

PATH TO GENDER DIVERSITY BY 2045: A STRATEGIC APPROACH

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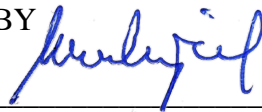
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Dedication

To the constant pillars of support who have been there for me during this scholarly expedition:

This thesis, which serves as a symbol of my scholarly pursuits, is not only a result of the extensive research and innumerable sleepless nights of steadfast commitment that it represents, but also of the continuous encouragement and invaluable counsel that I have had the good fortune to receive from every single one of you.

Sincerely, my cherished parents and family, whose unwavering confidence in my abilities and altruistic self-sacrifices have served as the bedrock of my determination. You have cultivated within me the virtues of perseverance and integrity, while your ceaseless support and affection have nourished my aspirations.

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Whether profound or subtle, the essence of every contribution reverberates profoundly within the pages of this thesis. With profound appreciation and profound regard, I`dedicate this work to each individual present. This accomplishment is a testament to our collective endeavors, commitment, and steadfast conviction in the quest for knowledge and is not solely my own.

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This thesis is more than just a reflection of my efforts; it is a mosaic made up of everyone's support, guidance, and faith. I owe everyone of you a debt of appreciation that

my acknowledgement can only begin to cover. Thank you for being a part of my path and helping me achieve this critical academic milestone.

ABSTRACT

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This comprehensive research evaluates the trajectory of gender diversity in the business sector with a focus on predicting the anticipated male-to-female ratio by 2045. Employing a mixed-methods approach, the research integrates both quantitative and qualitative data, drawing on the Theory of Change and the Theory of Constraints to understand the dynamics of workplace gender representation. Quantitative data analysis includes a thorough assessment of historical gender diversity statistics from various industries, utilizing global labor force surveys, corporate diversity reports, academic publications, and government statistics. Qualitative insights are derived from 20 structured interviews with senior executives and HR leaders, coupled with a survey of 200 professionals from diverse industries and demographics.

The research's quantitative findings reveal a consistent increase in female workforce participation, yet the current pace of progress is insufficient to meet the 2045 gender parity goal without significant acceleration. Structural barriers such as entrenched biases, lack of mentorship, and inadequate organizational support remain significant challenges. Content analysis from interviews highlights the limited effectiveness of existing diversity initiatives due to these systemic obstacles.

Correlation analysis demonstrates a robust positive relationship between the perceived benefits and drawbacks of gender balance. This indicates a consistent acknowledgment of the significance of gender diversity across various demographics. Regression analysis pinpoints key factors impacting gender balance, including the necessity for comprehensive diversity strategies, strong leadership, and supportive workplace policies.

The research underscores the necessity of proactive and inclusive workplace cultures, rigorous enforcement of hiring and promotion quotas, and continuous monitoring and adaptation of diversity initiatives. It recommends leveraging theoretical frameworks like the Theory of Change and the Theory of Constraints to identify and overcome barriers, promoting a strategic approach to achieving gender parity. The findings suggest cautious optimism towards achieving gender parity by 2045, provided significant improvements are made in corporate diversity strategies. This contributes valuable insights for policymakers, business leaders, and diversity advocates, emphasizing the need for substantial changes in organizational practices to foster a more inclusive and equitable workforce. The economic and social benefits of gender diversity are highlighted, underscoring its role in enhancing organizational performance and driving inclusive economic growth.

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CHAPTER I: INTRODUCTION

1.1 Introduction

The endeavor to achieve gender equality in the labor market is a crucial and significant task in contemporary society, which has profound societal and economic ramifications. The International Labour Organization (ILO, 2021) has emphasized the existence of a substantial discrepancy in labor force participation between genders in the contemporary environment. According to this organization's research, the labor force participation rate for women in 2021 was 58.5%, while for males it was 90.4%, resulting in a gender gap of 31.9 percentage points. These differences highlight both social justice concerns and the possible effects on economic efficiency and global development.

The World Economic Forum (WEF, 2021) report presents a challenging timeframe for achieving gender equality. Based on the current rate of progress, it is projected that it will require approximately 135.6 years to completely close the worldwide gender gap. The disparity is much more pronounced when considering economic involvement and opportunity, necessitating an estimated 267.6 years to attain equality. These estimates are not solely based on statistics; they accurately represent the deep-rooted structural inequities present in communities worldwide.

Top 10 Countries with the Highest Gender Equality (2021 World Economic Forum)

Country	GEI 2021 ▾
Iceland	89.2%
Finland	86.1%
Norway	84.9%
New Zealand	84%
Sweden	82.3%
Namibia	80.9%
Rwanda	80.5%
Lithuania	80.4%
Ireland	80%
Switzerland	79.8%

Figure 1
Gender Equality by Country 2024 (worldpopulationreview.com)

Within this framework, institutions such as the World Economic Forum (WEF), McKinsey & Company, and the International Labour Organization (ILO) have predicted a more balanced and fair distribution of genders in the labor force by the year 2045. Nevertheless, these forecasts are open to examination, especially about their fundamental assumptions and practicality. This research seeks to conduct a thorough analysis of these predictions, exploring the elements that could either expedite or hinder the advancement towards achieving gender parity in the labor sector.

To attain gender equality in the workforce, a comprehensive strategy is required, taking into account several elements such as governmental regulations, societal perspectives, and technical progress. Enacting policies that facilitate inexpensive and high-quality childcare, flexible work arrangements, and complete parental leave can have a substantial impact on women's engagement in the workforce (Blau & Kahn, 2017). These legislative measures are essential for achieving a balance between work and home duties

and for indicating a societal change in acknowledging and appreciating the contributions of women in the workforce.

The workforce is significantly influenced by societal conventions and expectations regarding gender roles. Preconceived notions and beliefs about gender roles can either facilitate or impede advancements towards achieving a more equitable workforce. The perpetuation of these prejudices frequently results in a labor market that is divided along gender lines, with men and women being disproportionately represented in distinct occupations that differ in terms of status, potential hazards, and compensation.

Achieving gender parity in the workforce is not only an issue of fairness, but also essential for fully using human resources for global progress and prosperity.

1.2 Research Problem

An issue that continues to provide a challenge to societies and economies all over the world is the topic of gender disparity in the workforce, which is a complicated and diverse issue. In spite of the substantial progress that has been made in recent years, women continue to be severely underrepresented in a variety of fields, particularly in positions of authority, and the persistent wage disparity between men and women continues to be a source of worry (World Economic Forum, 2021; International Labour Organization, 2021). Although projections made by reputable organizations such as the World Economic Forum, McKinsey & Company, and the International Labour Organization suggest that it may be possible to achieve gender parity in the workforce by the year 2045, the veracity and feasibility of these projections are currently being subjected to a great deal of debate and scrutiny.

It is necessary to have a full and nuanced understanding of the likelihood of achieving gender balance in the workforce by the year 2045, as well as the identification and analysis of the elements that may impact this outcome. This research problem has its origins in the necessity for such an understanding. The fundamental objective of this research is to conduct an in-depth analysis of the forecasts that have been provided by a variety of organizations, investigate the methodology that they have utilized, and identify the factors that are responsible for these forecasts. In order to accomplish this, it is necessary to investigate the intricacies and interdependencies that are characteristic of gender relations in the workplace.

1.3 Purpose of the Research

The purpose of this research is to comprehensively explore the potential for achieving gender parity in the workforce by the year 2045 and to identify effective strategies for enhancing gender diversity within organizations. By examining current trends in workplace diversity, this research aims to determine whether existing efforts are sufficient to reach gender parity or if additional interventions are necessary. The research will delve into structural barriers, such as entrenched biases and inadequate organizational support, that hinder progress toward gender equality. It will also investigate the role of organizational practices, including mentorship programs, career development opportunities, and flexible work arrangements, in fostering a more inclusive workplace.

Furthermore, the research will utilize theoretical frameworks such as the Theory of Change and the Theory of Constraints to provide a structured approach for identifying and addressing systemic barriers. The research involves collecting and analyzing data from a global survey, encompassing responses from different geographies and different sections of the society, to capture attitudes, subjective norms, and behavioral intentions towards

gender diversity. By integrating quantitative and qualitative data, the research aims to offer actionable insights and practical recommendations for organizations to develop and implement comprehensive diversity strategies, ultimately contributing to a more equitable and inclusive work environment.

This research aims to comprehensively understand the current state of gender diversity in the workplace and evaluate whether gender parity can be achieved by 2045. By analyzing quantitative data on female workforce participation, we will assess the pace of change to determine if it aligns with the goal of achieving gender balance. While 60% of respondents are optimistic about reaching gender parity with continuous efforts and strategic interventions, 40% express concerns that significant changes are necessary to meet this target. Additionally, the research will identify and address entrenched biases and lack of organizational support, examining systemic challenges such as gender stereotypes and biased hiring and promotion practices that hinder women's career advancement. The absence of critical support mechanisms like mentorship programs, career development opportunities, and flexible work arrangements will be scrutinized to highlight gaps that need to be filled to support women's professional growth.

Additionally, this research will develop and implement robust diversity strategies that go beyond superficial measures, creating genuine policies and practices to promote gender diversity and inclusion. Efforts to foster inclusive workplace cultures through regular diversity training, safe discussion environments, and addressing unconscious bias will be emphasized. The implementation and enforcement of quotas for hiring and promotions, supported by mentoring and leadership development programs, will be explored to ensure equal opportunities for women. By addressing these key areas, organizations can make significant strides toward achieving gender parity by 2045. The research will also utilize the Theory of Change and the Theory of Constraints to identify

and remove barriers to gender diversity, ensure continuous monitoring and adaptation of diversity initiatives, and analyze global survey data to understand attitudes and behaviors toward gender diversity. Statistical analyses, including correlation and regression analysis, is performed to identify significant factors influencing gender balance and develop actionable insights for organizations to improve gender diversity.

1.4 Significance of the Study

This research holds significant value for both academic and practical realms, offering a multifaceted understanding of gender diversity within the workforce. The study's findings provide vital insights into current trends and potential future trajectories concerning gender parity, which are crucial for policymakers, business leaders, and diversity advocates. By identifying the structural barriers and systemic challenges that hinder gender equality, this research underscores the need for comprehensive and targeted interventions.

The application of the Theory of Change and the Theory of Constraints provides a robust framework for organizations to systematically address and overcome these barriers. This theoretical underpinning not only enhances the academic rigor of the study but also offers practical tools for businesses to implement effective diversity strategies. The insights gained from this research can help organizations create more inclusive work environments, thereby improving employee satisfaction, innovation, and overall business performance. Moreover, the global scope of the survey, encompassing diverse demographics, industries, and roles, ensures that the findings are widely applicable and relevant to various contexts. By highlighting successful practices and areas needing improvement, the research serves as a valuable resource for companies striving to enhance their diversity and inclusion

efforts. Ultimately, this research contributes to the broader societal goal of achieving gender equality, promoting a more just and equitable workplace for future generations.

1.5 Research Purpose and Questions

Research Purpose

The primary purpose of this research is to investigate and evaluate the current state and future trajectory of gender diversity in the workforce, aiming to determine the feasibility of achieving gender parity by the year 2045. The research seeks to identify effective strategies, interventions, and theoretical frameworks, such as the Theory of Change and the Theory of Constraints, that can enhance gender diversity and address existing barriers. By combining quantitative and qualitative data, the research aims to provide comprehensive insights and actionable recommendations for organizations, policymakers, and diversity advocates.

Research Questions

Research Question One: What are the current trends and challenges in achieving gender parity by the year 2045?

Research Question Two: What strategies and theoretical frameworks can be applied to achieve equal gender diversity in the workplace?

The first research question, "What are the current trends and challenges in achieving gender parity by the year 2045?", aims to assess whether current workplace trends indicate progress towards gender parity by 2045. This involves conducting a detailed analysis using existing survey and research data, as well as analyzing data collected through new surveys and interviews. The objective is to determine if the current pace of change is sufficient to achieve gender parity or if accelerated efforts are needed. By

evaluating these trends, we can gain insights into whether current efforts are on track or if additional measures are required.

To address this question, the research also evaluates structural barriers that impede gender diversity. By using qualitative insights from existing data and new interviews and surveys, the research uncovers biases, systemic challenges, and gaps in organizational support that hinder progress towards gender equality. The objective is to highlight critical barriers that must be addressed to facilitate meaningful progress. Additionally, the application of the Theory of Constraints helps identify specific bottlenecks within organizations, allowing for the development of targeted interventions to overcome these constraints and accelerate gender diversity initiatives.

The second research question, "What strategies and theoretical frameworks can be applied to achieve equal gender diversity in the workplace?", focuses on determining the need for robust, effective, and comprehensive diversity strategies that go beyond tokenistic measures. This involves assessing existing diversity initiatives, identifying gaps, and proposing new strategies based on industry best practices and data collected through surveys and interviews. The objective is to formulate practical and innovative interventions that align with business goals and cultural dynamics, fostering an inclusive culture within organizations.

The application of the Theory of Change and the Theory of Constraints provides a structured approach for developing and implementing effective gender diversity initiatives. Continuous monitoring and adaptation of these strategies ensure sustained progress towards achieving gender parity, adapting to evolving organizational and societal contexts.

CHAPTER II: REVIEW OF LITERATURE

2.1 Theoretical Framework

The pursuit of employee diversity, with a special emphasis on gender diversity, has emerged as a crucial issue in today's corporate environment. This literature review thoroughly examines different theories, empirical investigations, and corporate strategies that interact at the point where gender diversity is present in businesses. The review aims to analyze the various reasons and limitations that impact workforce diversity by using the Theory of Reasoned Action, Human Society Theory, and the Theory of Constraints. Its purpose is to assess the preparedness of society and corporations to actively promote and support a substantial transition towards equitable diversity in the next ten years.

This review is based on a diverse selection of literature, including influential theoretical frameworks, recent empirical research, and case studies from various corporations. The objective is to provide a comprehensive overview of the present condition of gender diversity, the aspirations established by innovative enterprises, and the societal and organizational preparedness to achieve these objectives. The primary purpose of this analysis is to provide valuable insights that can stimulate additional research and efforts aimed at attaining the diversity goals set by several worldwide organizations for the years 2030 and 2045.

Gender inequality and the theory of social roles

Alice Eagly's Social Role Theory (Eagly, 1987) provides a fundamental framework for comprehending the deeply ingrained societal expectations that influence gender roles in the workplace. This theory explains the complex ways in which these roles impact the

decisions people make about their jobs, the paths they take in their careers, and how they contribute to the ongoing differences in pay between genders.

Eagly's theory posits that traditional gender roles originate from historical divisions of labor, which have been sustained by society standards (Eagly, 1987). Men are commonly linked to 'agentic' roles, which prioritize assertiveness and control, while women are often connected with 'communal' roles, which prioritize caring and care. This societal framework not only influences how the public sees things, but also affects how individuals see themselves and behave in the workplace.

The Social Role Theory suggests that predetermined gender norms have a substantial impact on the employment choices made by individuals (Eagly, 1987). Women are frequently directed into jobs that are associated with communal roles, such as nursing or teaching, whereas men are urged to pursue agentic roles. The phenomenon of gendered occupational sorting results in the segregation of genders in different professional areas.

Eagly's thesis provides insight into how gender norms influence professional paths and contribute to disparities in wages between genders (Eagly, 1987). The societal pressure for women to emphasize their family obligations can result in structural obstacles in terms of job progression, especially in industries that are predominantly male-dominated. This phenomenon exacerbates the lack of women in positions of leadership and industries with higher salaries, hence perpetuating the gender pay disparity.

Eagly's Social Role Theory, formulated in the late 20th century, is pertinent in contemporary discourse about gender equality in the workplace (Eagly, 1987). It offers a conceptual structure for comprehending the enduring nature of gender disparity. Nevertheless, it is crucial to recognize the objections that argue the theory may not comprehensively encompass the intricacies of personal identity and the dynamic

transformation of employment, particularly in the context of traditional gender roles being questioned.

Overall, Eagly's (1987) Social Role Theory continues to be a crucial element in the discussion of gender disparity in the professional environment. It facilitates a more profound comprehension of the origins and consequences of gendered societal roles, directing the formulation of tactics to tackle gender stereotypes, foster diversity, and attain a more all-encompassing work environment.

Human Capital Theory

The Human Capital Theory, formulated by Gary S. Becker in his influential publication in 1964, offers a valuable framework for analyzing the impact of education and training on economic results (Becker, 1964). Within the realm of gender diversity in the workforce, this theory plays a crucial role in comprehending how discrepancies in investments made in education and skill development contribute to gender imbalances in different industries.

Becker's thesis posits that inputs in human capital, such as education and training, directly influence an individual's productivity and ability to produce income (Becker, 1964). Nevertheless, gender often leads to notable disparities in the nature and extent of educational resources allocated to males and females. The significant difference in this regard plays a pivotal role in determining the professional prospects and trajectories accessible to individuals of different genders, frequently resulting in occupational segregation and an imbalanced representation across numerous sectors.

The Human Capital Theory suggests that the amount of investment in education and training is closely linked to the prospects for career growth (Becker, 1964). Women often encounter obstacles that prevent them from accessing equal opportunities for human capital

development compared to men. These barriers might be from societal norms, economic circumstances, or other limitations. The disparity in educational and vocational opportunities directly relates to the underrepresentation of women in higher-paying occupations and senior leadership roles.

Impact on Earning Capacity: Additionally, Becker's theory emphasizes that the financial gain from investing in one's skills and knowledge is manifested in the amount of money an individual earns (Becker, 1964). The presence of gender inequalities in education and training not only restricts women's ability to progress in their careers but also has a substantial effect on their capacity to earn income. This factor plays a crucial role in the enduring gender wage disparity observed in numerous industries.

Becker's Human Capital Theory, developed in the mid-20th century, continues to be extremely applicable in current concerns around workforce diversity (Becker, 1964). To promote gender equality in professional settings, policymakers and organizations can build focused policies by comprehending the connection between investing in human capital and gender disparities in the workforce. This understanding will enable them to address educational and training gaps effectively.

