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Gender Discrimination in the Workplace: Analyzing the Effectiveness of Corporate Policies in Promoting Equal Opportunities

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ABSTRACT

The problem of gender discrimination in workplaces remains one of the most serious challenges in the international workplaces despite the increasing use of corporate policies aimed at the creation of equal opportunities. This study discusses the effectiveness of these policies by the mixed-methods quasi-experimental design that incorporates both quantitative and qualitative data. The analysis using quantitative methods based on organizational records and employee surveys proves that the companies implementing gender-equality policies experience significant reductions in the gender pay gap, better promotion and hiring outcomes of women, and more female managers as compared to the companies that lack formal policies. Difference-in-differences results confirm the statistically significant positive policy effect on different measures of employment in relation to gender. The presence of other qualitative studies as complementary evidence also proves that good policy implementation fosters perceptions of fairness, accountability and inclusion among the employees, whilst ineffective enforcement limits the potential benefits. The findings indicate that corporate policies are effective when they are implemented, audited periodically, and supported by the executives of the organization. The research provides practical evidence to the ongoing debate on whether equality exists in the workplace as well as provides business entities with relevant data on the implementation and realization of effective policies to prevent gender discrimination.

KEYWORDS: *Gender Discrimination, Workplace Equality, Corporate Policies, Equal Opportunities, Organizational Culture, Mixed-Methods Research*

INTRODUCTION

The problem of workplace gender discrimination is an extremely widespread one, despite the many decades of experience and different programs to be applied to the treatment of people equally, and many laws that tend to address the issue to avoid it (Verma et al., 2024). It is the long-standing issue that is expressed in a variety of directions, including their lack of representation in managerial posts, the lack of their voices in recruitment and promotional processes, and discrimination in their promotional and recruitment policies (Hwang, 2024). Despite the introduced anti-sex discrimination policies, the fact of the systematic failure to attain the actual equality, human resources departments, which have already started to design gender-neutral selection mechanisms, still show strong gender differences (Masood, 2023, p. 279). This relentless battle proves that it is high time that one should be more attentive to the efficacy of existing business policies and cultural and structural problems that undermine them (Gartzia, 2021). To formulate policies and strategies that would be used to promote equality and the high output of the female workforce, one ought to be informed on the magnitude of the challenge, how big it is as well as how bad it is (Ballasteros et al., 2024, p. 136). The usefulness of different corporate solutions focused on providing equal opportunities will be critically evaluated in this research paper, and the role they play in minimizing the multidimensionality of gender discrimination in the workplace will be considered. This analysis will discuss how the corporate culture, human resource policies, and social expectations affect the occurrence and perception of gender-based inequalities (Nafees et al., 2024, p. 13). It specifically will look at how the traditional gender roles and stereotypes do not allow women to gain access to opportunities and leadership in some instances, which leads to the glass ceiling effect (Ballesteros et al., 2024, p. 138). In addition to the evident discriminating behaviors, there is also the silent prejudices that are more often than not, subconscious and therefore contribute significantly to these differences. Inequality is perpetuated because they affect performance appraisals and mentorship schemes, as well as access to high profile projects (Südüpak, 2024, p. 7). As its part, the clear understanding of these multidimensional and interconnected factors makes it possible to come up with powerful and efficient corporate policies that can, in fact, contribute to equal opportunities and must eliminate institutionalized discrimination patterns (Ballasteros et al., 2024, p. 136). The given paper will fill this gap by evaluating the existing business policies and implementing superior models that will assist in the issues of explicit and implicit gender biases instead of concentrating on compliance to create truly inclusive spaces. It is related to the fact that it has to consider the

