

Diversity And Inclusivity in Senior Management-Future of Work Place Dynamics

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ABSTRACT

We are already witnessing a reversal of decades of modest and shaky progress on gender equality and women's rights. Without a coordinated reaction, we risk losing a generation's worth of gains. In short, the pandemic is exposing and increasing the significant barriers that women confront in exercising their rights and realizing their full potential. It may take years, if not millennia, to restore lost progress. Board variety fosters the inculcation of various views with inside the boardroom primarily based totally at the mixture of flexible human and social capital, having an ability effect on next performances of a firm. Non-inclusive behaviour has a detrimental impact on one's career and organization promoting may also face similar situation where the acceptance of the firm could be diminished.

Keywords: Diversity management, Inclusivity, Women, senior management, LGBT, Leadership, Companies

1. INTRODUCTION

Diversity management is one of the major discussion topics in current corporate culture. Gender diversity comes first in the list followed by race, ethnicity, nationality, age, educational background, and many others. Gender diversity is to be implemented starting from kindergarten till the corporate world. Gender inclusivity in work culture is the demand of time and sustainable development goals of the UN. Gender Diversity in organizations specifically in senior control and management positions is an excellent larger issue in India Inc. Board variety coverage in organizations relies upon how massive organizations are in phrases of marketplace capitalization as they're compelled to reply beneath social pressure.

Sustainability magazine reported, "The banks with the finest board gender variety had higher commercial enterprise overall performance in phrases of monetary profitability". Most women who experience these behaviors do not disclose them to their employers, and this is especially true for non-inclusive actions that the recipient may perceive to be less "serious" by their employer. Although more than 60% of women surveyed reported insulting remarks or being addressed in a disrespectful manner to their employer, fewer than half reported other, presumably subtler, kinds of non-inclusive conduct, such as having their judgement questioned or comments regarding their communication style.

2. LITERATURE REVIEW

Jalumuri Siva, D. P. (2012), The administrative centre will be more pleasant, green, and inclusive as a result of several crucial organizational activities such as defining and properly marketing expert standards, promoting cooperation and know-how among people. These behaviours help promote a safe working environment and a healthy lifestyle by encouraging more cooperation among all employees. The workforce's diversity can be a major cause to drive the described culture.

Employers must assist new employees in adjusting to the administrative centers or board's diversity and lifestyle; otherwise, it will be a significant issue. The organization's values, vision, mission, policies, procedures, and conventions must reflect a lifestyle that is reflected in a variety of points of view and a willingness to discuss differing values, beliefs, and topics.

Despite the fact that the study is decade back, it nevertheless illustrates the dimension of diversity and how it reveals culture and lifestyle, as well as the work force's adaptability in a varied working environment.

The Companies Act, which went into effect in India in August 2013, introduced a requirement that at least one female director be appointed to the board of directors of businesses and certain distinct organizations. By the 31st of March 2015, the organizations were required to comply with the regulation to prove they are believe in gender diversity and are working towards achieving it.

Kishore, K. (2016). Due to the change in rules, there was a digital race for female administrators to be selected to the Board of indexing organizations. Even before the rule requiring one female director on the board, a few IT and other groups with forward-thinking perspectives admitted women to their boards. The new law made it mandatory, and businesses hurried to comply before the deadline. However, it was discovered that the majority of corporations nominated female directors from their families, which tended to counter the fundamental purpose of the rule, which was to broaden the gender variety on the board which was to broaden gender diversity in business forums by allowing professional women to serve as role models.

Companies do not comprehend the value of women on boards of directors, and as a result of numerous orthodox and self-created conventions, they are more prone to stifle the female voice or working culture, despite the fact that government laws are favourable to women-led businesses. Even though the Women loose their chance of growing to senior position and acquire leadership positions and still are not regarded as a part of talent diversity.