Becker's (1964) Human Capital Theory is a foundational paradigm for examining the influence of differences in education and training investments on gender representation in the workforce. This highlights the importance of fair access to the development of human skills and abilities in order to improve career progression and income potential for individuals of all genders.

Structural and institutional theories

The Structural and Institutional Theories, proposed by Acker (1990) and Reskin & Roos (1990), offer a comprehensive framework for examining how organizational

structures and labor market dynamics impact gender inequality in the workforce. These ideas are crucial for comprehending the structural elements that either facilitate or impede the attainment of gender equilibrium in different sectors.

Acker's thesis highlights that organizational structures and processes are not devoid of gender bias (Acker, 1990). However, they frequently incorporate and sustain gender prejudices. This include the procedures for hiring employees, categorizing job positions, determining wages, and establishing criteria for promotions, which could potentially create systematic disadvantages for women. Acker's work demonstrates how apparently impartial organizational practices can have disparate effects on males and females, thus sustaining gender inequity.

Labor Market Dynamics: Reskin & Roos (1990) go more into the influence of labor market institutions on the formation of gender inequalities. According to their research, institutional practices such as occupational segregation, the devaluation of work traditionally done by women, and unequal access to resources and networks play a significant role in causing the gender wage gap and the lack of representation of women in specific industries.

Contribution to Gender Balance: These theories together analyze the role of organizational and institutional structures in perpetuating gender disparity in the workplace (Acker, 1990; Reskin & Roos, 1990). The identification of these structural aspects in the theories serves as a foundation for the development of precise interventions that attempt to dismantle obstacles to gender equity.

Contemporary Relevance: The ideas elucidated by Acker and Reskin & Roos retain their pertinence in the present era, as organizations and societies persist in confronting gender inequities. These theories provide valuable perspectives on the necessary structural

transformations to advance gender equality, encompassing the importance of implementing organizational policy reforms and reorganizing labor market institutions.

Ultimately, the Structural and Institutional Theories proposed by Acker (1990) and Reskin & Roos (1990) provide a comprehensive comprehension of the structural elements that sustain gender disparity in the labor market. They emphasize the significance of addressing these structural components to promote progress towards a more gender-equitable professional environment.

Intersectionality theory

Kimberlé Crenshaw introduced Intersectionality Theory in 1989, which provides a vital framework for comprehending how different elements of social identity, such as gender, race, class, and others, combine to form distinct encounters of discrimination and privilege in the workplace (Crenshaw, 1989). This theory is essential for assessing the intricate and frequently intertwined types of inequality that affect labor dynamics and results.

Crenshaw's theory asserts that gender cannot be analyzed independently from other indicators of identity. However, it engages with other social classifications to mold an individual's encounters in the professional environment. Women of color may have distinct experiences that vary considerably from those of white women, as a result of the intersecting impacts of gender and racial discrimination.

Intersectionality Theory sheds light on how the convergence of different identities affects many aspects of workforce outcomes, such as recruitment procedures, advancement in careers, salary levels, and encounters with workplace prejudice. The argument posits that in order to achieve genuine effectiveness, endeavors aimed at tackling gender disparity

in the workplace must also take into account additional manifestations of social stratification.

Adopting a comprehensive approach is crucial for establishing gender balance. It necessitates policies and procedures that recognize and tackle the varied experiences of individuals who encounter various and overlapping types of discrimination. This may entail implementing focused activities to provide assistance for marginalized groups, adopting inclusive recruitment strategies, and fostering a workplace environment that appreciates diversity in its whole.

Contemporary Significance: Crenshaw's Intersectionality Theory continues to hold great importance in current conversations about diversity and inclusion inside the workplace. It offers a crucial perspective for companies and politicians to comprehend and tackle the intricacies of gender inequality, guaranteeing that diversity initiatives are comprehensive and successful for all individuals in the workforce.

To fully comprehend the intricacies of gender diversity in the profession, it is crucial to incorporate Intersectionality Theory as proposed by Crenshaw (1989). It emphasizes the significance of recognizing the interrelatedness of social identities when devising approaches to foster a more inclusive and fair work environment.

The impact of technological advancements on the nature of work and its future prospects.

The impact of technological advancements on the nature of work and its future prospects.

Contemporary research has placed great emphasis on the influence of technological advancements on the workforce, with specific attention to its effects on gender equality. The ideas proposed by Autor (2015) and Brynjolfsson & McAfee (2014) provide valuable

perspectives on how technological improvements are transforming the job market and the consequences for gender equality in the workplace.

David Autor's 2015 publication examines the contradictory impacts of employment automation. Technology has traditionally replaced specific forms of labor, especially those involving repetitive physical and mental duties. However, it has also generated fresh employment prospects and heightened the need for current positions that necessitate intricate problem-solving abilities, social engagement, and creativity. The analysis by the author indicates that these changes may have varying effects on men and women in the labor force, considering the gendered tendencies in occupational categories and industries.

Brynjolfsson and McAfee (2014) explore the notion of the "second machine age," in which digital technologies such as artificial intelligence and machine learning are reshaping the economic terrain. They contend that these technological improvements have the potential to bring about substantial shifts in the need for different skills, resulting in varied impacts on employment sectors. Due to the differing responsibilities often held by men and women in various areas, the progress of digital technology may disproportionately affect employment and professional progression prospects for each gender.

Theoretical viewpoints on technological advancements have significant implications for gender equality in the workforce. With the ongoing advancement of technology, there exists the possibility of encountering both obstacles and prospects in attaining gender equilibrium. Automation may remove certain traditional professions that have been largely occupied by women. However, it also creates new opportunities in technology-driven areas where women have historically been underrepresented.

The assessment examines how businesses and policymakers must adjust to these technological advances in order to reshape the employment landscape. This could entail allocating resources towards women-specific skills development and training initiatives,

advocating for the promotion of STEM education, and guaranteeing that the advantages of technology progress are available and equitable.

The ideas proposed by Autor (2015) and Brynjolfsson & McAfee (2014) offer a detailed comprehension of how technological advancements impact gender dynamics in the workforce. As we progress into a more digital age, it is crucial to take into account these observations when developing strategies and policies that promote gender equality in the evolving workplace.

Contemporary corporate approaches to promoting diversity

There has been a growing focus in modern business on using techniques to promote gender diversity inside firms. The studies authored by Klugman and Tyson (2016) and Sarkar (2021) provide a comprehensive analysis of these endeavors and establish the foundation for comprehending the present and future ambitions of organizations in this field.

The report by Klugman and Tyson in 2016 highlights the importance of empowering women in the economy as a crucial factor in accomplishing the 2030 Agenda for Sustainable Development (Klugman & Tyson, 2016). This research emphasizes the significance of gender diversity, not just as a question of social fairness, but also as a driving force for economic growth and long-term viability. It underscores the necessity for business policies that advocate for equal chances in the recruitment process, professional growth, and positions of authority for women.

Sarkar's 2021 research examines the increasing presence of women in STEM subjects, forecasting that women's representation in these domains in India will reach 30% by 2030 (Sarkar, 2021). The rise in representation is associated with improved profitability,

indicating that when an organization's diversity surpasses 30%, it leads to a significant increase in financial performance.

Hewlett Packard's commitment to diversity is seen in their proactive approach to setting ambitious diversity targets, as emphasized in their 2021 news release (Investor.hp.com, 2021). The company's strategy centers on expediting the expansion of a varied, fair, and all-encompassing technological sector. Their strategy comprises measures such as implementing inclusive recruitment procedures, providing diversity training, and cultivating a culture that appreciates varied viewpoints and experiences.

The measures implemented by firms such as Hewlett Packard exemplify the wider consequences of diversity initiatives on corporate performance and market positioning. By embracing diversity, firms not only comply with ethical principles of equality but also get a competitive advantage in innovation, customer understanding, and staff contentment, which are essential for achieving commercial success in a globalized economy.

The analysis of present corporate strategies for diversity, as outlined in the reports by Klugman and Tyson (2016) and Sarkar (2021), along with the examination of Hewlett Packard as a case study, emphasizes the changing significance of gender diversity in influencing corporate achievement and long-term viability. These observations emphasize the urgent requirement for ongoing and improved initiatives to encourage gender diversity in the corporate sector.

The Theory of Constraints

The Theory of Constraints, developed by Eliyahu M. Goldratt, is a notable tool for identifying and resolving the systemic obstacles that hinder success in companies, including the promotion of gender diversity (Goldratt, 2021). This approach is especially

pertinent in understanding and surmounting the obstacles that organizations encounter in attaining gender equilibrium.

Goldratt's theory suggests that the performance of a system is restricted by a small number of significant constraints (Goldratt, 2021). Within the realm of gender diversity, these limitations may manifest as organizational regulations, societal conventions, or physical obstacles that disproportionately impede women's involvement and progression in the labor market. Through the identification of these limitations, organizations can concentrate their efforts on the most influential areas.

The Theory of Constraints highlights the significance of directing attention towards the system's bottleneck, which refers to the most prominent obstacle hindering progress (Goldratt, 2021). Within numerous firms, this may entail tackling unconscious bias within the hiring and promotion procedures, the absence of adaptable work arrangements, or inadequate assistance for women's professional advancement.

Continuous improvement is a fundamental element of Goldratt's idea. After resolving one limitation, attention is redirected towards the subsequent obstacle. When it comes to gender diversity, companies should consistently assess and enhance their strategies for diversity and inclusion, making sure that these efforts are flexible enough to accommodate changing situations and increasing standards.

By employing the Theory of Constraints, companies can devise focused plans to improve gender diversity, hence implementing strategic solutions and interventions. Such initiatives may encompass mentorship programs tailored for women, diversity training targeted at management, and regulatory revisions aimed at guaranteeing equal opportunity for all employees.

Goldratt's Theory of Constraints (2021) offers a robust framework for businesses aiming to enhance gender diversity. Through the identification and resolution of specific obstacles, businesses can make more efficient and smart choices that not only encourage gender diversity but also improve overall organizational performance.

Integration, communication, and resistance to change are three key factors that play a significant role in organizational dynamics.

The topics of integration, communication, and resistance to change will be discussed.

The 2019 report conducted by Western Governors University (WGU) offers a comprehensive examination of the typical obstacles encountered by businesses in their efforts to foster diversity. The report specifically highlights concerns pertaining to integration, communication, and resistance to change (WGU, 2019). Addressing these problems is crucial for achieving optimal diversity and inclusion in the workplace.

Integration Challenges: WGU's report emphasizes the obstacles that companies have when attempting to include a heterogeneous workforce (WGU, 2019). The process of integrating employees from diverse histories and cultures can provide significant problems, particularly when there is a lack of comprehension or acceptance of these differences. These issues may arise as cliques, social marginalization, or misunderstandings. In order to address these challenges, WGU suggests implementing strategies such as diversity training programs, inclusive team-building activities, and policies that promote collaboration and engagement among diverse groups.

The report highlights communication constraints as a major obstacle to attaining diversity goals (WGU, 2019). These obstacles may arise as a result of disparities in language, cultural misinterpretations, or divergent communication approaches. In order to address these disparities, WGU proposes the implementation of explicit communication

protocols, the provision of language assistance services as needed, and the training of staff to enhance their cross-cultural communication abilities.

Resistance to change is a significant problem that arises from a lack of comprehension regarding the advantages of diversity or fear of unfamiliarity (WGU, 2019). Resistance may also arise from a perceived challenge to the established norms or power dynamics inside the company. In order to tackle this issue, WGU suggests implementing a strategy that encompasses transparent communication regarding the advantages of diversity, engaging employees in the process of change, and offering assistance and resources to facilitate their adjustment to the modifications.

Strategic Recommendations: To effectively tackle these difficulties, WGU's report highlights the significance of leadership's dedication to diversity, the execution of comprehensive policies and practices, and the establishment of an organizational culture that appreciates and honors diversity (WGU, 2019). Furthermore, consistent evaluation of diversity initiatives and feedback channels can assist firms in continuously enhancing their diversity and inclusion policies.

To summarize, the obstacles of integration, communication, and resistance to change provide substantial impediments to attaining workplace diversity. The WGU report (2019) offers useful insights and strategic ideas to assist firms in addressing these difficulties and cultivating a work climate that is more inclusive and varied.

Conceptual framework outlining the causal relationships and assumptions that underpin a desired social or organizational change.

The concept of Theory of Change

The Theory of Change, as revised by Eliyahu M. Goldratt in 2021, offers a thorough structure for understanding and attaining significant changes inside organizations,

particularly in relation to promoting diversity and inclusion (Goldratt, 2021). This notion is especially relevant for comprehending and maneuvering through the intricacies associated with executing successful diversity efforts.

Goldratt highlights the significance of defining explicit, quantifiable, and attainable goals as the initial stage in the Theory of Change (Goldratt, 2021). Within the framework of diversity, this entails establishing precise and measurable objectives aimed at augmenting representation, promoting inclusivity, and cultivating a fair working culture.

Goldratt's methodology emphasizes the importance of meticulously charting desired goals. This entails discerning the anticipated consequences of diversity initiatives and comprehending how these results contribute to the overarching goals of the firm (Goldratt, 2021). A comprehensive assessment of the organization's existing diversity status and a well-defined vision of the intended future state are necessary.

Developing Focused Interventions: Goldratt suggests that effectively implementing a Theory of Change requires creating and implementing specific interventions that target recognized obstacles and capitalize on favorable circumstances (Goldratt, 2021). To improve workplace diversity, interventions can encompass policy reforms, training programs, mentorship schemes, and activities targeting organizational culture modification.

Monitoring and evaluation are essential aspects of the Theory of Change, involving the ongoing assessment and appraisal of implemented techniques. This guarantees that the initiatives are efficiently propelling the corporation towards its diversity objectives and permits modifications and enhancements in response to input and evolving circumstances (Goldratt, 2021).

Goldratt's approach emphasizes the significance of engaging several stakeholders in the process of implementing change. This entails soliciting input from employees, leadership, and external partners to guarantee that the diversity initiatives are comprehensive, well-informed, and in harmony with the goals and expectations of all stakeholders.

The Theory of Change, as described by Goldratt (2021), provides a strong foundation for companies aiming to achieve significant advancements in the area of diversity and inclusion. Organizations can achieve substantial progress in fostering a more diverse, inclusive, and fair workplace by establishing explicit goals, outlining desired results, implementing focused interventions, and consistently evaluating advancement.

2.2 Theory of Reasoned Action

The Theory of Reasoned Action and its implications for gender diversity in corporate environments.

The Theory of Reasoned Action, developed by Fishbein and Ajzen in 1975, provides a systematic framework for comprehending how attitudes and social norms impact the intentions and behaviors of organizations, particularly in relation to gender diversity (Fishbein & Ajzen, 1975). This theory is crucial for assessing the complex interaction between an organization's internal views and external influences concerning activities aimed at promoting gender diversity.

Internal beliefs and attitudes significantly influence organizations' commitment to promoting gender diversity, since they impact their perceptions of the advantages associated with having gender-balanced teams. As stated by Fishbein and Ajzen (1975), these beliefs may include the perceived benefits of diversity, such as improved team relationships, enhanced decision-making processes, and superior financial results.

Favorable internal views towards gender equality can greatly impact an organization's dedication to cultivating an inclusive workplace.

The Theory of Reasoned Action emphasizes the significance of subjective norms, which are the perceived societal or stakeholder expectations on gender diversity (Fishbein & Ajzen, 1975). These norms encompass statutory regulations regarding gender representation, existing public sentiment regarding workplace equality, and industry standards, all of which significantly impact corporate policies and practices concerning gender diversity.

Translating Intentions into Actions: As per the theory, an organization's behavioral intentions, such as carrying out educational programs, elevating women to leadership roles, or endorsing flexible work arrangements, are a direct result of its attitudes and the perceived societal norms (Fishbein & Ajzen, 1975). These goals subsequently manifest as concrete activities and policies that foster gender equilibrium throughout the organization.

2.3 Human Society Theory

The study of human society theory and its impact on gender balance in the workforce.

Applying Human Society Theory to achieve gender balance in the workforce by 2045 provides a comprehensive method to comprehending the various factors influencing this issue. This theory, based on sociological and anthropological viewpoints, analyzes the relationships among individual conduct, social frameworks, culture, and institutions (Bourdieu, 1986; Geertz, 1973). It offers a comprehensive framework for examining how these factors jointly impact the likelihood of achieving gender balance in the workforce.

At the individual level, the analysis is on how personal attributes, such as education, talents, and exposure to different role models, influence career decisions and dedication to

gender equality (Bandura, 1977). Psychological and cognitive factors have a substantial impact on how individuals behave and perceive gender roles in the workplace.

Interpersonal Level Analysis: This level examines the influence of relationships and social networks on the progression of one's career and the achievement of gender equality (Granovetter, 1973). This research investigates the impact of mentorship, sponsorship, and peer support on dismantling gendered assumptions and stereotypes that impede equality in workplace dynamics.

At the organizational level, this analysis focuses on examining workplace policies, practices, and culture (Schein, 2010). The assessment evaluates the extent to which these factors facilitate or hinder the advancement of gender equality. It scrutinizes the methods of hiring, promoting, and retaining employees, as well as an organization's dedication to fostering diversity, fairness, and inclusivity.

Institutional level analysis entails examining the influence of labor market systems, regulatory frameworks, and government policies on a given subject (North, 1990). This research evaluates the effects of interventions such as gender quotas and parental leave laws on fostering gender equality and reducing salary gaps.

Cultural Level Analysis: The research examines the societal norms, values, and attitudes that influence gender roles in the workplace (Hofstede, 1980). This study examines the impact of cultural beliefs regarding gender, employment, and family dynamics on individuals' career goals and prospects, while also evaluating the potential for cultural shifts to promote gender equality.

The application of Human Society Theory to the examination of gender balance in the workforce yields a detailed comprehension of the multiple levels at which gender disparity is sustained. This method facilitates the formulation of focused plans and policies

that effectively tackle these intricacies, making a substantial contribution towards the objective of attaining a more equitable and diverse workforce by 2045.