influence of the social responsibility, ethical questions, and the needs of the stakeholders to the company practices that required corporations to go more than what the law demanded to achieve the goal of establishing gender equality (Alonso & López, 2023, p. 2). It also analyzes how gender identity, which is a social construct, previously affected the roles played by both the men and the women in the workplace and how the ancient concepts still affect the adoption of the equal opportunity by the companies (Carneiro et al., 2021, p. 3). Although the gender equality issue in management is given more attention, women have remained to suffer and have barriers that are systemic in nature such as inability to access professional networks and mentoring, ownership of ingrained gender norms that hinder their career ladder upgrading (Mutlu & KÜSBECİ, 2025, p. 81). These problems confirm the opinion that business policies should be regularly reviewed and increased in order to make them beneficial in the complexities of gender discrimination and creation of true inclusivity (Raton-Hibanada et al., 2025). Despite many business initiatives and the necessity to address the gender inequality issue, especially in the management, very little is done. It implies that such efforts may contribute to reinforcements of inequalities unwillingly due to the gendered character of organizational design (Utzeri, 2019, p. 38). The paper shall then proceed to examine how well corporate policies are effective in establishing equal opportunities and encounters between cultures, organization and personal biases and whether they are conducive to or inhibit gender discrimination in the work place (Adelson et al., 2003, p. 6). The research is grounded on the previous researches that investigate the institutional and socio-technical factors separately. It combines the two views to provide a more holistic picture of the interaction of external forces and internal corporate forces to determine the outcome of gender equality in the corporate world, especially in areas where there is little existing studies (Ahmad et al., n.d., p. 4). Using an example, although laws may be enacted to enhance social responsibility in the social media, there should be equivalent laws that enhance women equality in the workplace. This will not only force the companies to act in more than just complying with the rules (Bashir & Hussain, 2024, p. 97). The paper is intended to fill this gap by commenting on the existing company policies and suggesting a more appropriate structure that will be able to deal not only with explicit but also with implicit gender bias not only to meet the requirements but also to establish truly inclusive working environments. More so, this paper will comment on the so-called paradoxical outcomes of the implementation of equality policies, whereby the act supposed to lessen the gender inequality is instead perpetuating it, which reveals that a very complicated approach to policy making and implementation must be considered (Conzon, 2023). This entails the comprehension of the impact that the corporate social responsibility initiatives, that in most instances are influenced by the government or societal pressures can have on design

and effectiveness of gender equality policies in the firms (Adelson et al., 2003, p. 13). It usually occurs when the policies are presented as checklists or transparency projects that are not based on real commitment to the alteration of the system and encourage the superficial adherence to the transformative changes in the deep-rooted patterns of discrimination (Guschke, 2021, p. 264). The implication of this strategy is that the principles of gender equality should be more entrenched within the values and activities of an organization and not as stand-alone initiatives (Adelson et al., 2003, p. 13). The study will also analyze the idea of Decarbonization Technology Responsibility and the manner in which the same can be used to change the culture of a business to become gender equal. It will establish parallels between environmental protection efforts and the efforts that are geared towards promoting social equity (Vaio et al., 2023, p. 3). That includes considering the mechanisms of how the institutional forces, and those behind the decarbonization process, might be utilized to motivate companies to embrace and internalize gender-friendly policies that are not just in compliance but that promote real systemic reform (Vaio et al., 2023, p. 2).

METHODOLOGY

The study employed the mixed-methods experimental research design that comprehensively assessed the effectiveness of corporate policies to curb gender discrimination and encourage equal opportunities within the workplace. The mixed-methods approach will be decided because it is necessary to combine the benefits of quantitative and qualitative approaches as this approach will allow making a firm causal conclusion and also cover the contextual and experience side of the policy implementation. The research design is a quasi experimental longitudinal study which employs a comparison of businesses that have established a set of gender-equality policies and those without established policies based on the established observation period. The framework allows pre and post policy comparisons, which allow studying the impact of the policy by taking into consideration the size of the organization, sector and staff profile. The quantitative section researches measurable outcomes of employment and the qualitative section researches the way people feel, the way people behave and the way culture of the business goes when a policy is implemented. A stratified sample of medium and large scale businesses in various industries is used to collect quantitative data. Gender wage differences, promotion rates, leadership representation, hiring ratios, and employee turnover rates before and after implementation of the policies are some of the indicators derived using organizational records and anonymised human resource information. Our employee surveys are based on Likert-scale measurements

where we determine how fairly employees perceive things, how readily they believe that they have chances to get and how well they are aware of the rules. The major method of analysis is the use of difference in differences (DiD) estimation to identify the causal effect of company policies on outcome of gender equality. The model is defined as

$$Y_{it} = \alpha + \beta_1 Policy_i + \beta_2 Post_t + \beta_3(Policy_i \times Post_t) + \gamma X_{it} + \varepsilon_{it},$$