Böhmer, N., & Schinnenburg, H. (2018). The paradox of Indian women's decreased representation in the labour market despite improved training raises concerns about gender balance, which is OK at entry level but reduces as one progress up the corporate ladder in all professions. This may be patched and partly avoided. At the same time, female educational advancement in Western nations, such as Germany, does not imply appreciably increased women in managerial roles or changes in gender position expectations. Women are a component of the global competence pool, but they are underrepresented in higher labour market sectors, resulting in difficult situations on three levels of analysis: (1) economic, (2) organisational, and (3) individual. Gender position stereotypes are culturally endorsed ways of behaving that might be difficult to recognise, apply to one's own life, and reflect. Impeachment of those roles appears to be inconceivable. As a result, college students who are treated equally at a college should be aware of the reality and potential for disparities at work in the future. Even if coeducation is made possible in schools and universities, students must grasp the impact of being a woman in the corporate world, which is full of uncertainties and unforeseen roadblocks. Its fine to be competent but not promoted; but, employers' attitudes toward women must alter.

Even though diversity makes the workplace a better place to work, the corporate mindset remains a significant hurdle for anyone who is not male. When it comes to promotions or senior management positions, it makes little difference to organisations whether women are competent or represent a huge talent pool.

Singh, A. K., Singhania, S., & Sardana, V. (2019) aids the case that the firm's monetary overall performance will no longer be affected by diversity on board. The existence of women on forums is purely symbolic, since the appointment of a single female director will not affect anything in a company's day-to-day decision-making. The crucial point to be made here is that the majority of firms have just one female director on their boards of directors, despite the fact that they might have nominated more to comply with the Companies Act 2013's requirements. The numerous reasons for

not appointing women to boards or as directors are male administrators are likely to favour male administrators over female administrators because of in group favouritism, the similarity appeal theory, advocates the fact that administrators or directors feel more comfortable and sincere interacting with administrators from similar demographics, empathetic situation closer to facilitating the development of these belonging to the identical class.

Show casing and putting one female on the board to comply with government regulations will not transform the situation of any corporation or contribute value to its value system, nor will it improve the lives of women in general.

Hashim, F., Ahmed, E. R., & Huey, Y. M. (2019). The majority of the study has focused on gender diversity within the board of directors, and it has been demonstrated that girls' engagement in a firm has a positive influence on the company's revenue and overall success. Gender diversity has become the most frequently researched trait. Gender diversity has become an element of the larger concept of business board diversity. It has to do with the presence of female directors on the board of directors or in the organization's forums. Women directors bring a variety of viewpoints, reports, and working styles to the board, allowing them to add value to board debates and, in turn, improve decision-making. In Spain, there is a correlation between firm board composition and firm financial success, indicating that companies that increase the number of female board members and promote gender diversity may also create financial advantages. Women directors contribute value to decision-making by offering a variety of perspectives and ideas that help the firm to grow economically.

Women, on the other hand, have a lot of skill in terms of developing and energising diverse points of view, as well as providing value to bring financial advantages, which any progressive firm should examine and promote.

Ozordi, E. (2020), The number of female directors is growing, and they are becoming increasingly important in today's board structure. Because of their cognitive management style, having more women on the board of directors benefits businesses. Appropriate working circumstances, complying to corporate ideals, disclosing statistics and resources, resolving disputes, and owning a democratic management style are all part of this cognitive style. They have a positive impact on the firm's cap potential to uncover long-term issues. There is also evidence of good guidance, in addition to informing the general public and policymakers on the importance of having women in high management positions when it comes to improving sustainability reporting. Women contribute to the long-term viability of a firm by being more honest and resolving conflicts more quickly and effectively.

Women not only observe things from various perspectives, but they also have a cognitive working style that aids in the resolution of long-term recurrent problems.

Clark, S. L. et al.(2021), The STEM areas (science, technology, engineering, and math) are challenged by a lack of diversity. Though there are research on gender inclusion and diversity performed in kindergarten and undergraduate institutions, there are far less works completed at the graduate level. As a result, there is a lack of diversity in STEM fields, which causes and maintains gender discrepancies in monetary wealth, numerical representation, expert growth, and success, as well as expands the areas in which such gaps occur. Sexism, imposterism, self-efficacy, and belonging experience are all interrelated and frequently influence decision-making. As a result, gender discrepancy is visible in all types of businesses and is not confined to company boards of directors; the professional world also faces comparable challenges, making life harder for women. There hasn't been much study done on diversity at the graduation level, and disparity may be evident at all levels of employment, not just senior management.