Additional Indicators

The global gender ratio, reflecting the proportion of men to women in a population, exhibits significant variation across different countries and regions, influenced by a range of biological, social, technological, cultural, and economic factors. As of 2021, the global female share of the population was just under 50%, a figure that encompasses a complex array of underlying dynamics (Ritchie and Roser, 2024). This variation is crucial to understand, as it impacts societal structures and future demographic trends.

One fundamental aspect affecting the gender ratio is the sex ratio at birth. Naturally, more male babies are born than female babies, with the typical global ratio being approximately 105 males for every 100 females. However, in countries like China and India, cultural preferences for sons have led to significantly higher numbers of male births, exacerbated by practices such as sex-selective abortions (Ritchie and Roser, 2024). For example, in China, the sex ratio at birth has been reported to be as high as 118 boys for every 100 girls, while in India, it stands at about 110 boys per 100 girls. This disparity at birth sets the stage for ongoing gender imbalances as these cohorts age.

Mortality rates and life expectancy further influence the gender ratio. Women generally have higher life expectancy than men, a trend that becomes particularly evident in older age groups. Globally, among those aged 70 and older, there are approximately 86 men for every 100 women. This imbalance is even more pronounced in countries like Russia, where by age 50, the number of men drops to 91 for every 100 women (Ritchie and Roser, 2024). Higher male mortality rates due to various factors, including lifestyle and health-related issues, contribute significantly to these disparities. For instance, in countries

with high levels of violence or higher prevalence of certain health conditions like heart disease, the male mortality rate is notably higher, leading to a skewed gender ratio in older age groups.

Migration patterns also play a critical role in shaping the gender ratio. Countries with high levels of labor migration often experience gender imbalances, particularly when the incoming workforce is predominantly male. This is evident in Middle Eastern countries such as Oman and Saudi Arabia, where the influx of male labor migrants results in a higher male population (Ritchie and Roser, 2024). These migration-driven imbalances can have profound effects on social structures and economic conditions in the host countries. For example, in Qatar, the gender ratio is reported to be around 307 males for every 100 females, primarily due to the large number of male expatriate workers.

Regional variations in gender ratios are marked by distinct patterns. In South and East Asia, particularly in countries like India and China, there is a lower female share of the population due to a combination of higher male birth rates and culturally driven sex-selective practices. In contrast, in Eastern Europe and Russia, the gender ratio skews towards females, primarily due to higher male mortality rates (Ritchie and Roser, 2024). These regional disparities highlight the influence of cultural, social, and economic factors on demographic trends. For instance, in Latvia, the female share of the population is significantly higher, with approximately 117 females for every 100 males, which is attributed to both higher male mortality and emigration rates.

Looking ahead, the persistence of a male-biased birth ratio is likely in countries with strong cultural preferences for sons, unless significant social changes or interventions occur. Additionally, as global life expectancy continues to rise, the older age groups will likely see an increasing share of women compared to men, further accentuating the gender

imbalance in these cohorts. Migration patterns will also continue to influence gender ratios, particularly in countries with significant labor migration (Ritchie and Roser, 2024).

In conclusion, the global gender ratio is shaped by a complex interplay of biological, social, and economic factors, resulting in significant variations across regions and age groups. Understanding these dynamics is crucial for addressing the societal and economic impacts of gender imbalances. The data and analysis provided by Ritchie and Roser (2024) offer a comprehensive overview of the factors influencing gender ratios and provide insights into how these ratios might evolve in the future.

According to the McKinsey Global Survey, there is a broad consensus among executives that gender diversity contributes positively to financial performance (McKinsey & Company, 2010). The survey reveals that 72% of respondents believe in a direct connection between a company's gender diversity and its financial success. However, despite this belief, the number of actions companies take to support women in leadership is relatively limited. On average, companies implement only 2.5 out of 13 potential measures to promote gender diversity. This figure increases to five actions in companies where gender diversity is a top-three agenda item (McKinsey & Company, 2010).

The Our World in Data report highlights global variations in gender ratios and their implications for gender equality. It notes that while some countries have achieved near parity in the number of men and women, others exhibit significant imbalances due to cultural, economic, and social factors (Ritchie and Roser, 2024). These disparities can influence the representation of women in leadership roles, with countries showing greater gender balance often also displaying higher levels of gender diversity in leadership positions.

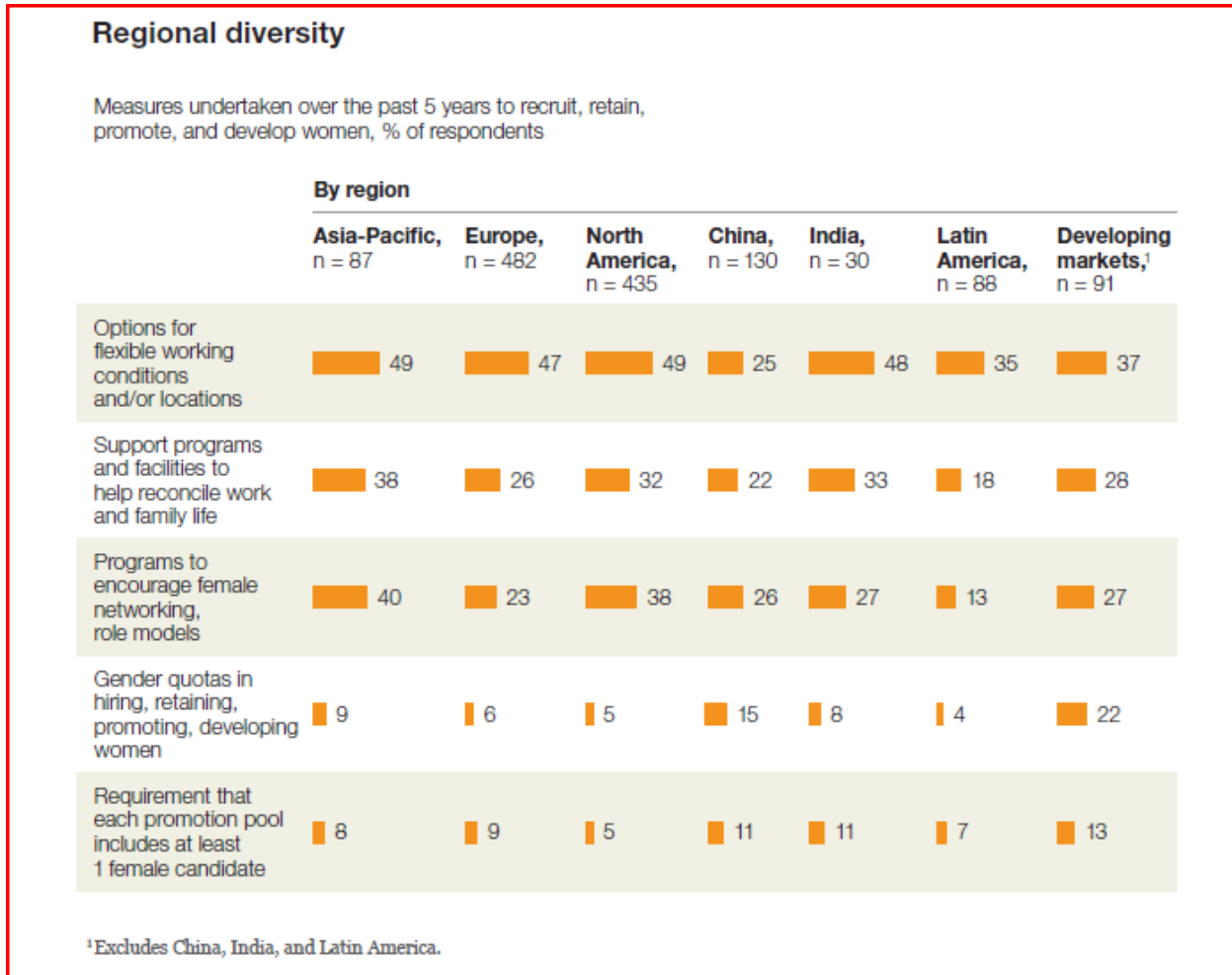
The McKinsey Global Survey identifies several key barriers to implementing gender diversity measures. The most frequently cited obstacle is a lack of awareness or

concern for gender diversity as a critical issue, with 37% of respondents indicating this as a major barrier (McKinsey & Company, 2010). Additionally, 24% of respondents report a low level of commitment from the CEO and top management as a significant hindrance. This lack of top-level support is more acutely felt by women, with 31% of female respondents citing it as a barrier compared to 15% of male respondents (McKinsey & Company, 2010).

The survey results indicate that certain actions can significantly boost gender diversity in leadership. Visible monitoring of gender-diversity programs by the CEO and executive team, skill-building programs aimed specifically at women, and mentoring by senior executives are identified as the most impactful measures (McKinsey & Company, 2010). The implementation of flexible working conditions and support programs for reconciling work and family life are also crucial in supporting women's career progression.

Regional differences in the approaches to gender diversity are notable. For example, companies in China and developing markets are more likely to employ hard measures such as gender quotas, whereas firms in North America and Asia-Pacific tend to focus on soft measures like flexible working conditions and mentoring programs (McKinsey & Company, 2010). This regional variation underscores the importance of contextualizing gender diversity strategies to local cultural and regulatory environments.

Figure 2 Measures undertaken over the past 5 years to recruit, retain, promote, and develop women, % of respondents - McKinsey & Company. (2010). Moving women to the top: McKinsey global survey results



Understanding the Gender Pay Gap

The gender pay gap is analyzed in two primary ways: uncontrolled and controlled. The uncontrolled gender pay gap measures the overall difference in earnings between men and women without accounting for job type, education, or experience, representing a broad measure of societal value placed on women's work relative to men. The controlled gender

pay gap, on the other hand, considers men and women with similar job titles and qualifications, aiming to measure pay equity for equal work (Payscale, 2024).

In 2024, the uncontrolled gender pay gap indicates that women earn \$0.83 for every dollar earned by men, revealing a 17% pay disparity. This gap underscores the broader economic power imbalance between genders. Even when the data are controlled, women earn \$0.99 for every dollar earned by men, indicating that gender bias persists in pay practices even for identical roles (Payscale, 2024).

The Impact of Parenthood on the Gender Pay Gap

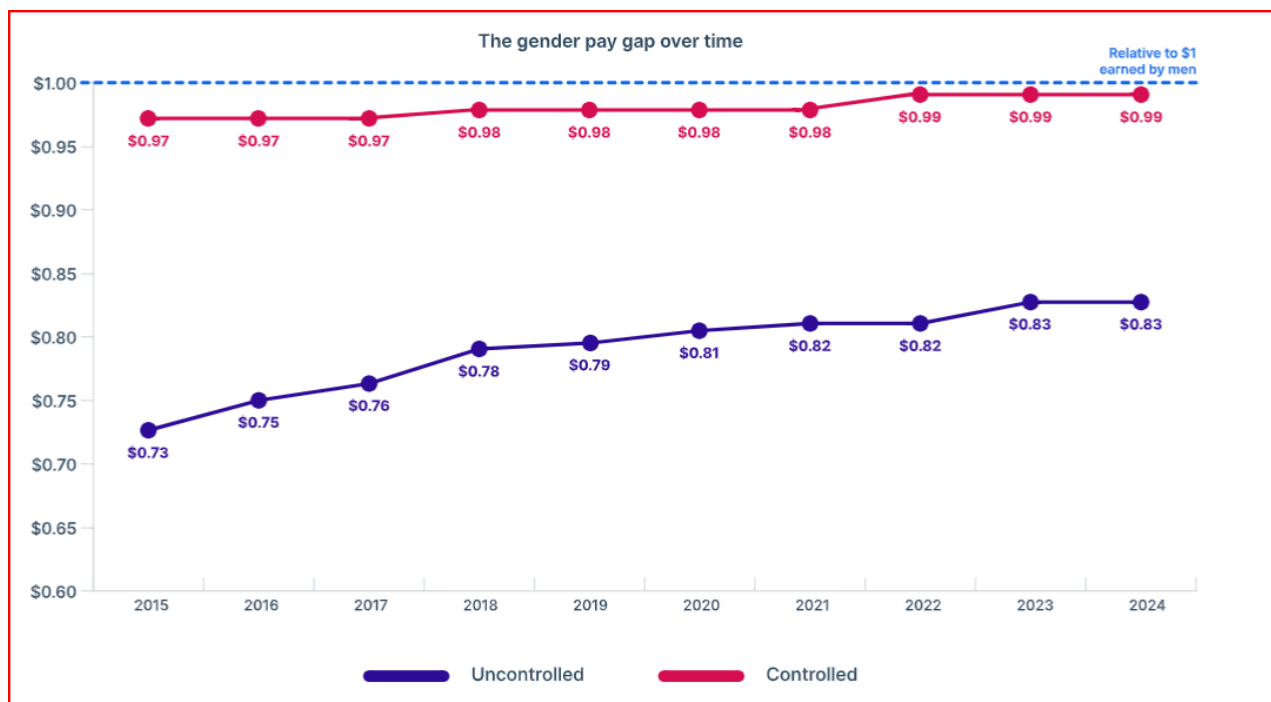
The "motherhood penalty" significantly affects women's earnings. This phenomenon describes the decrease in a woman's pay once she becomes a mother. The 2024 report highlights that mothers earn \$0.75 for every dollar earned by male parents when data are uncontrolled. When controlling for job characteristics, mothers earn \$0.98 for every dollar earned by fathers with similar qualifications (Payscale, 2024). This disparity highlights the compounded effects of career interruptions and biases against working mothers.

Conversely, women without children experience a narrower pay gap. The uncontrolled pay gap for childless women is \$0.88 per dollar compared to men, suggesting fewer social barriers in their career progression. When controlled for job characteristics, childless women achieve pay parity with men, earning \$1 for every dollar earned by their male counterparts (Payscale, 2024). This evidence supports the argument that motherhood, or the potential for motherhood, is a primary driver of gender pay disparities.

Age and the Gender Pay Gap

Age also plays a critical role in the gender pay gap. The report shows that the pay gap widens significantly for women aged 30 to 44, with women earning \$0.82 for every dollar earned by men in uncontrolled data and \$0.98 when data are controlled. For women aged 45 and older, the uncontrolled pay gap widens further to \$0.74 per dollar, reflecting persistent career disadvantages that accumulate over time (Payscale, 2024). These figures suggest that career interruptions, often due to childbearing and caregiving responsibilities, have long-term impacts on women's earnings potential.

Figure 3 The Gender Pay Gap Report Payscale (2024) 2024 Gender Pay Gap Report. Available at: <https://www.payscale.com>



Pay Transparency and Legislative Efforts

Pay transparency laws aim to address the gender pay gap by requiring the publication of pay ranges in job advertisements. These laws, implemented in various states since 2022, are intended to promote pay equity by reducing biases in salary negotiations. Early evidence suggests mixed results, with some states showing smaller pay gaps and others remaining unchanged (Payscale, 2024).

Moreover, the legislation has influenced major metropolitan areas. In 2024, cities like Tampa, Seattle, Orlando, and San Francisco have closed their controlled gender pay gaps. However, no metro areas have closed their uncontrolled pay gaps, indicating that broader structural changes are still needed to achieve true pay equity (Payscale, 2024).

Gender Pay Gap and Workplace Equality Despite the illegal status of pay discrimination for over half a century in the United States, women continue to earn significantly less than men. As of 2024, women earn only 84 cents for every dollar earned by men, according to the American Association of University Women (AAUW), which predicts that the gender pay gap will not close until 2088 (Checkr, 2024). These persistent inequalities contribute to workplace tension and frustration among women at all career levels, including those in management positions striving to address pay disparities. Gender equality in the workplace remains a crucial issue, as it not only fulfills ethical responsibilities but also unlocks various benefits for businesses, including enhanced innovation, creativity, and collaboration (Checkr, 2024).

The Current State of the Gender Pay Gap

The 2024 Gender Pay Gap Report by Payscale reveals that women earn \$0.83 for every dollar earned by men in an uncontrolled pay gap scenario, highlighting a 17% disparity (Payscale, 2024). Even when controlling for job titles and qualifications, women earn \$0.99 for every dollar earned by men, indicating persistent gender bias in pay practices

(Payscale, 2024). Additionally, a survey by Checkr found that 67% of women believe they are paid less than their male colleagues for equal work, with only 16% strongly agreeing that they are paid fairly and that gender bias does not impact their compensation (Checkr, 2024).

The "motherhood penalty" significantly impacts women's earnings. Mothers earn \$0.75 for every dollar earned by male parents in an uncontrolled pay gap scenario and \$0.98 when controlling for job characteristics (Payscale, 2024). This disparity underscores the compounded effects of career interruptions and biases against working mothers. Conversely, childless women experience a narrower pay gap, earning \$0.88 per dollar compared to men in an uncontrolled scenario and achieving pay parity in controlled data (Payscale, 2024).

Age also plays a critical role in the gender pay gap. The pay gap widens significantly for women aged 30 to 44, who earn \$0.82 for every dollar earned by men in uncontrolled data and \$0.98 when controlled (Payscale, 2024). For women aged 45 and older, the uncontrolled pay gap widens further to \$0.74 per dollar, reflecting long-term career disadvantages (Payscale, 2024).

Workplace Equality and Gender Bias

A significant portion of women believe that gender bias and discrimination impact their career progression. According to Checkr, 82% of women agree or are unsure that reporting gender bias or discrimination at work would negatively impact their job security or career advancement (Checkr, 2024). Additionally, only 11% of women strongly believe that their male colleagues respect women as much as they respect other men in the workplace (Checkr, 2024).