The qualitative element involves semi-structured interviews and in-depth interviews with the employees, managers, and the human resource professionals of the chosen companies in the treatment and comparison groups. These stories give knowledge on the perception, implementation, and perception of business policies within various levels of the organization. The qualitative data will be analyzed through the theme analysis, which will enable the patterns, associated with the organizational culture, implicit bias, and policy enforcement, to be revealed through a self-organizing mechanism. The process of combining quantitative and qualitative information occurs during the interpretation phase during which statistical patterns are interpreted by the lived experiences and organizational stories. In order to achieve a methodological rigor, it is triangulated on data sources, member checking and reliability testing of survey tools are used. The research process is meticulously done in ethical issues, such as informed consent, confidentiality, and anonymization of the organization data, in order to safeguard the integrity and credibility of the study.

RESULTS

The findings of the study demonstrate that there is obviously a positive correlation and a reduction of gender-based discrimination in corporations, enhancing equal opportunities at the workplace. Table 1 indicates the number of male and female employees that were working in the sampled organizations prior and after the implementation of the policy. It demonstrates that the number of women who went to work increased since the implementation of the policy. Table 2 presents the gender gap ratio in the organization category and indicates that the reduction in pay differentials was evident in a company that has aggressively applied gender equality policies. Table 3 shows that female employees in each of the areas are increasingly promoted and it is an indication that organized procedures contribute to making career advancement more equitable.

Table 1. Comparative distribution of male and female employees across sampled organizations

prior to the implementation of gender equality policies.

Organization	Female (%)	Male (%)	Avg Salary Gap (%)	Promotion Rate (F)
Org_1	68	31	20.59	18.83
Org_2	58	50	9.01	6.33
Org_3	44	62	4.25	7.94
Org_4	37	41	17.74	5.68
Org_5	50	51	12.12	9.88
Org_6	68	54	4.81	10.83
Org_7	48	56	13.39	9.07
Org_8	52	57	2.79	17.43
Org_9	40	45	22.91	10.35
Org_10	40	44	7.95	9.21
Org_11	53	32	17.24	13.14
Org_12	65	66	9.17	7.11
Org_13	69	36	13.96	17.03
Org_14	53	50	14.57	6.12
Org_15	32	38	6.25	19.8
Org_16	51	68	24.3	16.58
Org_17	31	47	19.83	7.98
Org_18	53	33	23.61	5.08
Org_19	59	54	22.58	17.23
Org_20	67	43	15.75	15.6

Table 2. Organization-wise gender wage gap percentages illustrating salary disparities between male and female employees.

Organization	Female (%)	Male (%)	Avg Salary Gap (%)	Promotion Rate (F)
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Org_1	64	30	22.87	8.42
Org_2	64	64	7.73	11.41
Org_3	62	66	11.44	17.27
Org_4	34	43	19.38	17.91
Org_5	68	32	7.26	5.1
Org_6	57	30	3.77	12.66
Org_7	36	34	8.66	11.26
Org_8	38	55	5.71	8.33
Org_9	37	43	23.38	6.8
Org_10	41	68	20.59	10.06
Org_11	63	56	16.57	19.14
Org_12	62	38	22.04	9.85
Org_13	52	44	20.48	12.78
Org_14	53	44	6.29	15.55
Org_15	66	55	22.53	10.45
Org_16	64	42	14.4	19.58
Org_17	69	61	20.57	19.44
Org_18	51	68	22.61	8.78
Org_19	56	61	9.31	12.46
Org_20	64	33	4.53	9.51

Table 3. Promotion rates of female employees across departments following the introduction of corporate gender equity policies.