Simionescu, L. N., (2021), During the last decade, there has been a clear trend in many countries across the world to increase the representation of women on boards or forums, based on the fact that companies with female leaders make better decisions for their shareholders. According to recent

studies, women exhibit a wider range of moral and social behaviours than males. They discovered that women in corporate forums have a positive impact on each measure of business performance—ROA and PER. Women exhibit a wider range of social and moral behaviour, which helps them bond inside the organisation, making it more profitable to run. Thus women can make companies moral and at the same time more sustainable.

Wawryszak-Misztal, A. (2021), Gender may be the most extensively researched aspect of board diversity in terms of magnitude. One of the many pressing issues facing publicly listed companies is board diversity. Competence, experience, and qualifications are frequently emphasized by the corporations, implying that age and gender have minimal bearing on board selection. When it comes to picking board members, gender may not be the most essential factor. Currently though gender does not matter in selection yet we don't have that many women leaders in bigger companies.

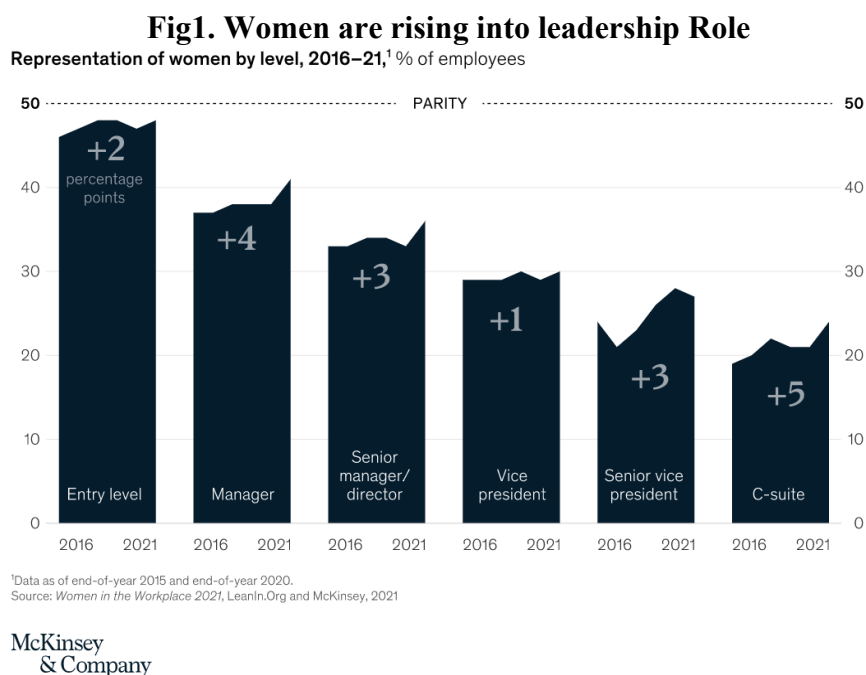
Sustainability (2021), the challenge of a gender-diverse approach to sustainable development has been discussed in the literature, but only at the level of managers and those responsible for establishing financial policy. Even at the entry level, Generation Z will confront the difficulty of gender equality when they enter the workforce.

Minimol, M. C., & Khong, P. L. (2021), India has recently seen a significant growth in financial resources and foreign investment. Gender disparity is common, and the male-to-female ratio, in particular, has a significant impact on social concerns, economic growth, and long-term progress. Gender equality is a contentious topic in our culture, but it does not imply that the number of male and female directors on boards must be equal. On the other side, according to this study, having a large number of women on the board isn't always detrimental to the organization's overall effectiveness. Companies are paying more attention to gender issues since they have an impact on sustainability, other social concerns, and overall economic growth, making it impossible to ignore.