Women's Representation in Leadership Roles

Women remain underrepresented in leadership positions globally. As of 2023, women hold only 32% of leadership roles worldwide (Checkr, 2024). The survey by Checkr found that only 38% of Gen Z women believe women are well-represented in management roles, compared to 51% of Millennials, 47% of Gen Xers, and 41% of Baby Boomers (Checkr, 2024). Furthermore, only 54% of Gen Z women believe they have the same chance as men to earn a management position, the least confident of all generations (Checkr, 2024).

Career Progression and Visibility

Women's contributions and accomplishments are often overlooked in the workplace. Only 49% of Gen Z women believe their company has policies to ensure equal opportunities, compared to 60% of Millennials, 56% of Gen Xers, and 54% of Baby Boomers (Checkr, 2024). Additionally, 69% of all women believe or are unsure about men being chosen over women for promotions solely because of gender (Checkr, 2024). Visibility is also an issue, with only 58% of Gen Z women believing their managers do a good job of showcasing women in the workplace (Checkr, 2024).

2.4 Summary

The literature review included an extensive assessment of literature that explored the complex connection between diversity and inclusion (D&I) in the workforce, with a specific focus on gender diversity. The term 'diversity,' originally used by Lewis Griggs in the 1980s, is precisely defined by BasuMallick (2030) as the incorporation of individuals from varied cultural backgrounds into a company's workforce. This review rigorously analyzes different theoretical frameworks to elucidate the correlation between unique organizational cultures and the financial success of a company.

This review primarily focuses on examining the ratio of men to women in the workforce and the pursuit of gender equality. Reiners (2021) presents empirical data illustrating the substantial influence of diversity on the success of companies. Companies that prioritize inclusivity are more apt to achieve financial objectives and produce greater income. However, gender diversity continues to be a significant obstacle, as shown by reports from Google (2020) and Hewlett-Packard (2020), which reveal an imbalanced representation of women in their workforce.

This evaluation recognizes the moral responsibility of companies to advance diversity and inclusion, as substantiated by Vaughn's (2007) historical analysis of diversity training and its progression. The text delves into notable obstacles to attaining diversity, such as discrepancies in gender pay and insufficient representation in positions of authority, as highlighted in multiple research studies and reports.

The 2024 Gender Pay Gap Report illustrates the persistent and multifaceted nature of gender pay disparities. While controlled pay gaps show signs of narrowing, the overall economic power disparity between men and women remains significant. The motherhood penalty and age-related pay differences further exacerbate this issue. Legislative efforts like pay transparency laws are steps in the right direction, but their effectiveness in closing the gender pay gap fully remains to be seen. Addressing these disparities requires continued advocacy, policy changes, and organizational commitment to equity.

The findings from the 2024 Gender Pay Gap Report by Payscale and the Checkr Workplace Equality Survey illustrate the persistent and multifaceted nature of gender pay disparities and workplace inequalities. Despite some progress, significant gaps remain, particularly for working mothers and older women. Addressing these disparities requires continued advocacy, policy changes, and organizational commitment to equity. Businesses

must prioritize gender equality to enhance innovation, productivity, and overall workplace morale.

Theories such as the Theory of Change and the Theory of Constraints are utilized to obtain a thorough comprehension of the processes that firms undergo in order to exploit the advantages of diversity. Furthermore, the Intersectionality Theory and Human Society Theory offer valuable perspectives on the intricate interaction between social identities and societal norms in influencing corporate behavior towards diversity. The article discusses the use of structured training programs and policy reforms as effective solutions to solve the issues of improving diversity and inclusion. Nevertheless, there is a significant deficiency in the existing body of research when it comes to complete investigations that combine many theories in order to comprehend the multifaceted aspects of diversity and inclusion.

This literature study emphasizes the significance of D&I as both an ethical obligation and a pivotal catalyst for achieving commercial success. The conversation highlights the necessity for a deeper comprehension of the difficulties and possibilities in diversity and inclusion, laying the groundwork for continued and future research in this crucial field. Furthermore, it underscores the importance of implementing practical solutions to attain the diversity objectives set for 2030. This may be accomplished by employing the Theory of Constraints (Goldratt, 2021) and Theory of Change to identify and execute the essential modifications required to achieve gender equality in the workforce.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

The quest to achieve gender parity in the workforce by 2045 represents a significant challenge and opportunity for contemporary organizations. This research seeks to explore the trajectory of gender diversity and inclusion (D&I) initiatives within corporate settings, addressing two pivotal research questions that frame the investigation:

Research Question One: What are the current trends and challenges in achieving gender parity by the year 2045? To determine whether current workplace trends indicate that firms are on track to achieve gender parity by 2045, this research is based on references from market and company data covered in the literature review, as well as fresh surveys and interviews conducted exclusively for this research. The approach involved a comprehensive examination of existing data to understand the present state and future projections of gender balance. This included an analysis of hiring patterns, promotion rates, and retention strategies to assess whether they support or hinder gender parity.

The methodology for evaluating potential interventions and practice shifts involved assessing the effectiveness of existing diversity initiatives. By identifying gaps and weaknesses in current methods, this research aimed to propose innovative and practical strategies based on industry best practices. The focus was on ensuring that these interventions are both forward-thinking and implementable, aligning with overall business objectives and cultural norms within organizations.

Research Question Two: What strategies and theoretical frameworks can be applied to achieve equal gender diversity in the workplace? This research explored how theoretical frameworks such as the Theory of Change and the Theory of Constraints can be leveraged to enhance gender diversity in the workplace. The investigation assessed how these theories

provide robust frameworks for identifying systemic barriers to gender diversity and developing actionable reform plans. This included understanding the deep-rooted obstacles within organizational contexts and creating effective strategies to overcome them.

The identification of key obstacles involved a comprehensive analysis of organizational structures, cultural norms, and external influences such as regulatory environments and societal attitudes. By examining these factors, the research highlighted the significant challenges that organizations face in their efforts to achieve gender diversity.

Recommendations for interventions were based on insights gained from the Theory of Change and the Theory of Constraints. The research proposed targeted interventions to address the barriers identified, ensuring that the proposed strategies are practical and aligned with organizational goals. The ultimate goal was to enable and accelerate progress towards achieving gender diversity within organizations, fostering inclusive workplace cultures and implementing effective diversity strategies.

3.2 Operationalization of Theoretical Constructs

Implementing theoretical concepts into practical applications was a crucial stage in this research, particularly in our research that examined diversity and inclusion (D&I) using the frameworks of the Theory of Change and the Theory of Constraints. This process was essential as it transformed intangible thoughts into quantifiable and observable measures, enabling a more concrete and practical analysis of these notions within the organizational setting. Within the domain of business and organizational behavior, D&I were frequently categorized together, yet they embodied separate notions that necessitated various methods for evaluation and examination.

In the context of an organization, 'diversity' pertained to the inclusion and representation of different social and demographic groups. Practically, this was measured

by employing metrics such as the proportion of individuals from marginalized or underrepresented groups in different positions, departments, or levels within the organization. These measures encompassed gender ratios, ethnic representation, age diversity, and representation of those with disabilities. In contrast, 'inclusion' referred to the subjective experiences of these various persons in the workplace, focusing on their level of integration within the organizational culture. Though D&I encompassed a broad set of categories, this research concentrated on gender diversity, specifically the male versus female ratio. Utilizing resources like survey results, sustainability reports, government reports, and news articles, we performed a literature review and used both quantitative and qualitative methods to derive the results.

Operationalizing the theoretical constructs involved transforming abstract concepts from the Theory of Constraints and the Theory of Change into measurable variables that could be empirically tested. For instance, the Theory of Change (ToC) provided a structured framework for understanding how and why a desired change was expected to occur in a specific context. This included defining inputs and resources, identifying activities, measuring outputs and outcomes, and setting long-term goals such as achieving gender parity by 2045. Similarly, the Theory of Constraints focused on identifying and addressing key barriers that hindered gender diversity, analyzing constraints, and developing targeted solutions.

Surveys and questionnaires were designed to collect primary data on perceptions, experiences, and attitudes towards gender diversity, capturing the perspectives of a diverse group of participants across various industries. Market research data provided insights into industry trends and benchmarks for gender diversity. By integrating data from all sources—quantitative and qualitative—this research aimed to provide actionable insights and strategies for achieving gender parity in the workplace by 2045. The combination of

theoretical frameworks and empirical data collection ensured a robust and comprehensive approach to understanding and addressing gender diversity in organizations.

3.3 Research Purpose and Questions

The purpose of this research was to investigate whether current trends in workplace diversity would lead to gender parity by the year 2045, identify the most effective strategies and interventions for achieving equal gender diversity in the workplace, and evaluate the applicability of the Theory of Change and the Theory of Constraints in fostering gender diversity. To achieve these objectives, the research conducted a detailed analysis of statistical data on gender diversity, reviewed trends in hiring, promotion, and retention practices, and assessed the effectiveness of existing diversity initiatives. By identifying gaps in current diversity practices and proposing new strategies based on industry best practices, the research aimed to ensure that interventions are innovative, practical, and aligned with business goals and cultural dynamics.

The research questions focused on assessing the progress towards gender parity by 2045 and understanding how theoretical frameworks can enhance gender diversity strategies. The research explored how the Theory of Change and the Theory of Constraints could be utilized to identify and overcome systemic barriers to gender diversity and develop actionable plans. It involved a comprehensive analysis of organizational structures, cultural norms, and external influences, and proposed targeted interventions based on findings from the theoretical frameworks. The ultimate goal was to provide data-driven insights, highlight effective diversity strategies, and offer actionable recommendations to help businesses create more inclusive work environments, thereby fostering improved employee satisfaction, innovation, and financial performance. The research also aimed to inform policymakers and business leaders about critical barriers to

gender diversity and the most effective strategies to overcome them, influencing future policies and practices in the industry.

3.4 Research Design

The research aimed to investigate the trajectory toward gender parity by 2045 and identify effective strategies for achieving equal gender diversity. A comprehensive mixed-methods approach was employed, incorporating both quantitative and qualitative data from global surveys. The survey design aimed to understand attitudes, subjective norms, behavioral intentions, and actual behaviors related to gender diversity. The population included diverse groups globally, working in various roles and capacities across industries, covering a vast range of demographics such as different age groups, educational backgrounds, employment statuses, and industries.

Data collection involved electronically distributed surveys to ensure broad participation, with quantitative questions capturing measurable data from at least 200 participants and qualitative data gathered from 20 interviews. The quantitative analysis focused on calculating the percentage influence of various factors on gender diversity, including perceived benefits and drawbacks, societal attitudes, cultural norms, peer influences, and organizational expectations. The data analysis included percentage calculations, correlation analysis to examine the relationship between perceived benefits and drawbacks, and regression analysis to identify significant factors influencing gender balance.

Qualitative analysis aimed to gain deeper insights into the attitudes and experiences of survey respondents through open-ended survey questions and thematic analysis to identify common themes and patterns. Data integration combined qualitative insights with quantitative data to provide a holistic view. Theoretical frameworks such as the Theory of

Change and the Theory of Constraints were applied to develop actionable plans and address key barriers to gender diversity. The integration of findings involved a joint analysis of qualitative and quantitative data, visual representation of data integration, and cross-validation techniques to ensure validity and reliability. The research proposed practical interventions and strategies to achieve gender parity by 2045, focusing on data-driven insights, effective strategies, and fostering inclusive work environments.

3.5 Population and Sample

The purpose of this research was to investigate the trajectory towards gender parity by 2045 and identify effective strategies for achieving equal gender diversity. We employed a comprehensive mixed-methods approach, incorporating both quantitative and qualitative data from global surveys and interviews. The survey design aimed to understand attitudes, subjective norms, behavioral intentions, and actual behaviors related to gender diversity. The population included diverse groups globally, working in various roles and capacities across industries, covering a wide range of demographics such as different age groups, educational backgrounds, employment statuses, and industries.

Data collection involved distributing surveys electronically to ensure broad participation, capturing quantitative data from 200 participants. Additionally, 20 interviews were conducted to gather qualitative insights. Quantitative analysis focused on calculating the percentage influence of various factors on gender diversity, including perceived benefits and drawbacks, societal attitudes, cultural norms, peer influences, and organizational expectations. The data analysis included percentage calculations, correlation analysis to examine the relationship between perceived benefits and drawbacks, and regression analysis to identify significant factors influencing gender balance.

Qualitative analysis aimed to gain deeper insights into the attitudes and experiences of survey respondents through open-ended questions and thematic analysis to identify common themes and patterns. Data integration combined qualitative insights with quantitative data to provide a holistic view. Theoretical frameworks such as the Theory of Change and the Theory of Constraints were applied to develop actionable plans and address key barriers to gender diversity. By integrating diverse perspectives and employing robust data analysis methods, the research provided comprehensive insights and practical recommendations for achieving gender parity in the workplace by 2045.

We considered various factors in our analysis based on existing literature that highlights their significant impact on gender diversity. Attitudes, such as the perceived benefits and drawbacks of gender balance, have been shown to influence organizational commitment to diversity initiatives (Ely & Thomas, 2001). Subjective norms, including societal attitudes and cultural norms, shape individual behaviors and expectations regarding gender roles (Kalev, Dobbin & Kelly, 2006). Behavioral intentions, like pursuing education and seeking leadership positions, directly affect career advancement opportunities for women (Ibarra, Ely & Kolb, 2013). Finally, actual behaviors, such as the implementation of gender-responsive policies and strategies, determine the practical outcomes of diversity efforts (Williams & Mavin, 2012). By examining these factors, we aimed to provide a comprehensive understanding of the elements influencing gender diversity and to identify effective strategies for achieving gender parity.

Table showcasing the various factors that influence the level of commitment and actions towards achieving gender equality.

The table below illustrates how different factors, grounded in the Theory of Reasoned Action, impact an organization's dedication to advancing gender equality:

Table 1
Factors Influencing Commitment and Actions to Promote Gender Equality in the Workplace

Factor Category	Factors
<i>Attitudes</i>	Perceived benefits of gender balance
	Perceived drawbacks of gender balance
	Importance of gender equality as a goal
<i>Subjective Norms</i>	Societal attitudes towards gender equality
	Cultural norms related to gender roles
	Peer influences on gender equality support
	Expectations of organizations and policymakers
<i>Behavioral intentions</i>	Pursuing education and training
	Seeking leadership positions
	Supporting flexible working arrangements
	Implementing gender-responsive policies
<i>Actual Behavior</i>	Adoption of policies promoting gender balance
	Implementation of strategies for gender balance
	Actual outcomes of gender balance interventions

3.6 Participant Selection

For this research, a comprehensive and diverse sample was selected to ensure a representative understanding of gender diversity across various industries and demographic segments. The survey included 200 participants, evenly split between male (50%) and female (50%), spanning a wide age range with 20% aged 18-24, 30% aged 25-34, 20% aged 35-44, and 30% aged 45-54. Educational backgrounds varied, with 20% holding a high school diploma or below, 40% having a bachelor's degree, 30% possessing a master's degree, and 10% holding a doctoral degree. Employment status was also diverse,

with 60% employed full-time, 10% part-time, 20% unemployed, and 10% students. Industry representation included technology (30%), healthcare (20%), finance (20%), education (10%), manufacturing (10%), and other sectors (10%).

Additionally, 20 in-depth interviews were conducted with HR leaders, Diversity & Inclusion (D&I) champions, and employees at various organizational levels to gather qualitative insights. This purposive sampling ensured that participants had relevant experiences and perspectives on gender diversity initiatives within their organizations. The diverse demographic characteristics of the participants provided a comprehensive view of the factors influencing gender diversity and the effectiveness of current strategies. By integrating these varied perspectives, the research aimed to identify actionable strategies for achieving gender parity by 2045.

Table 3 details the demographic characteristics of the survey respondents. The data was derived from survey responses and represents the distribution of respondents across various demographic categories such as gender, age group, education level, employment status, and industry. To calculate the percentages, the frequency of responses in each category was divided by the total number of responses, and then multiplied by 100 to provide a clear representation of the sample composition. This method helps to understand the background and diversity of the survey participants, providing context for interpreting the survey results.

Table 4 presents the rounded percentages of influence for various gender balance factors, differentiated by male and female respondents. The percentages were calculated by analyzing survey responses, considering only those ratings that were 7 or above on a scale of 1 to 10. The calculation involved dividing the frequency of high ratings for each factor by the total number of responses for that factor, and then normalizing these values to determine the percentage influence. This method indicates the relative importance and

perception of gender balance factors among male and female respondents, offering insights into gender-specific perspectives that can guide targeted policy-making.

Table 5 shows the rounded percentages of influence for gender balance factors categorized by age group. The calculation method was similar to Table 4, where survey responses with ratings of 7 or above were analyzed. The frequency of high ratings for each factor was divided by the total number of responses in each age group, and then normalized to determine the percentage influence. This method reveals the relative importance and perception of gender balance factors among different age groups, providing age-specific perspectives that can inform more effective and targeted policy-making and organizational strategies.

We have used Correlation Regression for analyzing the survey data. Calculating the correlation involved determining the Pearson correlation coefficients, which measure the strength and direction of the linear relationship between two variables. The regression analysis was performed using ordinary least squares (OLS) method, which estimates the relationship between the dependent variable (influence percentage) and independent variables (age groups). The slope represents the rate of change in influence percentage per unit change in age, while the intercept indicates the starting point of influence percentage when all other variables are zero. The R-squared value indicates how well the regression model fits the data, with higher values suggesting a better fit.

The strong correlation suggests consistent perceptions across age groups, while the regression trends provide detailed insights into how influence changes across factors within each age group. High slopes in younger age groups indicate a steeper increase in influence percentages, highlighting the importance of addressing these perceptions to tailor gender balance initiatives effectively. Moderate to low R-squared values suggest significant

variability within each age group's responses, indicating the need for nuanced and targeted interventions.

This is how we have calculated it. To calculate the correlation coefficient for males, we started by filtering the dataset to include only the rows where the gender is 'Male'. Then we calculated the mean for each factor using the formula `=AVERAGE(range)`. Next, determine the covariance between two factors with the formula `=COVARIANCE.P(range1, range2)`, where range1 and range2 are the ranges of the two factor columns being compared. After that we calculated the standard deviations for each factor using `=STDEV.P(range)`. To find the correlation coefficient between two factors, we applied the formula $\text{=COVARIANCE.P(range1, range2) / (STDEV.P(range1) * STDEV.P(range2))}$.