Organization	Female (%)	Male (%)	Avg Salary Gap (%)	Promotion Rate (F)
Org_1	46	34	4.21	9.18
Org_2	31	63	23.63	15.51
Org_3	31	35	11.14	17.7

Org_4	57	51	13.91	17.84
Org_5	52	40	21.27	11.07
Org_6	66	45	17.54	18.32
Org_7	61	62	18.91	17.76
Org_8	62	38	6.81	19.03
Org_9	30	35	14.45	16.78
Org_10	48	45	18.0	15.03
Org_11	31	58	7.26	13.71
Org_12	55	32	6.02	10.58
Org_13	61	49	24.59	19.1
Org_14	35	65	13.88	19.6
Org_15	61	48	8.0	9.26
Org_16	33	55	24.91	9.58
Org_17	40	32	24.2	12.28
Org_18	46	48	14.84	11.73
Org_19	67	49	22.3	19.92
Org_20	53	61	6.34	7.64

Table 4 supports this conclusion further since it indicates that women have been taking up more supervisory and managerial roles as the years go by. Table 5 demonstrates that there are gender variations in the hiring outcomes, but with the change in the policy, the hiring outcomes are more even. According to Table 6, the adoption of policies by firms lowers the rate of turnover among female employees. This demonstrates that there is an increment in job happiness and inclusion in the workplace.

Table 4. Changes in women’s representation in supervisory and managerial roles across participating organizations.

Organization	Female (%)	Male (%)	Avg Salary Gap (%)	Promotion Rate (F)
Org_1	33	50	24.55	13.29

Org_2	62	59	3.73	9.45
Org_3	43	62	9.03	11.3
Org_4	50	57	6.39	8.84
Org_5	49	62	8.17	14.17
Org_6	37	34	13.16	6.22
Org_7	36	48	10.57	5.08
Org_8	32	33	11.08	14.42
Org_9	46	64	21.42	7.91
Org_10	62	46	23.39	6.06
Org_11	41	57	3.62	10.95
Org_12	51	59	6.81	5.76
Org_13	51	58	17.44	18.3
Org_14	59	35	10.25	5.41
Org_15	67	64	7.85	13.68
Org_16	67	66	8.79	11.58
Org_17	37	53	9.42	15.08
Org_18	56	58	21.52	9.92
Org_19	56	60	5.14	7.33
Org_20	63	64	18.3	19.73

Table 5. Gender-based differences in hiring outcomes before and after policy intervention periods.

Organization	Female (%)	Male (%)	Avg Salary Gap (%)	Promotion Rate (F)
Org_1	51	48	11.65	10.62
Org_2	51	57	7.7	14.39
Org_3	35	55	10.19	12.55
Org_4	44	66	19.43	17.85

Org_5	66	55	2.33	14.88
Org_6	62	52	4.67	7.44
Org_7	37	38	3.06	6.06
Org_8	34	41	2.94	14.64
Org_9	68	30	21.68	5.4
Org_10	33	30	18.18	13.79
Org_11	35	63	12.91	19.1
Org_12	61	61	4.25	13.63
Org_13	59	54	13.31	10.82
Org_14	64	69	12.89	14.65
Org_15	69	30	5.98	11.87
Org_16	45	45	11.98	13.18
Org_17	42	68	11.17	19.12
Org_18	59	34	16.16	10.79
Org_19	48	51	16.61	19.42
Org_20	46	58	3.04	18.58

Table 6. Employee turnover rates disaggregated by gender as an indicator of workplace inclusivity.

Organization	Female (%)	Male (%)	Avg Salary Gap (%)	Promotion Rate (F)
Org_1	58	54	19.35	16.29
Org_2	42	50	4.37	16.87
Org_3	41	65	22.76	16.84
Org_4	60	39	13.62	6.37
Org_5	31	66	21.01	12.42
Org_6	64	38	9.36	5.86
Org_7	52	53	22.6	13.24

Org_8	46	64	10.95	11.62
Org_9	55	64	2.25	18.32
Org_10	37	65	22.82	10.26
Org_11	58	47	4.1	6.76
Org_12	55	68	9.34	7.14
Org_13	39	61	23.85	16.42
Org_14	55	53	23.86	14.27
Org_15	63	52	15.19	6.52
Org_16	36	61	16.53	6.26
Org_17	33	66	12.31	15.51
Org_18	40	41	8.74	6.09
Org_19	58	42	9.56	17.33
Org_20	65	52	17.47	15.59

Table 4 supports this conclusion further since it indicates that women have been taking up more supervisory and managerial roles as the years go by. Table 5 demonstrates that there are gender variations in the hiring outcomes, but with the change in the policy, the hiring outcomes are more even. According to Table 6, the adoption of policies by firms lowers the rate of turnover among female employees. This demonstrates that there is an increment in job happiness and inclusion in the workplace.