Van Rensburg, Shandré K. Jansen. (2021) Despite advancements in gender equality throughout the world, women still **have far less political power, hold fewer managerial positions, and have far less control over their professions than most** men. Women are increasingly entering the workforce and contributing significantly to the economy. A variety of factors have contributed to this upward trend. The dropping birth rate, women being less reliant on employed men (for reasons such as the death of partners, men's unemployment, divorce, or unmarried motherhood), and women becoming more officially knowledgeable are the top reasons. In addition, increased salary and easier recruitment to employment as a result of less gender discrimination are contributing factors to the expansion of women in the labour market. Women's empowerment is critical for boosting economies and improving quality of life. While issues regarding women's empowerment must be continually supported, caution must be given to avoid establishing an opposite form of gender imbalance by pursuing women's advancement. These difficult circumstances must be recognised and dealt with strategically. There are challenging situations, such as rejection, work assignment, and the pervasive beliefs of female leadership. So, just as there were reasons not to include women on boards 9 to 10 years ago, there are many reasons now to do so.

2.1 Secondary research shows

Women in the Workplace 2021; McKinsey report : Despite the added stress and exhaustion brought on by the Pandemic, women are rising to the challenge as stronger leaders and accepting the extra work that comes with it: when compared to males at the same level, women are doing more to support their teams and advance diversity, equity, and inclusion efforts.



Informal mentorship, insensitivity, lack of inclusion, micro aggression, and a lack of role models, according to Allianz Care, are some of the factors that are preventing diversity and inclusion in the workplace. Supporting diversity requires diverse leadership and middle management. In other words, if senior management is diverse, so will the entry level.

Ammara Qaisar (2021), 'Hitting the glass ceiling' suggests that implicit prejudices and cultural preconceptions about what a 'right' candidate looks like and what they can add to the table are more likely to prohibit women and minorities from going beyond a certain point in their careers. It was commonly considered at the time that women lacked the essential leadership experience and qualifications, which was why they were not promoted to higher positions. Women are frequently excluded from informal networks and circles, which have been shown to have a role in career progression in studies. They aren't considered "just one of the boys," hence they aren't considered part of the in-group.

Namrata singh (2021); Kimberly-Clark India's leadership team is 45 percent female, and they feel that creating a safe and inclusive work environment for their coworkers is critical to transforming work dynamics. They believe in sharing the responsibility for creating a safe and inclusive work environment with each employee. As a result, businesses are adapting, believing in, and embracing inclusion and diversity, which are no longer simply buzzwords.

Women in Business and Management: The International Labour Organization (ILO)¹ surveyed approximately 13,000 enterprises in 70 countries for its Business Case for Change study. According to more than 57 percent of respondents, gender diversity programmes improved organisational outcomes. Profit increases ranged from 5% to 20% for nearly three-quarters of companies that tracked gender diversity in management, with the majority reporting gains of 10% to 15%. In senior management, gender balance is defined as 40-60% of either gender, which is the same as in the general labour force. According to the poll, the beneficial impacts of gender diversity begin to compound when women hold 30% of senior management and leadership roles. Nearly 60% of organisations, however, fail to achieve this goal, making it difficult for them to realise the rewards. In nearly half of the organisations analysed, women make up less than one-third of entry-level management recruits, signalling that the pipeline to senior management may be lacking in talent.

Another factor is the "leaky pipeline," which refers to the tendency for the share of women in management positions to decline as the level of management rises. The "glass wall" refers to the preponderance of women in professions such as human resources, finance, and administration, which are considered as less strategic and so less likely to ascend to CEO and boardroom roles. Only over a third of the companies questioned had attained the critical mass of a female board member. Around one-eighth of respondents said their boardrooms were still all-male. Male CEOs were found in more than 78 percent of the firms that responded, while **female CEOs were more likely to be small enterprises.**

Women offer a rich resource pool that firms are failing to tap into during a moment of talent shortages. If a firm wants to prosper in the global market, genuine gender diversity should be a key component of its business plan. Employer and corporate membership groups, as well as trade associations, must take the lead in promoting excellent policy and real implementation.

