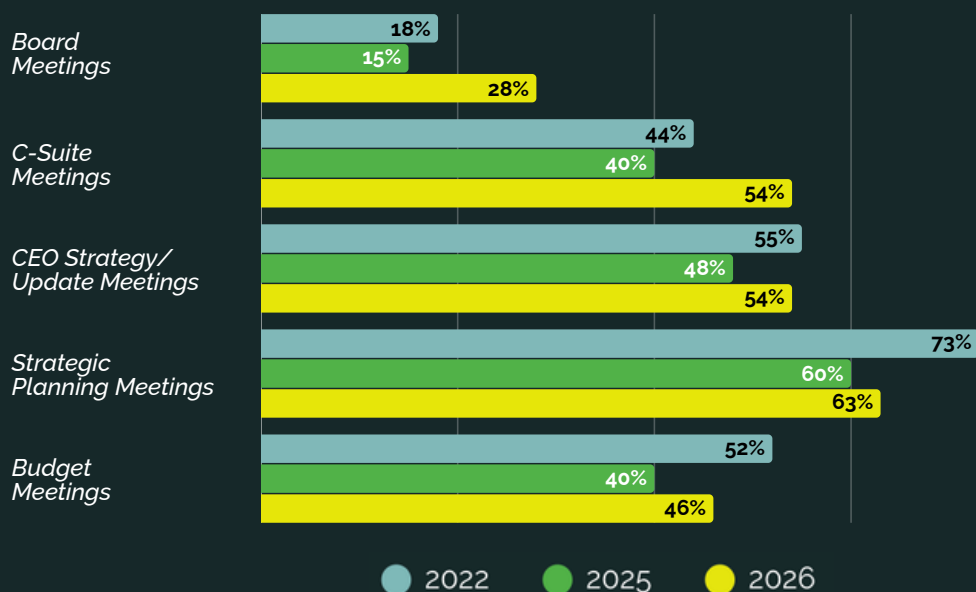


RECOGNITION IS BACK

Role recognition and C-suite influence bounced back sharply in 2026, close to 2022 levels.

But feeling effective has quietly trended in the opposite direction.

% of respondents often/always asked to join these meetings

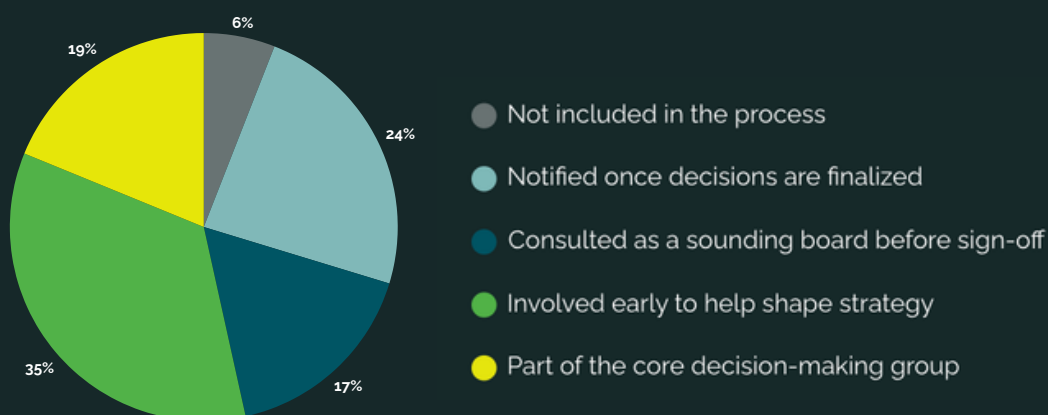


DOORS ARE OPENING

Leaders are getting into more senior meetings than at any point in prior years.

Not every room has fully reopened, but the direction of travel is clear.

% of respondents involved in making significant strategic decisions



ACCESS & INFLUENCE ARE NOT THE SAME

Most leaders have a genuine seat at the table when major decisions are being made.

But a significant minority are still on the outside looking in.