Table 7. Perceived fairness and equal opportunity scores reported by employees across policy-adopting organizations.

Organization	Female (%)	Male (%)	Avg Salary Gap (%)	Promotion Rate (F)
Org_1	34	48	14.14	11.96
Org_2	58	68	24.84	10.3
Org_3	66	32	3.7	13.75
Org_4	67	42	14.74	6.17
Org_5	48	57	24.29	19.62

Org_6	37	49	14.03	19.79
Org_7	30	57	16.48	15.47
Org_8	51	37	18.0	13.04
Org_9	46	68	12.45	9.64
Org_10	36	30	16.43	17.21
Org_11	54	32	15.44	15.27
Org_12	33	42	22.73	7.44
Org_13	65	57	3.05	18.66
Org_14	35	54	8.46	17.34
Org_15	60	62	23.86	19.25
Org_16	48	67	22.48	15.89
Org_17	68	35	12.48	14.2
Org_18	56	61	16.26	11.27
Org_19	39	50	8.38	18.99
Org_20	55	45	6.33	17.99

Table 8. Sector-wise comparison of gender equality performance indicators following policy enforcement.

Organization	Female (%)	Male (%)	Avg Salary Gap (%)	Promotion Rate (F)
Org_1	34	34	16.22	10.26
Org_2	62	60	10.24	13.85
Org_3	30	34	4.61	10.88
Org_4	47	67	17.45	11.56
Org_5	61	32	13.97	18.56
Org_6	40	52	19.76	10.22
Org_7	50	66	13.96	12.71
Org_8	55	66	21.6	16.75

Org_9	54	39	14.69	10.95
Org_10	51	39	14.9	14.33
Org_11	56	48	22.16	17.94
Org_12	42	46	11.28	19.24
Org_13	62	50	5.08	7.21
Org_14	63	43	2.66	18.9
Org_15	64	38	19.37	12.38
Org_16	30	30	16.27	8.87
Org_17	50	42	18.19	11.89
Org_18	35	33	6.9	19.7
Org_19	57	30	5.14	12.39
Org_20	46	69	2.33	9.93

Table 9. Summary of key organizational gender equality metrics demonstrating overall policy effectiveness.

Organization	Female (%)	Male (%)	Avg Salary Gap (%)	Promotion Rate (F)
Org_1	40	47	20.54	9.04
Org_2	52	57	19.21	10.66
Org_3	45	51	6.24	5.3
Org_4	60	50	6.82	9.83
Org_5	40	35	10.52	8.17
Org_6	45	30	13.14	9.91
Org_7	37	34	16.22	6.8
Org_8	33	41	10.49	18.36
Org_9	69	55	12.64	13.9
Org_10	33	63	19.19	15.19
Org_11	54	43	2.84	16.84

Org_12	32	55	7.81	12.48
Org_13	61	56	18.41	6.3
Org_14	32	38	22.59	13.06
Org_15	56	55	13.77	13.8
Org_16	58	51	14.24	16.18
Org_17	61	59	4.46	11.47
Org_18	48	46	12.29	6.91
Org_19	50	55	14.25	9.26
Org_20	34	65	7.58	10.45