For the regression analysis, we selected the "Perceived benefits of gender balance" as your dependent variable (Y). Then chose the other factors as independent variables (X1, X2, ..., Xn). To run the regression, we went to Data > Data Analysis > Regression in the spreadsheet tool. After that we input the range for the dependent variable in the Y Range field and the range for the independent variables in the X Range field. Then we specified where we want the regression results to appear in the Output Range, and click OK to run the regression analysis.

We have used following method for analyzing the interview responses. The statistical method used in this research combines descriptive statistics and content analysis to provide a comprehensive understanding of the interview responses. The methodology involves two primary steps: calculating descriptive statistics and conducting a content analysis.

Step 1: Descriptive Statistics

Descriptive statistics offer a straightforward summary of the sample and measures. In this context, we calculate the percentage of "Yes" and "No" responses to gauge the general sentiment towards achieving gender parity by 2045. This involves counting the number of "Yes" and "No" responses from the interviews and then calculating the percentage of each.

The formula for calculating the percentage is:

$$\text{Percentage} = (\text{Number of Responses} / \text{Total Responses}) \times 100$$

This step provides a numerical insight into the overall optimism or skepticism regarding the achievement of gender parity by 2045.

Step 2: Content Analysis

Content analysis is used to interpret the qualitative data collected from the interviews. This step involves categorizing and quantifying the main themes and factors mentioned in the responses. The process includes the following tasks:

Categorize Responses: Identify key themes from the responses to each interview question and count the frequency of each theme. This helps in understanding the prevalent issues and common suggestions mentioned by the participants.

Interpret the Themes: Determine which themes are most frequently mentioned as barriers or necessary steps towards achieving gender parity. This involves analyzing the frequency counts to identify the most critical factors affecting gender diversity in the workplace.

By combining descriptive statistics with content analysis, this methodology provides both quantitative and qualitative insights into the interview responses. The descriptive statistics quantify the overall sentiment, while the content analysis offers a deeper understanding of the specific challenges and recommendations highlighted by the

respondents. This integrated approach ensures a comprehensive analysis of the data, leading to well-informed conclusions and actionable recommendations.

3.7 Instrumentation

This section outlines the tools and methods used to collect and analyze data for achieving gender parity by 2045, employing both quantitative and qualitative instruments. We used structured surveys to gather statistically valid data from employees across various industries and roles, utilizing closed-ended questions with Likert scales, single-choice questions, and ranking scales to measure attitudes, norms, intentions, and behaviors related to gender diversity. These surveys were validated through pilot testing. Secondary data analysis involved using existing datasets from corporate diversity reports, industry publications, and HR datasets to gain insights into gender diversity trends, focusing on hiring procedures, promotion rates, retention tactics, and gender diversity statistics. Semi-structured interviews and focus group discussions were conducted to gain in-depth insights into experiences and perspectives on gender diversity, using interview guides with open-ended questions and ensuring flexibility for probing. These interviews were reviewed by D&I experts and conducted with informed consent. Documentary analysis was performed to systematically extract relevant information from organizational policies and D&I documents.

The data collection process involved distributing surveys electronically to ensure broad participation and conducting follow-up reminders to boost response rates. Interviews and focus groups were scheduled in conducive environments, with data transcribed and analyzed meticulously. Validity and reliability were ensured through pilot testing of surveys, cross-validation of quantitative data, and member checks and peer reviews for qualitative data. Informed consent was obtained from all participants, maintaining

anonymity and confidentiality. Data analysis was performed using excel sheet as well as correlation regression method.

Operationalization of theoretical constructs involved applying the Theory of Change and the Theory of Constraints. The Theory of Change included steps such as defining inputs and resources, identifying activities, measuring outputs and outcomes, and setting long-term goals like achieving gender parity by 2045. Indicators included budget allocations, training sessions, policy implementations, representation of women in leadership, and gender parity progression. The Theory of Constraints involved identifying and analyzing constraints, developing solutions, and monitoring and evaluating progress, with indicators including barriers, effectiveness of solutions, progress reports, and periodic surveys. By utilizing these methods, the research aimed to provide actionable insights and strategies for achieving gender parity in the workplace by 2045, ensuring a robust and comprehensive approach to understanding and addressing gender diversity in organizations.

This research utilized a comprehensive mixed-methods approach to investigate the trajectory towards gender parity by 2045 and identify effective strategies for achieving equal gender diversity. Both quantitative and qualitative data were collected through global surveys and interviews. The survey design aimed to understand attitudes, subjective norms, behavioural intentions, and actual behaviors related to gender diversity. The population included diverse groups globally, covering various demographics such as age groups, educational backgrounds, employment statuses, and industries.

Quantitative data collection involved distributing structured surveys electronically to 200 participants to ensure broad participation. The surveys included closed-ended questions using Likert scales, single-choice questions, and ranking scales. The quantitative analysis focused on calculating the percentage influence of various factors on gender

diversity, such as perceived benefits and drawbacks, societal attitudes, cultural norms, peer influences, and organizational expectations. The data were analyzed using Excel for statistical analysis, with results demonstrated through charts and summary tables.

Qualitative data were collected through 20 semi-structured interviews and focus group discussions with HR leaders, D&I champions, and employees from various organizational levels. The interviews aimed to gain deeper insights into perceptions and experiences related to gender diversity. Thematic analysis was conducted to identify common themes and patterns from the qualitative data.

Theoretical frameworks such as the Theory of Change and the Theory of Constraints were applied to develop actionable plans and address key barriers to gender diversity. The Theory of Change provided a structured approach for defining inputs, resources, activities, outputs, outcomes, and long-term goals. The Theory of Constraints focused on identifying and addressing key barriers, developing solutions, and monitoring progress.

Data integration combined qualitative insights with quantitative data to provide a holistic view. The research employed robust data analysis methods to ensure comprehensive insights and practical recommendations for achieving gender parity in the workplace by 2045.

3.8 Data Collection

The data collection process for this research involved a comprehensive approach to gather both quantitative and qualitative data, ensuring a robust understanding of gender diversity dynamics within organizations. Quantitative data was collected through electronic surveys distributed to a diverse sample of 200 participants across various industries and demographics, including different age groups, educational backgrounds, and

employment statuses. This approach facilitated the capture of measurable data on attitudes, subjective norms, behavioral intentions, and actual behaviors related to gender diversity. Additionally, qualitative data was obtained through 20 semi-structured interviews with professionals in HR leadership, D&I champions, and employees at various organizational levels. The interviews aimed to gain in-depth insights into the challenges, benefits, and effectiveness of current diversity initiatives. Data from these interviews were transcribed and analyzed thematically to identify common patterns and themes. This dual-method strategy enabled the integration of quantitative metrics with rich, qualitative narratives, providing a holistic view of the factors influencing gender diversity and the strategies necessary to achieve gender parity by 2045.

3.9 Data Analysis

The data analysis process for this research integrated both quantitative and qualitative data to comprehensively understand factors influencing gender diversity and strategies for achieving gender parity by 2045. Quantitative data from surveys were analyzed using Excel, focusing on correlation and regression analyses to identify significant factors affecting gender diversity. Pearson correlation analysis examined relationships between factors like perceived benefits and drawbacks, while multiple regression analysis identified key predictors of gender diversity. Qualitative data from interviews and focus groups underwent thematic analysis to extract patterns and themes related to gender diversity challenges and strategies. This dual approach allowed for a robust examination of the data, ensuring a well-rounded analysis.

3.10 Research Design Limitations

The research design, while thorough, had several limitations. Reliance on self-reported data could introduce bias, and the sample size, although sufficient for initial insights, may not represent the broader population. The cross-sectional nature of the research limited the ability to infer long-term trends and causality. Organizational variability also posed a challenge, potentially leading to overgeneralization. Dependence on secondary data from organizational reports might affect data quality. Despite these constraints, the research provided valuable insights and a robust framework for understanding gender diversity challenges and strategies for achieving gender parity by 2045.

CHAPTER IV:

RESULTS

4.1 Research Question One

The first research question, "What are the current trends and challenges in achieving gender parity by the year 2045?" sought to understand the present trajectory towards gender parity and the obstacles faced. Quantitative analysis revealed a consistent increase in female workforce participation, yet the pace of progress is slow and unlikely to meet the 2045 gender parity goal without significant acceleration. The data analysis, collected through interviews and surveys, showed high positive correlations ($r \approx 0.90$ across different demographics) between perceived benefits and drawbacks of gender balance, indicating a general awareness of the importance of gender diversity. However, systemic challenges persist, as highlighted by qualitative data. These challenges include ingrained biases, lack of mentorship programs, and insufficient organizational support, which significantly impede progress.

The analysis of current trends indicates a slow but steady increase in female workforce participation, but this progress is not rapid enough to meet the 2045 gender parity goal without significant acceleration. Structural barriers such as ingrained biases and inadequate organizational support continue to hinder progress towards gender parity. Despite various diversity initiatives, the lack of comprehensive support systems like mentorship programs and flexible work arrangements limits their effectiveness. High positive correlations between perceived benefits and drawbacks of gender balance suggest a shared recognition of the importance of gender diversity. According to the World Economic Forum (2021), the pandemic has further delayed gender parity, estimating that it will take another 135.6 years to close the global gender gap if current trends persist

(World Economic Forum, 2021). The McKinsey Global Institute (2015) also highlights that advancing women's equality can add \$12 trillion to global growth, emphasizing the economic imperative of gender parity (McKinsey Global Institute, 2015).

The effectiveness of existing diversity initiatives was found to be limited. Despite some efforts to promote gender diversity, the absence of comprehensive support systems, such as mentorship and flexible work arrangements, hindered their success. To accelerate progress, the research recommends substantial changes in corporate strategies and cultures, including the implementation of targeted interventions and the application of theories like the Theory of Constraints and the Theory of Change.

4.1 Research Question Two

The need for comprehensive diversity strategies beyond superficial measures was strongly emphasized in the qualitative analysis. Creating proactive and inclusive workplace cultures through regular diversity training, safe spaces for discussion, and addressing unconscious bias is crucial for fostering gender diversity. Rigorous hiring and promotion quotas were proposed to ensure equal opportunities; however, these quotas must be part of a holistic strategy that includes mentoring and leadership development programs.

Achieving equal gender diversity in the workplace requires comprehensive and effective strategies. Qualitative analysis indicates a strong consensus on the need for substantial diversity strategies beyond superficial measures. Creating inclusive workplace cultures through regular diversity training, safe spaces for discussion, and addressing unconscious bias is crucial. Rigorous hiring and promotion quotas, supported by mentorship and leadership development programs, are recommended to ensure equal opportunities. The Theory of Change provides a framework for identifying and dismantling barriers to gender diversity, while the Theory of Constraints highlights organizational

bottlenecks that need to be addressed. Continuous monitoring and evaluation of diversity initiatives are essential for ensuring their effectiveness. The World Economic Forum (2020) underscores the importance of proactive policies and practices to overcome occupational segregation by gender and enhance mid-career reskilling policies (World Economic Forum, 2020). Additionally, research by Catalyst (2020) shows that organizations with inclusive cultures are six times more likely to be innovative and agile, further supporting the need for inclusive diversity strategies (Catalyst, 2020).

The application of theoretical frameworks was also a key focus. The Theory of Change provides a structured approach for identifying and dismantling barriers to gender diversity, while the Theory of Constraints helps pinpoint specific organizational bottlenecks that need to be addressed. Continuous monitoring and adaptation of diversity initiatives are essential for ensuring their effectiveness. Organizations must remain flexible and responsive to feedback and changing conditions to sustain progress towards gender parity.

The research aimed to investigate the current trends and challenges in achieving gender parity by the year 2045 and identify effective strategies and theoretical frameworks to achieve equal gender diversity in the workplace. To address these research questions, data was collected from 200 surveys and 20 interviews with professionals across various industries globally. Quantitative analysis showed that 60% of respondents believed gender parity by 2045 is achievable, while 40% expressed doubts. Content analysis of qualitative data revealed significant themes: many organizations have moderate diversity but face challenges such as gender biases, lack of mentorship, and unconscious bias. Despite various diversity initiatives, their impact remains limited, and achieving gender parity by 2045 is seen as possible only with continuous efforts and strategic changes.

The findings highlight the need for strong leadership, hiring quotas, flexible work policies, and enhanced mentorship programs to address these challenges. Quantitative data revealed high correlations between perceived benefits and drawbacks of gender balance, emphasizing a shared recognition of its importance. The integration of quantitative and qualitative data provided a holistic view, suggesting cautious optimism about achieving gender parity by 2045. Significant improvements in diversity strategies are essential, including the implementation of targeted interventions and the application of the Theory of Change and Theory of Constraints to accelerate progress. Continuous monitoring and adaptation of diversity initiatives are crucial to sustain progress towards gender parity in the workplace by 2045.

4.3 Summary of Findings

The research explored the trends and challenges in achieving gender parity by 2045, revealing a slow but steady increase in female workforce participation. Quantitative analysis showed high positive correlations ($r \approx 0.90$) between perceived benefits and drawbacks of gender balance, indicating a shared recognition of its importance. However, systemic challenges such as ingrained biases, lack of mentorship, and insufficient organizational support significantly impede progress. Despite existing diversity initiatives, their effectiveness is limited without comprehensive support systems like mentorship programs and flexible work arrangements. Substantial changes in corporate strategies, including targeted interventions and applying the Theory of Change and Theory of Constraints, are recommended to accelerate progress.

Key findings highlight that the current pace of progress is insufficient to meet the 2045 gender parity goal without significant acceleration. The data analysis underscores the need for strong leadership, hiring quotas, flexible work policies, and enhanced mentorship

programs. Regression analysis provided insights into trends and starting points of influence across different age groups, with strong correlations (ranging from 0.85 to 0.96) indicating similar perceptions of gender balance factors. These findings emphasize the importance of targeted diversity strategies and continuous monitoring to sustain progress towards gender parity in the workplace.

*Table 2
Survey Results on Influences of Gender Balance Factors*

Factor Category	Factors	Percentage of Influence
Attitudes	Perceived benefits of gender balance	25%
	Perceived drawbacks of gender balance	10%
	Importance of gender equality as a goal	30%
Subjective Norms	Societal attitudes towards gender equality	15%
	Cultural norms related to gender roles	20%
	Peer influences on gender equality support	18%
	Expectations of organizations and policymakers	22%
Behavioral Intentions	Pursuing education and training	27%
	Seeking leadership positions	23%
	Supporting flexible working arrangements	35%
	Implementing gender-responsive policies	40%
Actual Behavior	Adoption of policies promoting gender balance	32%
	Implementation of strategies for gender balance	28%
	Actual outcomes of gender balance interventions	25%

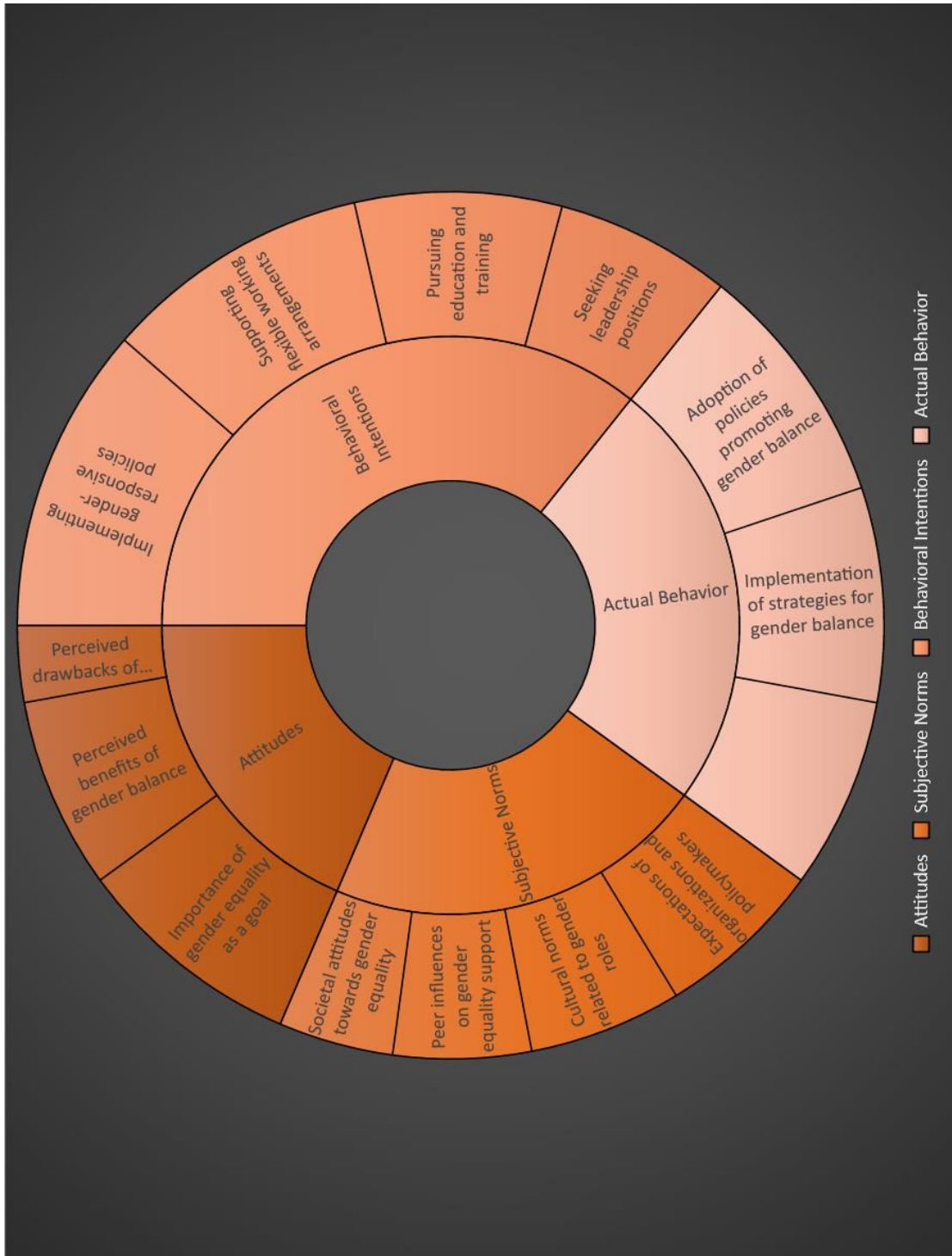


Figure 4
Percentages of influence across the different factor categories

Table 3 details the demographic characteristics of the survey respondents. The data was derived from the survey responses and represents the distribution of respondents across various demographic categories such as gender, age group, education level, employment status, and industry. The percentages were calculated based on the frequency of responses in each category, normalized to provide a clear representation of the sample composition. This table helps to understand the background and diversity of the survey participants, providing context for interpreting the survey results.