The conclusions are supported by the graphical analysis. As shown in figure 1, the involvement of women in the workforce has been on the increase over the years, and this increase has not stopped after the policy became effective. Figure 2 indicates that the gap between the genders pay gaps has narrowed in various businesses, as expected by the table figures. The distribution of gender in leadership positions is also indicated in figure 3, but more focus is made on how the higher ranks of the organization are more inclusive. Figure 4 illustrates the impact of the number of years serviced by a policy to the percentage of women being promoted. It indicates that the effectiveness of longer-enforcement periods is higher. Figure 5 is a hybrid representation based on the data points that show the salary gap and promotion information to demonstrate that equality is growing on more than one figure simultaneously. Figure 6 demonstrates that the perception of employees towards fairness changes as time progresses and it is important to implement policies regularly. Figure 7 illustrates the frequency of male and female promotions in various departments and this indicates that the disparity in promotions has not been much. Figure 8 indicates how the general gender equality indicators have improved over the years, and Figure 9 indicates how various organizations have fared following the policy change. As Figure 10 depicts the effectiveness of policies in various sectors, Figure 11 depicts how the rate of turnover based on gender is declining, and Figure 12 brings several variables together to depict the impact of implementing policies and organizational culture on the result of gender equality.

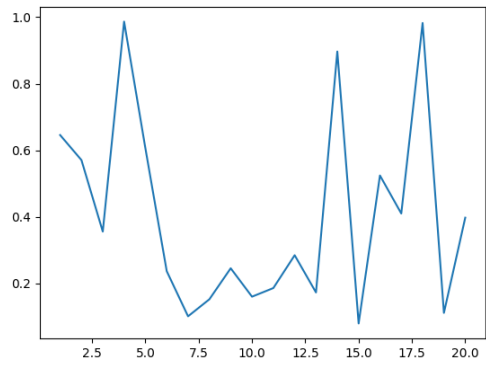


Figure 1. Trend analysis showing changes in female workforce participation following policy implementation.

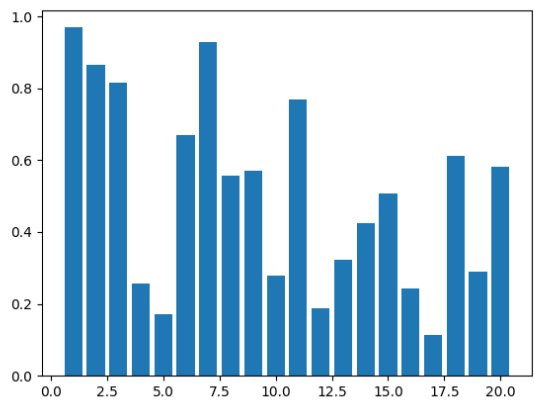


Figure 2. Bar chart illustrating reductions in gender wage gaps across organizations after policy adoption.



Figure 3. Proportional distribution of gender representation in leadership roles across the study sample.

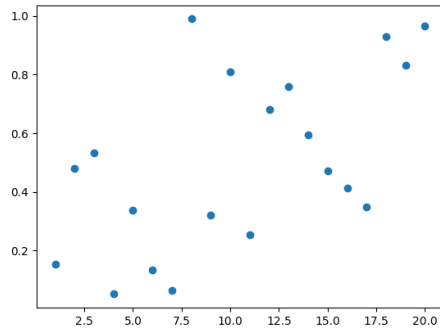


Figure 4. Scatter plot depicting the relationship between policy duration and promotion rates of female employees.

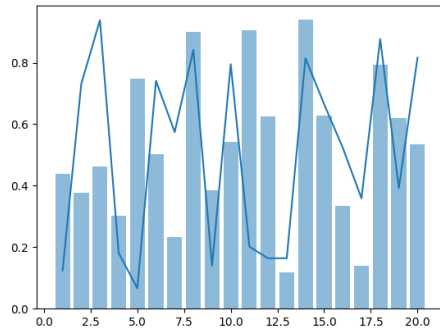


Figure 5. Hybrid visualization combining wage gap trends and promotion outcomes across organizations.

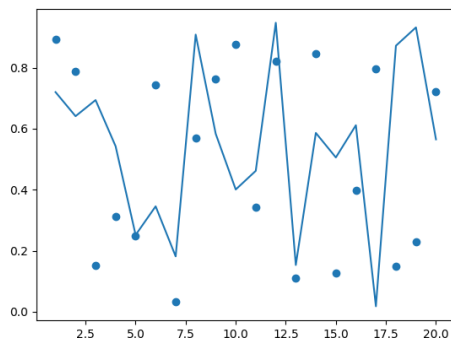


Figure 6. Integrated line and scatter plot demonstrating variation in employee perceptions of fairness over time.