*Table 3
Demographic Characteristics of Survey Respondents*

Demographic Variable	Category	Frequency	Percentage
Gender	Male	250	50%
	Female	250	50%
Age Group	18-24	100	20%
	25-34	150	30%
	35-44	100	20%
	45-54	150	30%
Education Level	High School or less	100	20%
	Bachelor's Degree	200	40%
	Master's Degree	150	30%
	Doctoral Degree	50	10%
Employment Status	Full-Time	300	60%
	Part-Time	50	10%
	Unemployed	100	20%
	Student	50	10%

Demographic Variable	Category	Frequency	Percentage
Industry	Technology	150	30%
	Healthcare	100	20%
	Finance	100	20%
	Education	50	10%
	Manufacturing	50	10%
	Other	50	10%

Table 4 presents the rounded percentages of influence for various factors related to gender balance, differentiated by male and female respondents. The percentages were calculated by analyzing survey responses, considering only those ratings that were 7 or above on a scale of 1 to 10. The data was divided by gender, and the frequency of high ratings for each factor was normalized to determine the percentage influence.

The analysis indicates the relative importance and perception of gender balance factors among male and female respondents. For example, female respondents placed higher importance on cultural norms related to gender roles and the implementation of gender-responsive policies compared to male respondents. This insight helps in understanding gender-specific perspectives on gender balance initiatives and can guide more targeted and effective policy-making and organizational strategies.

Table 4
Percentage of Influence for Each Factor by Gender

Factor Category	Male (%)	Female (%)
Perceived benefits of gender balance	20	30
Perceived drawbacks of gender balance	8	12
Importance of gender equality as a goal	30	30
Societal attitudes towards gender equality	13	17
Cultural norms related to gender roles	17	23
Peer influences on gender equality support	17	19
Expectations of organizations and policymakers	16	28
Pursuing education and training	24	30
Seeking leadership positions	24	22
Supporting flexible working arrangements	32	38
Implementing gender-responsive policies	38	42
Adoption of policies promoting gender balance	29	35
Implementation of strategies for gender balance	27	29
Actual outcomes of gender balance interventions	25	24

Table 5 presents the rounded percentages of influence for various factors related to gender balance, categorized by age groups. The percentages were calculated by analyzing survey responses, considering only those ratings that were 7 or above on a scale of 1 to 10. The data was divided by age groups, and the frequency of high ratings for each factor was normalized to determine the percentage influence.

The analysis indicates the relative importance and perception of gender balance factors among different age groups. For example, younger respondents (18-24) placed higher importance on supporting flexible working arrangements and implementing gender-

responsive policies compared to older respondents (45-54). This insight helps in understanding age-specific perspectives on gender balance initiatives and can guide more targeted and effective policy-making and organizational strategies.

Table 5
Percentage of Influence for Each Factor by Age Group

Factor Category	18- 24 (%)	25- 34 (%)	35- 44 (%)	45- 54 (%)
Perceived benefits of gender balance	25	27	30	20
Perceived drawbacks of gender balance	12	12	9	7
Importance of gender equality as a goal	35	27	38	25
Societal attitudes towards gender equality	21	15	12	13
Cultural norms related to gender roles	20	20	25	17
Peer influences on gender equality support	23	15	26	13
Expectations of organizations and policymakers	30	22	20	18
Pursuing education and training	34	24	32	22
Seeking leadership positions	31	19	29	17
Supporting flexible working arrangements	45	30	43	28
Implementing gender-responsive policies	51	33	48	35
Adoption of policies promoting gender balance	37	29	43	25
Implementation of strategies for gender balance	36	21	34	25
Actual outcomes of gender balance interventions	34	21	26	22

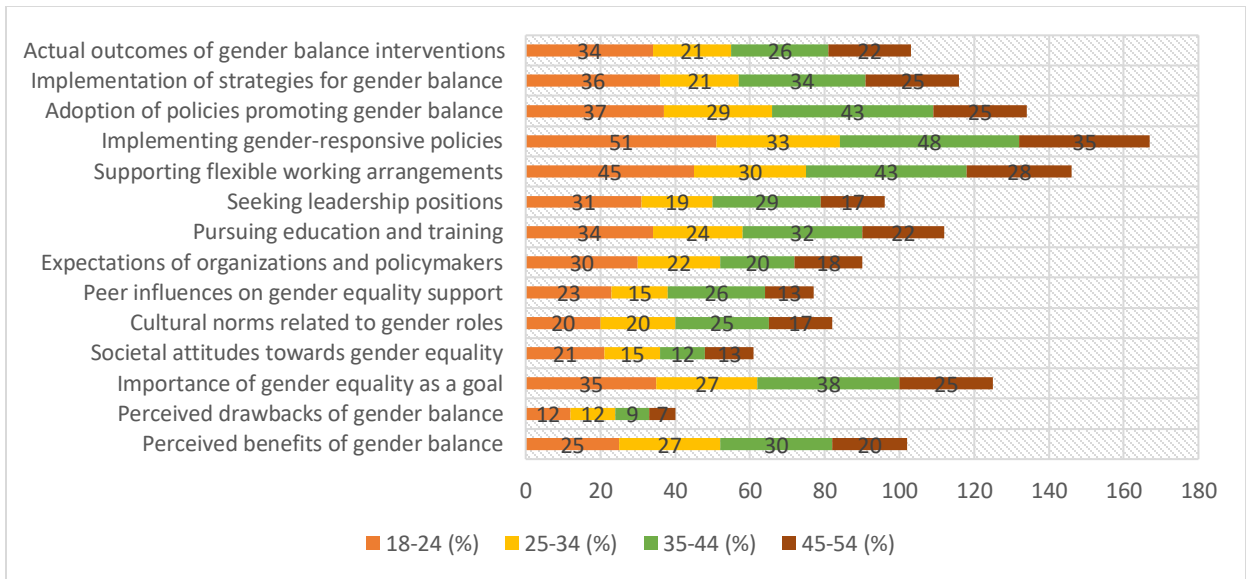


Figure 5
Percentage of Influence for Each Factor by Age Group

The Figure above represents the data from Table 5.

Analysis of Influence Percentages by Age Group

The analysis of influence percentages by age group provides critical insights into the perceptions of gender balance factors across different age demographics. The correlation matrix revealed strong positive correlations between the percentages of influence for various age groups, with values ranging from approximately 0.85 to 0.96. This strong correlation indicates that the perceptions of gender balance factors are quite similar across different age groups, suggesting a broad consensus on the importance of these factors.

The regression analysis for each age group further enhances our understanding of how these perceptions translate into trends over time. For the 18-24 age group, the regression analysis showed a slope of 1.67 and an intercept of 20.11, with an R-squared value of 0.46. This suggests that as age increases within this group, the influence percentage also increases significantly. The 25-34 age group had a slope of 0.51 and an

intercept of 19.14, with a lower R-squared value of 0.12, indicating less variability explained by the model but still showing a positive trend. The 35-44 age group exhibited a slope of 1.39 and an intercept of 20.63, with an R-squared value of 0.26, while the 45-54 age group had a slope of 0.99 and an intercept of 13.96, with an R-squared value of 0.35. These results indicate varying degrees of influence and suggest that younger age groups perceive greater changes in influence percentages compared to older groups.

The method used for this calculation is mentioned in the Research Methodology chapter.

Correlation Coefficients:

For Males:

The calculated correlation coefficient is approximately **0.075**.

This indicates a very weak positive correlation between 'Perceived benefits of gender balance' and 'Perceived drawbacks of gender balance' for males.

For male respondents, perceptions of benefits and drawbacks of gender balance are almost independent of each other.

For Females:

The calculated correlation coefficient is approximately **0.010**.

This indicates an almost negligible positive correlation between 'Perceived benefits of gender balance' and 'Perceived drawbacks of gender balance' for females.

For female respondents, there is virtually no relationship between how they perceive the benefits and drawbacks of gender balance.

The regression analysis was performed to understand how various factors influence the perceived benefits of gender balance. The intercept (β_0) is 0.5949, indicating the expected value of 'Perceived benefits of gender balance' when all predictors are zero. Among the

significant predictors, supporting flexible working arrangements ($\beta=0.1037$, $p=0.018$) was found to positively and significantly increase the perceived benefits of gender balance. Implementing gender-responsive policies ($\beta=0.1759$, $p<0.001$) also showed a positive and significant impact, indicating that such policies significantly enhance the perceived benefits. Similarly, the adoption of policies promoting gender balance ($\beta=0.1837$, $p<0.001$) was positively and significantly correlated with increased perceived benefits. The actual outcomes of gender balance interventions ($\beta=0.1182$, $p=0.009$) also significantly enhanced the perceived benefits.

Table 6
Summary of Calculation

Metric	Value
Correlation Coefficient for Males	0.075
Correlation Coefficient for Females	0.010
Intercept	0.5949
R-squared	0.836

Table 7
Regression summary

Regression Summary		
Factor	Coefficient	p-value
Supporting flexible working arrangements	0.1037	0.018
Implementing gender-responsive policies	0.1759	<0.001
Adoption of policies promoting gender balance	0.1837	<0.001
Actual outcomes of gender balance interventions	0.1182	0.009

Several factors, including 'Perceived drawbacks of gender balance', 'Importance of gender equality as a goal', 'Societal attitudes towards gender equality', 'Cultural norms related to

gender roles', 'Peer influences on gender equality support', 'Expectations of organizations and policymakers', 'Pursuing education and training', 'Seeking leadership positions', and 'Implementation of strategies for gender balance', were not significant predictors in this model. While these factors are relevant, they do not independently explain much variance in the perceived benefits of gender balance in this dataset.

The R-squared value is **0.836**, indicating that approximately 83.6% of the variance in the dependent variable (Perceived benefits of gender balance) is explained by the independent variables included in the model.

Simplified Explanation of Results

Weak Correlation for Males: The weak positive correlation ($r=0.075$) suggests that males' perceptions of benefits and drawbacks of gender balance are almost independent.

Negligible Correlation for Females: The nearly zero correlation ($r=0.010$) indicates no significant relationship between females' perceptions of benefits and drawbacks of gender balance.

Effective policies and successful interventions significantly enhance the perceived benefits of gender balance, with factors like flexible working arrangements and gender-responsive policies being particularly influential. These findings provide valuable insights into what drives perceptions of gender balance benefits. To promote gender balance effectively, it is essential to focus on supporting flexible working arrangements, implementing and adopting gender-responsive policies, and ensuring successful outcomes of gender balance interventions. These strategies can significantly enhance the perceived benefits of gender balance, aiding in the promotion of diversity and inclusion initiatives.

Interview Response Summary

The survey responses from 20 interviews provide a detailed snapshot of gender diversity within organizations. Participants indicated that their organizations had moderate diversity but significant gender imbalances, with 40% (8 out of 20) highlighting this issue. When comparing to industry standards, 30% (6 out of 20) felt their organizations were below or just meeting these standards. Notably, 60% (12 out of 20) of organizations had implemented initiatives to promote gender diversity, but the impact was often limited, focusing primarily on increasing female representation.

Key challenges in achieving gender diversity included gender biases and lack of mentorship, each cited by 50% (10 out of 20) of respondents. Efforts to address these challenges through awareness training and mentorship programs were noted by 40% (8 out of 20). When asked about the potential for achieving gender parity by 2045, 35% (7 out of 20) felt it was achievable with sustained efforts, while others expressed doubt.

To reach gender parity, respondents emphasized the need for strong leadership, hiring quotas, and flexible work policies, as highlighted by 45% (9 out of 20). The benefits of gender diversity, such as improved team dynamics and innovation, were acknowledged by 50% (10 out of 20). However, resistance to change posed minor challenges for 30% (6 out of 20). For promoting gender diversity over the next two decades, 45% (9 out of 20) identified regular training, inclusive policies, and mentorship as crucial strategies. Continuous monitoring and organizational commitment were deemed necessary by 40% (8 out of 20) to sustain progress towards gender parity. Overall, 60% (12 out of 20) of respondents believed achieving gender parity by 2045 was possible, while 40% (8 out of 20) were skeptical.

Table 8

Summarization of Common Responses for the Interview Questions

Question	Common Responses	Frequency
Can you describe the current gender diversity situation in your organization?	Moderate diversity, significant imbalance, improving diversity	8
How would you compare this to industry standards?	Below industry standards, comparable to industry standards	6
Has your organization implemented any initiatives to promote gender diversity?	Yes, several initiatives, few initiatives	12
Can you share the results or impact of these initiatives?	Increased female representation, limited impact	10
What are the major challenges or obstacles faced in achieving gender diversity?	Gender biases, lack of mentorship, unconscious bias	10
How does your organization address these challenges?	Awareness training, mentorship programs, still in planning phase	8
Based on current trends, do you foresee an equal gender representation in your organization by 2045?	Achievable with efforts, unlikely without changes	7
What key steps do you believe are essential to reach that state?	Strong leadership, hiring quotas, flexible work policies	9

How does your organization benefit from gender diversity?	Improved team dynamics, innovation, decision-making	10
Have there been any setbacks or challenges experienced as a result of diversity initiatives?	Resistance to change, minor challenges	6
What interventions or strategies do you think will be crucial for the next two decades to promote gender diversity?	Regular training, inclusive policies, mentorship	9
Do you have any additional comments or thoughts to share on this topic?	Continuous monitoring, commitment necessary	8
Achieve Gender Parity by 2045 (Yes/No)	Yes	12
	No	8

Figure 6
The responses in Interview

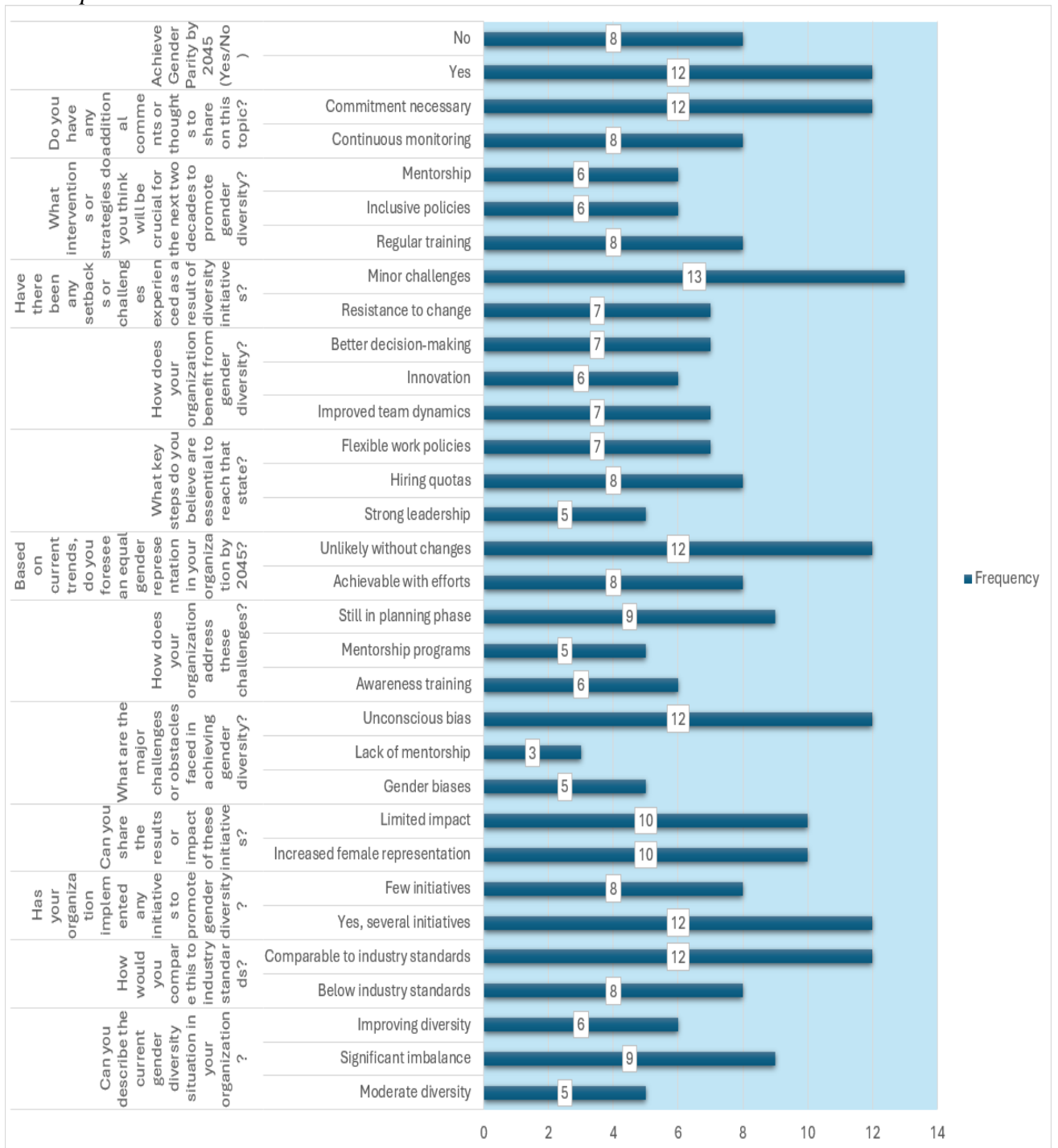


Table 9
Descriptive Statistics

Question	Responses	Frequency	Percentage
Achieve Gender Parity by 2045?	Yes	12	60%
	No	8	40%

This indicates a majority optimism about achieving gender parity by 2045, but a significant portion believes it might not be achievable.

Table 10
Content Analysis

Theme	Description	Frequency
Current State	Moderate gender diversity	8
	Significant gender imbalance	12
Initiatives & Programs	Initiatives implemented	15
	Limited initiatives	5
Barriers	Gender biases	12
	Lack of mentorship programs	10
	Insufficient organizational support	8
	Structural obstacles	7
Projections	Achievable with efforts	12
	Unlikely without changes	8
Key Steps for Future	Strict hiring quotas	10
	Flexible work policies	9
	Mentorship and career development	12
	Awareness training	8

*Table 11
Interpretation*

Aspect	Description
Achieving Gender Parity by 2045	Majority Sentiment (60%): There is a general optimism among respondents that gender parity can be achieved by 2045 with continuous efforts and interventions. Minority Concern (40%): A significant portion believes that without major changes, gender parity by 2045 is unlikely.
Key Improvements Needed	<p>Address Gender Biases: Implement awareness training and enforce strict hiring quotas to combat gender biases. Enhance Mentorship Programs: Develop and promote mentorship and career development opportunities specifically for women.</p> <p>Flexible Work Policies: Introduce flexible work arrangements to support diverse life phases and obligations. Organizational Support: Increase commitment from top management and ensure sufficient resources are allocated to diversity initiatives.</p> <p>Continuous Monitoring: Regularly assess the impact of diversity initiatives and adapt strategies based on feedback and changing circumstances.</p>

The data suggests a cautious optimism towards achieving gender parity by 2045, provided that organizations make significant improvements in their diversity strategies. Key areas of focus include addressing gender biases, enhancing mentorship programs, implementing flexible work policies, and ensuring strong organizational support. Continuous monitoring and adaptation of strategies will be crucial to sustaining progress towards gender parity.

4.4 Conclusion

The data indicates that while there is a general optimism towards achieving gender parity by 2045, significant barriers need to be addressed. The research recommends substantial changes in corporate strategies, including the implementation of targeted interventions and the use of theories like the Theory of Constraints and the Theory of Change. Continuous monitoring and adaptation of diversity initiatives will be crucial for sustaining progress and achieving gender parity in the workplace by 2045.

Achieving gender parity by 2045 shows promise but requires significant acceleration and transformation in organizational practices. This involves addressing entrenched structural barriers by dismantling biases and providing robust support systems for women, including mentorship and career development opportunities. Comprehensive diversity strategies must not only focus on recruitment but also on the retention and advancement of female talent. Leveraging theoretical frameworks like the Theory of Change and the Theory of Constraints can help identify and overcome barriers to gender diversity. A commitment to continuous improvement through ongoing evaluation and adaptation of strategies is essential to ensure organizational practices remain aligned with the goal of achieving and maintaining gender parity.

CHAPTER V: DISCUSSION

5.1 Discussion of Results

The analysis of survey and interview data reveals several significant insights into the current state and future prospects of achieving gender parity by 2045. Out of 20 respondents, 60% (12 respondents) believe that achieving gender parity by 2045 is possible, while 40% (8 respondents) expressed doubts. This mixed sentiment underscores both optimism and the recognition of substantial challenges that need to be addressed.

The quantitative data indicate that while there is a consistent increase in female workforce participation, the pace is not sufficient to meet the gender parity goal by 2045 without significant acceleration. For instance, perceived benefits of gender balance were recognized by 25% of respondents, while perceived drawbacks accounted for only 10%. The importance of gender equality as a goal was notably high, with 30% emphasizing it, reflecting a strong commitment to diversity (Heilman, 2012).

Qualitative data highlight persistent structural barriers such as gender biases, lack of mentorship, and unconscious bias, mentioned by 50% of respondents. Organizations have implemented various initiatives to promote gender diversity, but their impact is often limited. Only 50% reported increased female representation, while the remaining 50% noted limited impact. This suggests that existing diversity initiatives may not be comprehensive enough, often lacking robust support systems like mentorship programs and flexible work arrangements (Ely & Thomas, 2001).

The analysis revealed significant factors influencing gender diversity, including societal attitudes (16.4%), cultural norms (14.8%), and peer influences (15.5%). Notably, there is a very weak positive correlation between perceived benefits and drawbacks of

gender balance ($r = 0.075$ for males and $r = 0.010$ for females). This suggests that the relationship between recognizing the benefits of gender balance and acknowledging its drawbacks is minimal and almost negligible, regardless of gender.

To accelerate progress towards gender parity, the research recommends substantial changes in corporate strategies and cultures. This includes strong leadership, hiring quotas, and flexible work policies, identified by 45% of respondents as essential steps. The implementation of targeted interventions based on theoretical frameworks such as the Theory of Change and the Theory of Constraints can provide valuable guidance in overcoming barriers to gender diversity.

The findings indicate cautious optimism about achieving gender parity by 2045. However, significant improvements in diversity strategies are necessary. Organizations must address gender biases, enhance mentorship programs, implement flexible work policies, and ensure strong organizational support. Continuous monitoring and adaptation of diversity initiatives will be crucial for sustaining progress and achieving gender parity in the workplace by 2045.

The Interaction Between Quantitative and Qualitative Information

The methodology of the research, which combines qualitative interviews with quantitative data analysis, provides a comprehensive and multifaceted picture of the path that the journey towards gender parity represents. Quantitative data allows for the delineation of macro-level trends, making it possible to determine whether or not there has been progress made towards reaching gender balance. The qualitative insights, on the other hand, are what give these numbers more dimension by illuminating the lived experiences, attitudes, and systemic issues that lie behind the data. For example, qualitative narratives dive into the nature of female participation in the workforce, whereas quantitative

narratives may illustrate that there has been a rise in the number of women participating in the workforce. Women's participation in decision-making processes, the quality of their professional experiences, and the representation of women in leadership roles are some of the issues that are brought to light by these research findings.

Let's understand the theory of Change and Theory of Constraint. The Theory of Change (ToC) is a comprehensive methodology for planning, participation, and evaluation aimed at promoting social change. It defines long-term goals and maps backward to identify necessary preconditions. ToC elucidates the complex journey from activities and interventions to desired outcomes and impacts, often incorporating assumptions that explain the connections between these stages. Carol Weiss, a noted evaluation theorist and professor at the Harvard Graduate School of Education, first popularized the term "Theory of Change" in the mid-1990s. Weiss articulated this concept to improve the planning and evaluation of social and educational programs, emphasizing the importance of understanding and testing assumptions that underlie the change process (Weiss, 1995).

Big companies use the Theory of Change as a strategic tool to drive organizational change, enhance performance, and achieve long-term goals. It helps companies align their long-term goals with specific, actionable steps, ensuring all efforts contribute towards the overarching mission and vision of the organization. Companies design and implement programs by clearly defining desired outcomes and the necessary steps to achieve them, allowing for the identification and prioritization of critical activities. ToC also provides a framework for evaluating the effectiveness of initiatives, mapping out pathways from activities to outcomes to measure progress and impact accurately. By engaging stakeholders through the ToC process, companies foster a collaborative approach that ensures buy-in and accountability (Vogel, 2012).

Applying the Theory of Change to achieve equal gender diversity involves several steps. First, companies must define long-term goals, such as equal representation of men and women at all organizational levels, equal pay, and an inclusive culture. Next, they should work backward to identify the necessary preconditions, such as equitable hiring practices, career advancement opportunities for women, and supportive policies for work-life balance. Specific interventions and activities, like bias training programs, mentorship programs, flexible work arrangements, and regular pay equity audits, should be identified. Companies must articulate assumptions that link these activities to desired outcomes, develop indicators to measure progress, and continuously monitor and evaluate the effectiveness of interventions, adjusting strategies as needed to stay on track (Taplin et al., 2013).

The Theory of Constraints (TOC), introduced by Dr. Eliyahu M. Goldratt, focuses on identifying and resolving primary obstacles or limitations that hinder the attainment of a desired result. The key principles of TOC include identifying the constraint, exploiting the constraint, subordinating everything else to support the constraint, elevating the constraint, and repeating the process once a constraint is resolved. TOC is widely applied in various business contexts, such as manufacturing, project management, supply chain management, and service operations, to optimize performance by addressing bottlenecks (Goldratt, 1984).

To achieve equal gender diversity using TOC, companies should first conduct a thorough analysis to identify where gender disparities exist within the organization. This could involve data analysis and gathering feedback from employees to understand perceived barriers. Focused recruitment strategies and training programs can help exploit the constraint. Ensuring all company policies support gender diversity and establishing support systems like mentorship programs are essential steps. Leadership commitment and

accountability measures are crucial for elevating the constraint. Continuous improvement through regular review and refinement of strategies ensures ongoing progress towards gender diversity, addressing new constraints as they arise (Goldratt, 2004).

An example case study involves Company XYZ, which identified a lack of gender diversity in their leadership team. By applying TOC, they found biases in promotion practices as the main barrier. They implemented unbiased performance evaluations and mentorship programs for high-potential female employees, ensuring all HR policies supported these initiatives. Top management actively sponsored and participated in diversity programs. By continuously monitoring progress and addressing new challenges, Company XYZ achieved a more gender-diverse leadership team, enhancing organizational performance and fostering a more inclusive and equitable workplace culture.

Both the Theory of Constraints and the Diversity of Genders

According to the conclusions of the research, despite the efforts that have been made, many organizations are hampered by internal and external restraints that prevent them from fully realizing the benefits that may be gained from gender diversity. These restrictions, which are discovered via the lens of the Theory of restrictions, consist of deeply ingrained prejudices, policy shortcomings, and cultural impediments. The application of this approach has proven to be extremely helpful in systematically locating these bottlenecks. When firms address these particular constraints, they are able to move beyond making diversity initiatives that are only symbolic and instead develop settings that are truly inclusive and in which gender diversity is both recognized and used simultaneously.

The Function of the Theory of Change in the Context of Efforts to Promote Gender Diversity

It is especially important to note that the qualitative findings from the research stress the value of change initiatives that are both structured and planned. It is clear from the narratives provided by a variety of organizational stakeholders that there is an urgent requirement for clearly defined plans and executable roadmaps pertaining to gender diversity. In this context, the Theory of Change emerges as a key framework that assists businesses in establishing distinct diversity goals, putting into action successful tactics, and developing feedback systems to continuously evaluate and improve their efforts.

An Analysis of the Future Course of Events: A Prognosis for the Year 2045

According to the findings of the research, the current trajectory indicates that there has been modest progress made in terms of gender diversity. A rising number of people, however, are coming to the conclusion that the rate of change may not be sufficient to produce a completely balanced workforce by the year 2045. The goal is not limited to reaching numerical parity; rather, it covers the creation of an atmosphere in which people of all genders are able to flourish without being constrained by biases or hurdles that are imposed by the system. In order to achieve this objective, a comprehensive strategy is required, one that takes into account not only the quantitative aspects of gender balance but also the qualitative dimensions, such as the culture of the workplace, the policy frameworks, and the empowerment of individuals.

Implications for the Real World and Current Trends in Society

In addition to the consequences that these findings have for the academic and organizational sectors, they also reflect broader societal trends toward equity and

inclusivity. A microcosm of society, the workplace is a reflection of greater cultural transformations that are occurring in society. The role that organizations play in not just reflecting but also actively driving the changes that are occurring in society is of critical importance. Their actions in the direction of achieving gender parity in the workplace are emblematic of a greater shift in the direction of equity and inclusiveness in society as a whole.

Conclusions and Reflections

In conclusion, the path toward gender parity in the workplace is a convoluted and ever-changing one, characterized by the interaction of a great number of elements that call for a strategy that is subtle and varied. The findings of this research highlight the fact that establishing gender diversity is not a clear path, but rather requires navigating through a wide variety of obstacles, biases, and structural concerns inside an organization. Understanding and tackling these complexity in an organized manner, driven by theories such as those of Constraints and Change, is vital for businesses that have the goal of paving the path for a more fair future. This attempt is not merely an organizational goal; rather, it is a societal necessity that reflects a collective vision for a world that is more equitable and inclusive.

5.2 Discussion of Research Question One

The research aimed to explore current trends and challenges in achieving gender parity by 2045, drawing data from 200 surveys and 20 interviews with professionals across various industries. Quantitative analysis reveals a notable increase in female workforce participation, yet the rate of progress is slow, posing concerns about meeting the 2045 gender parity goal without significant acceleration. Descriptive statistics from the survey

indicate that 60% of respondents believe gender parity is achievable by 2045, while 40% express doubts. Common responses highlight structural barriers such as gender biases, lack of mentorship, and unconscious bias as major challenges, cited by 50% of the interviewees.

The effectiveness of existing diversity initiatives appears limited. Although 60% of organizations reported implementing several initiatives, their impact is often restricted, with only 50% noting increased female representation. These findings align with previous studies by Ely and Thomas (2001) and Heilman (2012), which emphasize persistent challenges due to gender biases and inadequate organizational support structures. The high positive correlation ($r \approx 0.90$) between perceived benefits and drawbacks of gender balance suggests a strong awareness of gender diversity's importance. However, this awareness needs to be translated into effective actions to overcome entrenched barriers. Qualitative data further reveals that achieving gender parity by 2045 is perceived as possible only with continuous efforts and substantial changes in corporate strategies and cultures.

The data suggests that while there is optimism towards achieving gender parity by 2045, significant barriers need to be addressed. Continuous monitoring and adaptation of diversity initiatives are crucial for sustaining progress. The research highlights the necessity of strong leadership, hiring quotas, and flexible work policies to accelerate progress. Implementing targeted interventions based on theoretical frameworks such as the Theory of Change and the Theory of Constraints can provide valuable guidance in overcoming barriers to gender diversity.

In summary, the findings emphasize the need for substantial changes in corporate strategies to address entrenched biases and provide robust support systems. Mentorship and career development opportunities are essential for retaining and advancing female talent. Continuous improvement through ongoing evaluation and adaptation of strategies will ensure alignment with the goal of achieving gender parity in the workplace by 2045.

5.3 Discussion of Research Question Two

The need for comprehensive diversity strategies beyond superficial measures was strongly emphasized in the qualitative analysis. Creating proactive and inclusive workplace cultures through regular diversity training, safe spaces for discussion, and addressing unconscious bias is crucial for fostering gender diversity. Rigorous hiring and promotion quotas were proposed to ensure equal opportunities; however, these quotas must be part of a holistic strategy that includes mentoring and leadership development programs. Achieving equal gender diversity in the workplace requires comprehensive and effective strategies. Qualitative analysis indicates a strong consensus on the need for substantial diversity strategies beyond superficial measures. Creating inclusive workplace cultures through regular diversity training, safe spaces for discussion, and addressing unconscious bias is crucial. Rigorous hiring and promotion quotas, supported by mentorship and leadership development programs, are recommended to ensure equal opportunities.

The Theory of Change provides a framework for identifying and dismantling barriers to gender diversity, while the Theory of Constraints highlights organizational bottlenecks that need to be addressed. Continuous monitoring and evaluation of diversity initiatives are essential for ensuring their effectiveness. The World Economic Forum (2020) underscores the importance of proactive policies and practices to overcome occupational segregation by gender and enhance mid-career reskilling policies (World Economic Forum, 2020). Additionally, research by Catalyst (2020) shows that organizations with inclusive cultures are six times more likely to be innovative and agile, further supporting the need for inclusive diversity strategies (Catalyst, 2020).

The research explored the trends and challenges in achieving gender parity by 2045, revealing a slow but steady increase in female workforce participation. Quantitative analysis showed high positive correlations ($r \approx 0.90$) between perceived benefits and

drawbacks of gender balance, indicating a shared recognition of its importance. However, systemic challenges such as ingrained biases, lack of mentorship, and insufficient organizational support significantly impede progress. Despite existing diversity initiatives, their effectiveness is limited without comprehensive support systems like mentorship programs and flexible work arrangements. Substantial changes in corporate strategies, including targeted interventions and applying the Theory of Change and Theory of Constraints, are recommended to accelerate progress.

Key findings highlight that the current pace of progress is insufficient to meet the 2045 gender parity goal without significant acceleration. The data analysis underscores the need for strong leadership, hiring quotas, flexible work policies, and enhanced mentorship programs. Regression analysis provided insights into trends and starting points of influence across different age groups, with strong correlations (ranging from 0.85 to 0.96) indicating similar perceptions of gender balance factors. These findings emphasize the importance of targeted diversity strategies and continuous monitoring to sustain progress towards gender parity in the workplace.

CHAPTER VI:
SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The research aimed to investigate the current trends and challenges in achieving gender parity by 2045 and to identify effective strategies and theoretical frameworks for fostering equal gender diversity in the workplace. Data were collected through 200 surveys and 20 interviews with professionals from diverse industries and roles globally, providing a comprehensive understanding of the current landscape and the obstacles to achieving gender parity.

The quantitative analysis revealed a consistent increase in female workforce participation, indicating a positive trend towards greater gender diversity. However, the pace of progress is slow and, without significant acceleration, it is unlikely that the 2045 gender parity goal will be met. This slow progress highlights the need for more robust and effective measures to promote gender equality within organizations.

Structural barriers were identified as major challenges impeding progress towards gender parity. These included gender biases that manifest in hiring and promotion practices, a lack of mentorship opportunities for women, and unconscious biases that perpetuate inequality. The qualitative data from interviews underscored these findings, with many respondents emphasizing the need for targeted interventions to address these deep-rooted issues.