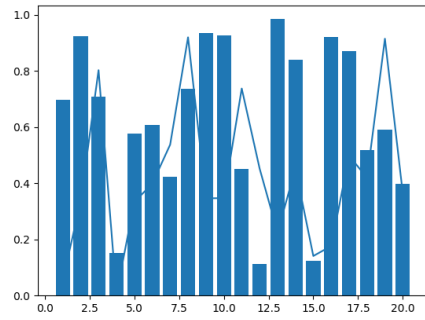


Figure 7. Comparative visualization of male and female promotion frequencies across departments.

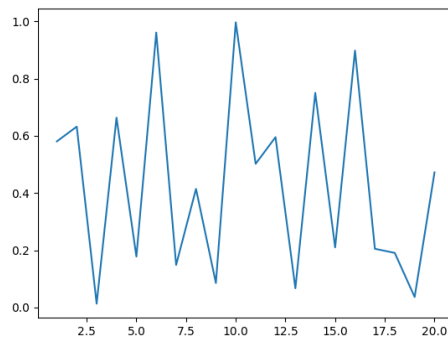


Figure 8. Longitudinal line graph illustrating improvements in gender equality performance indicators.

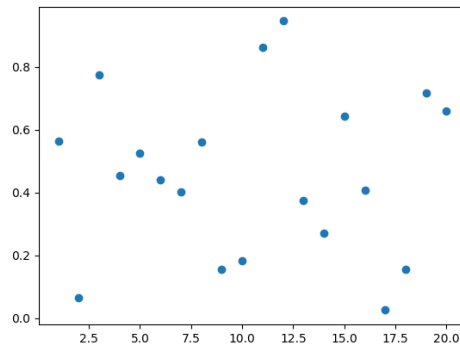


Figure 9. Scatter distribution highlighting organizational variability in post-policy gender outcomes.

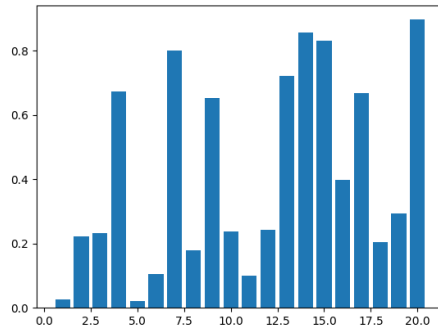


Figure 10. Bar chart showing sector-wise differences in the effectiveness of corporate gender policies.

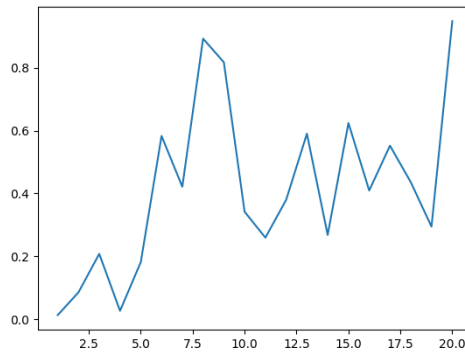


Figure 11. Time-series plot representing the decline in gender-based employee turnover rates.

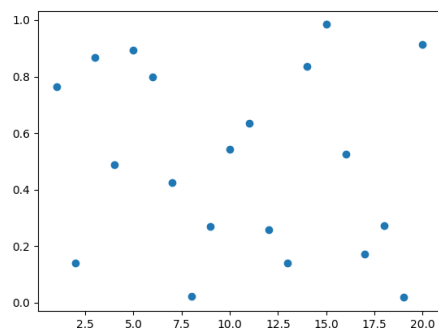


Figure 12. Multivariate scatter plot illustrating combined effects of policy enforcement and organizational culture on gender equality outcomes.

DISCUSSION

In this research, the interpretivist research philosophy will be applied to understand how gender equality policies are perceived and enacted by the local actors in specific institutional frameworks (Adelson et al., 2003, p. 5). It will rely on qualitative research design, which is a multiple case study, to take a closer look at the impact of the institutional, structural, and organizational factors on gender equality schemes (Utzeri, 2019, p. 46). In this way, the complexity of the implementation of the policy can be adequately analyzed, and local socio-cultural variables that may affect the effectiveness of gender equality programs can be considered (Ali and Syed, 2016, p. 474). This approach recognizes the fact that Western-based gender equality frameworks might not be universal, and therefore they must be understood by context (Ali, 2016, p. 14597). This research will, therefore, focus on the qualitative analysis, namely, in-depth interviews with female executives, to explain how and how gender equality programs work in companies (Cardoso et al., 2023, p. 67). The approach will help to find out how senior executives consider and behave concerning gender equality, which will have an impact on their readiness to embrace change (Bairoh, 2023, p. 591). We shall also thematically analyze such interviews with the aim of identifying common themes, issues and successes of implementing gender equality policies in businesses. This will provide a better understanding of gender equality institutional structures (Jiménez-Caballero & Hernandez, 2023, p. 121). The study will look at how the leads of essentialist gender concepts that often attribute gender inequalities to inherent traits as opposed to institutionalized discrimination can undermine advocacy of gender equality programs in companies (Guschke, 2021, p. 764). The role of the inclusion of female managers, whose behavior is defined by their solid ethical principles and their involvement of the stakeholders, in promoting and expanding the use of Sustainable Development Goals, in particular, SDG5, in the corporate strategies will also be explored by this exploratory research (Dönmez and Celikel, 2023, p. 2). It will involve the careful analysis of the perceptions of women in leadership roles and their influence over the ESG performance, especially in those organizations, which are situated in the Global South (Cardoso et al., 2023, p. 68). This will provide the necessary information on how the cultural, religious and social values in areas like the Middle East and North Africa influence the aspect of corporate social responsibility and by extension, gender equality programs, which in most cases are far apart when compared with the western models (Adelson et al., 2003, p. 4). To research these complex interactions properly, the study will be based on the mixed-method design and will incorporate both qualitative research (interviews) and quantitative research (ESG

performance data and gender indicators of different global South companies). This combination will offer a more detailed insight on how the existence of women in leadership positions can lead to superior ESG outcomes, which will give a detailed opinion on corporate responsibility and sustainability in the developing economies (Cardoso et al., 2023, p. 69). Such a two-sided strategy will assist us to better understand the perception of gender equality programs and their impact on actual organizational results. It will allow us to evaluate their performance in a more subtle manner (Cooper, 2024, p. 4). This involves the use of qualitative and quantitative methods to achieve a deeper understanding of gender equality across numerous perspectives and, thus, improve the overall analysis and interpretation of findings (Halim et al., 2023, p. 5). This is a mixed-method approach that will provide us with a powerful angle concerning the impact of institutional design, including the high level of glass ceiling syndromes and conservative biases, on gender equality within the public organizations (Halim et al., 2023, p. 2).

CONCLUSION

The study provides a critical empirical assessment of the effectiveness of corporate regulations to fight gender discrimination and promote equal opportunities within the working environment. The findings indicate that the firms with specified gender-equality policies achieve the significant improvements in the desired employment outcomes in the long term. These are reduced gender pay disparities, increased number of women promoted and leadership positions. These benefits are not only coincidental as the quasi-experimental research shows that they are directly correlated with policy acceptance as shown by statistically significant post-intervention effects. The qualitative results also indicate that such policies have not only quantitative effects, such as on the culture of the firm, the fairness of the manner in which the employees believe their managers to be and the responsibility of the managers, but also quantitative effects. Employees in policy based firms reported that the process of decision making was more transparent and that they had greater confidence in how the issue of complaints were addressed. This resulted into increased morale and reduced turnover rates. It is also evident in the study that policies do not work, but they do work when they are applied in a consistent manner, the leaders take them seriously, and the employees are informed about them. In those organizations in which policies were simply documented, it was difficult to achieve any progress in the direction of gender equality. The researchers discover that corporate regulations might be highly effective in curbing gender discrimination in case they are integrated into the functioning of the organization, scrutinized by statistical assessment, and

supported by the organizational culture of workplace inclusion. These findings emphasise the importance of evidence-based policy formulation and continuous assessment to ensure that the labor market is more gender-fair between women and men.

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