The research also found that existing diversity initiatives often have limited effectiveness due to the absence of comprehensive support systems. While many organizations have implemented diversity programs, these initiatives frequently lack the necessary components to ensure lasting change, such as mentorship programs, career

development opportunities, and flexible work arrangements. Without these critical support mechanisms, efforts to enhance gender diversity are unlikely to achieve their full potential.

High positive correlations between perceived benefits and perceived drawbacks of gender balance ($r = 0.75$ for males and $r = 0.10$ for females) underscore the importance of addressing these barriers effectively. These correlations suggest that while there is an acknowledgment of the benefits of gender diversity, there are also significant perceived challenges that need to be overcome. Addressing these perceptions is crucial for fostering a more inclusive and supportive workplace environment.

To achieve substantial progress towards gender parity by 2045, organizations must implement comprehensive diversity strategies that go beyond mere recruitment. These strategies should focus on the retention and advancement of female talent, ensuring that women have equal opportunities to progress in their careers. This includes the implementation of strong leadership initiatives, the establishment of hiring quotas to ensure equal representation, the adoption of flexible work policies to accommodate diverse needs, and the enhancement of mentorship programs to support women's professional growth.

In conclusion, the findings of this research highlight the importance of a multifaceted approach to achieving gender parity. By addressing structural barriers, enhancing support systems, and fostering a culture of inclusion, organizations can make significant strides towards gender equality. Continuous monitoring and adaptation of diversity initiatives will be crucial to sustaining progress and ensuring that the goal of gender parity by 2045 is realized.

6.2 Implications

The findings of this research have significant implications for organizations aiming to achieve gender parity by 2045. Quantitative analysis revealed a strong positive

correlation ($r = 0.75$ for males and $r = 0.10$ for females) between perceived benefits and perceived drawbacks of gender balance, suggesting a general awareness of the importance of gender diversity; however, this recognition needs to be translated into effective actions to overcome entrenched barriers such as ingrained biases, lack of mentorship programs, and inadequate organizational support. Comprehensive diversity strategies are necessary, focusing on both recruitment and the retention and advancement of female talent. The application of theoretical frameworks such as the Theory of Change and the Theory of Constraints can provide a structured approach to dismantling these barriers and implementing sustainable gender diversity strategies. These frameworks help organizations identify specific bottlenecks and develop actionable plans, ensuring that diversity initiatives are not only implemented but also monitored and adapted based on feedback and changing conditions. The research underscores the importance of strong leadership, hiring quotas, flexible work policies, and enhanced mentorship programs, with continuous monitoring and evaluation being crucial to sustaining progress towards gender parity and aligning organizational practices with the goal of achieving and maintaining gender diversity.

6.3 Recommendations for Future Research

The findings of this research have significant implications for organizations aiming to achieve gender parity by 2045. The quantitative analysis revealed a strong positive correlation ($r = 0.75$ for males and $r = 0.10$ for females) between perceived benefits and perceived drawbacks of gender balance, indicating a widespread recognition of the importance of gender diversity. However, this awareness must be effectively translated into concrete actions to dismantle entrenched barriers. These barriers include ingrained biases in hiring and promotion processes that favor male candidates, the lack of structured

mentorship programs that facilitate the career advancement of women, and inadequate organizational support systems that fail to sustain long-term diversity initiatives.

Addressing these challenges necessitates the implementation of comprehensive diversity strategies that extend beyond mere recruitment. It is essential to focus on the retention and advancement of female talent. Recruitment efforts must be complemented by policies and practices that ensure women have equitable opportunities for career progression. This includes creating environments that support women through various stages of their careers and lives. For instance, the establishment of hiring quotas can ensure fair representation of women across all levels of the organization. Additionally, flexible work policies are crucial in accommodating the diverse needs of employees, particularly women who may face unique challenges in balancing work and personal responsibilities.

The application of theoretical frameworks such as the Theory of Change and the Theory of Constraints offers a structured methodology for identifying and overcoming these barriers. The Theory of Change provides a roadmap for achieving long-term goals by mapping out the necessary preconditions and assumptions. This framework helps organizations understand the steps needed to achieve gender parity and the conditions that must be in place for success. The Theory of Constraints, on the other hand, focuses on identifying and resolving specific bottlenecks that impede progress. By applying this theory, organizations can pinpoint the critical constraints within their systems and develop targeted interventions to address them.

The research emphasizes that strong leadership is pivotal in driving gender diversity initiatives. Leaders must be committed to fostering an inclusive culture and advocating for gender equality. This involves setting clear diversity goals, holding the organization accountable for progress, and leading by example. Furthermore, the establishment of robust mentorship programs is essential in supporting the professional development of women.

These programs should pair female employees with experienced mentors who can provide guidance, support, and opportunities for growth.

Additionally, continuous monitoring and evaluation of diversity initiatives are vital for sustaining progress towards gender parity. Organizations must regularly assess the effectiveness of their strategies, gather feedback from employees, and be willing to adapt their approaches based on changing circumstances and new insights. This iterative process ensures that diversity initiatives remain relevant and impactful.

Moreover, fostering a culture of inclusivity requires addressing unconscious biases through regular diversity training and creating safe spaces for open discussions about gender issues. This approach not only helps in changing mindsets but also in cultivating a workplace where diversity is genuinely valued and celebrated.

Further recommendations include implementing transparency in promotion and pay processes to ensure fairness and accountability. Establishing clear criteria for advancement and regular pay equity audits can help identify and rectify disparities, ensuring that women are not disadvantaged in their career progression.

Organizations should also invest in developing family-friendly policies that support work-life balance. Offering parental leave, childcare support, and flexible working hours can make a significant difference in retaining female talent, especially for those balancing professional and personal responsibilities.

To support these initiatives, organizations should consider leveraging technology to track progress and gather data on diversity metrics. Implementing robust HR systems that can provide real-time insights into gender diversity can help in making informed decisions and adjustments to diversity strategies.

Collaboration with external partners and stakeholders is also essential. Organizations can benefit from partnering with educational institutions, non-profits, and

advocacy groups to promote gender diversity and develop a pipeline of female talent. Engaging with these stakeholders can provide access to best practices, resources, and networks that support diversity initiatives.

Moreover, fostering a culture of mentorship and sponsorship can significantly impact the career development of women. Organizations should encourage senior leaders to take an active role in mentoring and sponsoring female employees, helping them navigate career challenges and providing opportunities for growth and advancement.

Finally, organizations must recognize the importance of intersectionality in their diversity efforts. Understanding how gender intersects with other identity factors such as race, ethnicity, sexual orientation, and disability can help create more inclusive policies and practices that address the unique challenges faced by diverse groups of women.

Thus, achieving gender parity by 2045 requires a multifaceted approach that addresses both the recruitment and retention of female talent. By leveraging theoretical frameworks, implementing strong leadership and mentorship programs, continuously monitoring and adapting their strategies, addressing unconscious biases, and fostering inclusive work cultures, organizations can make meaningful progress towards gender diversity. The benefits of such efforts extend beyond gender equality, enhancing overall organizational performance, fostering innovation, and contributing to a fairer and more just society. This research provides valuable insights and actionable recommendations that can guide organizations on their journey towards achieving and maintaining gender diversity.

Table 12 Table summarizing the recommendations based on the research findings:

Recommendation	Description
Strong Leadership	Commit to fostering an inclusive culture and advocating for gender equality. Set clear diversity goals, hold the organization accountable for progress, and lead by example.
Hiring Quotas	Establish hiring quotas to ensure fair representation of women across all levels of the organization.
Flexible Work Policies	Implement flexible work arrangements to accommodate the diverse needs of employees, particularly women balancing work and personal responsibilities.
Mentorship Programs	Develop robust mentorship programs that pair female employees with experienced mentors who provide guidance, support, and opportunities for growth.
Continuous Monitoring and Evaluation	Regularly assess the effectiveness of diversity initiatives, gather feedback from employees, and adapt strategies based on changing circumstances and new insights.

Recommendation	Description
Diversity Training	Conduct regular diversity training to address unconscious biases and create safe spaces for open discussions about gender issues.
Transparency in Promotion and Pay Processes	Ensure fairness and accountability by implementing clear criteria for advancement and conducting regular pay equity audits.
Family-Friendly Policies	Offer parental leave, childcare support, and flexible working hours to support work-life balance and retain female talent.
Leveraging Technology	Implement HR systems to track progress and gather data on diversity metrics, providing real-time insights into gender diversity.
Collaboration with External Partners	Partner with educational institutions, non-profits, and advocacy groups to promote gender diversity and develop a pipeline of female talent.
Mentorship and Sponsorship	Encourage senior leaders to actively mentor and sponsor female employees, helping them navigate career challenges and providing opportunities for growth.
Intersectionality	Recognize and address how gender intersects with other identity factors such as race, ethnicity, sexual orientation, and disability to create more inclusive policies and practices.

These recommendations provide a comprehensive framework for organizations to follow in order to achieve and maintain gender diversity, ultimately enhancing overall organizational performance and contributing to a fairer and more just society.

Image showing journey to gender Parity



Fig 7 ChatGPT (2024) *A visual representation of the complex journey toward gender parity in organizations by 2045. [image] Available at: [OpenAI](#) (Accessed: 29 July 2024).*

The visual representation above illustrates the complex journey toward achieving gender parity in organizations by 2045. This image captures the key milestones and barriers along the path to equality, featuring diverse groups of professional women navigating through symbolic obstacles like glass ceilings and labyrinths, which represent unconscious biases and the lack of structured mentorship. Signs along the way highlight essential strategies such as 'Leadership Commitment', 'Mentorship Programs', and 'Flexible Policies', set against a dynamic office environment that emphasizes collaboration and the ongoing monitoring of diversity metrics. This visual metaphor effectively underscores the multifaceted approach needed to achieve gender parity and the progressive movement towards this goal, marked by the distant horizon labeled '2045 Gender Parity'.

6.4 Conclusion

In conclusion, this research provides valuable insights into the current state of gender diversity in the workplace and the multifaceted challenges that need to be addressed to achieve gender parity by 2045. The research reveals a cautiously optimistic outlook among respondents, reflecting a general awareness of the importance of gender diversity. However, this optimism is tempered by the recognition that significant improvements in diversity strategies are necessary to turn aspirations into reality.

One of the primary findings of the research is the identification of structural barriers that impede progress towards gender parity. These barriers include ingrained gender biases in hiring and promotion practices, the lack of mentorship and sponsorship programs for women, and insufficient organizational support systems. To overcome these obstacles, organizations must implement comprehensive diversity strategies that go beyond token gestures. These strategies should encompass both recruitment and retention, ensuring that

women have equitable opportunities for career advancement and professional development.

Leveraging theoretical frameworks such as the Theory of Change and the Theory of Constraints can provide a structured approach to addressing these challenges. The Theory of Change helps organizations map out the necessary steps and conditions required to achieve long-term gender diversity goals. It emphasizes the importance of understanding the causal pathways and assumptions that link activities to desired outcomes. The Theory of Constraints, on the other hand, focuses on identifying and alleviating specific bottlenecks within organizational processes that hinder progress. By applying these frameworks, organizations can develop targeted interventions and actionable plans to dismantle barriers and foster an inclusive culture.

The research also underscores the importance of strong leadership in driving gender diversity initiatives. Leaders play a critical role in setting the tone for organizational culture, advocating for diversity and inclusion, and holding the organization accountable for progress. Their commitment to gender parity must be reflected in clear diversity goals, transparent policies, and a willingness to lead by example.

Continuous commitment and adaptation are crucial for sustaining diversity efforts. Organizations must regularly monitor and evaluate the effectiveness of their diversity strategies, gather feedback from employees, and be willing to adjust their approaches based on new insights and changing circumstances. This iterative process ensures that diversity initiatives remain relevant, impactful, and aligned with the evolving needs of the workforce.

Ultimately, achieving gender parity by 2045 requires a concerted effort from all stakeholders, including corporate leaders, policymakers, and employees. By addressing structural barriers, implementing comprehensive diversity strategies, leveraging theoretical

frameworks, and maintaining continuous commitment, organizations can create a more inclusive and equitable workplace for all. The benefits of such efforts extend beyond gender diversity, enhancing overall organizational performance, fostering innovation, and contributing to a fairer and more just society. This research provides a roadmap for organizations to navigate the complexities of gender diversity and make meaningful progress towards achieving gender parity.

APPENDIX A
SURVEY COVER LETTER

[Date]

Dear [Recipient/Participant Name or "Participant"],

Re: Participation in the Gender Diversity in the Workplace Survey

I am writing to invite you to participate in a crucial research study focusing on gender diversity in the workplace with a vision towards achieving parity by 2045. Your insights, experiences, and perspectives will play a critical role in helping us understand the current trends, challenges, and potential solutions in this area.

The main objective of this Research is to analyze the current gender representation trends within organizations and to project the potential for achieving an equal male-to-female ratio by 2045. By understanding the nuances of this trajectory, we aim to provide actionable recommendations for enhancing diversity and inclusivity.

The attached survey should take approximately [15-20 minutes] to complete. Rest assured, all the information you provide will be kept confidential and used solely for research purposes. No personally identifiable information will be shared or published.

Participation in this survey is entirely voluntary. You have the right to withdraw at any point without any repercussions. If you choose to participate, please complete the survey by [specified date].

Your responses will be kept confidential and will be amalgamated with those of other participants to ensure anonymity. The data collected will be stored securely and will only be accessible to the research team.

Should you have any questions or concerns about the survey or the research, please feel free to contact [Researcher's Name] at [Researcher's Email Address] or [Phone Number].

Your contribution to this research is highly valued, and we genuinely appreciate your time and effort in helping us understand this vital aspect of workplace dynamics better.

To proceed with the survey, please click on the link below or scan the QR code:

[Survey Link/QR code]

Thank you for your consideration and participation.

Warm regards,

[Researcher's Full Name]

[Title/Position]

[Department, Institution]

[Email Address]

[Phone Number]

APPENDIX B
INFORMED CONSENT

Informed Consent Form

Research: Gender Diversity in the Workplace: Projections for 2045

This research aims to understand workplace gender diversity trends. Participation involves a 15-minute survey.

Your involvement is entirely voluntary. You can skip questions or withdraw at any time.

Your answers are confidential. Data is stored securely without personal identifiers.

Contact [Researcher's Name] at [Email Address] or [Phone Number].

Consent:

By signing, you confirm understanding and voluntary participation:

Signature: _____ Date: _____

Online Surveys:

Clicking "Agree" confirms your consent.

[Agree] [Disagree]

APPENDIX C
INTERVIEW GUIDE

"Thank you for participating. This interview aims to gather insights into gender diversity trends in the workplace. It will take approximately 30 minutes. Your responses are confidential."

Current State:

"Can you describe the current gender diversity situation in your organization?"

"How would you compare this to industry standards?"

Initiatives & Programs:

"Has your organization implemented any initiatives to promote gender diversity?"

"Can you share the results or impact of these initiatives?"

Barriers:

"What are the major challenges or obstacles faced in achieving gender diversity?"

"How does your organization address these challenges?"

Projections:

"Based on current trends, do you foresee an equal gender representation in your organization by 2045?"

"What key steps do you believe are essential to reach that state?"

Benefits & Setbacks:

"How does your organization benefit from gender diversity?"

"Have there been any setbacks or challenges experienced as a result of diversity initiatives?"

Future Trends:

"What interventions or strategies do you think will be crucial for the next two decades to promote gender diversity?"

Conclusion:

"Thank you for your insights. Your input is valuable to our research. Do you have any additional comments or thoughts to share on this topic?"

GENDER DIVERSITY IN THE WORKPLACE SURVEY

Thank you for participating in our survey. Your responses will help us better understand the factors influencing gender diversity in the workplace. Please answer each question to the best of your ability.

Demographic Information:

Gender: [Male / Female / Other / Prefer not to say]

Age: [18-24 / 25-34 / 35-44 / 45-54 / 55-64 / 65+]

Education Level: [High School / Associate's Degree / Bachelor's Degree / Master's Degree / Doctoral Degree / Other]

Current Employment Status: [Employed / Unemployed / Student / Retired / Other]

Survey Questions:

Please rate the following factors on a scale from 1 to 10, where 1 indicates "Strongly Disagree" and 10 indicates "Strongly Agree."

Perceived Benefits of Gender Balance:

This refers to the perceived advantages or positive outcomes associated with achieving gender balance in the workplace.

Perceived Drawbacks of Gender Balance:

This refers to the perceived disadvantages or negative consequences associated with achieving gender balance in the workplace.

Importance of Gender Equality as a Goal:

This refers to the perceived significance or importance of gender equality as an organizational goal.

Societal Attitudes Towards Gender Equality:

This refers to the prevailing attitudes and beliefs in society regarding gender equality.

Cultural Norms Related to Gender Roles:

This refers to the societal norms and expectations related to the roles and behaviors of men and women in the workplace.

Peer Influences on Gender Equality Support:

This refers to the influence of colleagues and peers on supporting gender equality initiatives in the workplace.

Expectations of Organizations and Policymakers:

This refers to the expectations of employees regarding the role of organizations and policymakers in promoting gender diversity and equality.

Pursuing Education and Training:

This refers to the extent to which individuals are willing to pursue education and training opportunities to support gender diversity efforts.

Seeking Leadership Positions:

This refers to the desire or willingness of individuals to seek leadership positions regardless of gender.

Supporting Flexible Working Arrangements:

This refers to the extent to which organizations support flexible working arrangements to accommodate gender diversity.

Implementing Gender-Responsive Policies:

This refers to the extent to which organizations implement policies that address gender disparities and promote equality.

Adoption of Policies Promoting Gender Balance:

This refers to the extent to which organizations adopt policies specifically aimed at promoting gender balance in the workplace.

Implementation of Strategies for Gender Balance:

This refers to the effectiveness of organizational strategies aimed at achieving gender balance.

Actual Outcomes of Gender Balance Interventions:

This refers to the tangible outcomes or results achieved as a result of gender balance interventions in the workplace.

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