Rossa Brown supports for a bigger pool of talent, taking into account a variety of viewpoints. Collaboration improved, vouches for staff retention improved, and profitability increased. Companies who do not encourage women to enter their employment are losing half of their potential and ability. These can have a substantial influence on your productivity and bottom line if you take advantage of them. Having men and women on your team helps you to take advantage of the many different viewpoints and tactics that come from different life experiences. A variety of viewpoints may help firms find and seize new possibilities, as well as foster creativity and innovation. It can also encourage businesses to examine gender stereotypes. Women in teams can help teams run more smoothly and collaborate more effectively. Women are better at reading nonverbal cues than males, according to research. They also found that groups with more women were more adept at taking turns speaking, allowing them to maximise the group's combined knowledge and talents. This will benefit businesses while working on projects in person as well as when working on projects remotely. It will also assist if employees use contemporary corporate communication platforms to discuss ideas, start conversations, and gather feedback. At work, having an open culture boosts morale and expands opportunity.

Female millennials prefer organisations with a good track record on diversity, according to a PwC report, with 85 percent saying it is important to them. A reputation as an inclusive workplace demonstrates your strong business principles, which can help you land more jobs. Time and time again, evidence supports the idea that gender diversity has a positive impact on the bottom line.

Organizations with the highest gender diversity, according to McKinsey, are 21 percent more likely to achieve above-average profitability. Furthermore, having women on a company's board of directors, according to an MSCI study, boosts productivity.

According to the World Economic Forum (WEF), the epidemic has thrown gender equality efforts back a decade or more. This is something that business leaders cannot afford to overlook. Organizations that do not take aggressive efforts to resolve gender imbalance in the workplace risk losing some of its best employees—and may struggle to recruit younger people, who prefer to work for companies that have a truly inclusive culture. The presence of women on a company's board of directors boosts productivity.

LGBT+ women and women of colour are more likely than the general population to report worse levels of mental wellbeing and work-life balance. Since the COVID-19 issue began, LGBT+ women are less likely than non-LGBT+ women to think that their employer's commitment to aiding women has been appropriate (35 percent vs. 44 percent). Women in these communities have also faced more discriminatory treatment. In the poll, women of colour were more likely than white women to have received remarks regarding their communication style (15 percent vs. 5%), as well as having their judgement questioned (14 percent vs. 8 percent). Women who identify as LGBT+ are nearly four times more likely to have heard sexually narcissistic remarks.

Some companies have created truly inclusive environments where women are fully supported by management and respected by their coworkers. Women who work for companies that are "gender equality leaders" have higher levels of mental well-being, motivation, productivity, and dedication to their employers. In comparison to women who work for firms that do not have an inclusive culture, they are also significantly more likely to indicate they intend to stay with their employers for more than two years (we refer to these as "lagging organizations"). Working conditions are also said to be more tough for single parents. Almost two-thirds (65%) of those who had to reduce or adjust their working hours due to care responsibilities during the pandemic felt it impacted their relationship with their employer, compared to 45 percent of the general population. These women's work-life balance has also been impacted by their caregiving duties. In compared to the general population, roughly 58 percent of solitary parents have a difficult time balancing job and family life (44 percent). According to the study, the majority of gender equality leaders (59 percent) are in senior management or higher positions in their companies, and more than half are from Generation X or the Baby Boomer generation.

This might indicate that workplace equality increases with age and seniority: as a woman's position in an organisation climbs, she will be given more chances and assistance. Organizations with women at the lead, on the other hand, may have more truly inclusive cultures. Only 6% of women in lagging firms believe their leadership team is gender diverse, compared to 38 percent of women in gender equality leading organisations. As a result, when we see women in positions of leadership, we can perceive that gender equality exists.

The benefits of being a leader in gender equality rather than a laggard are evident, and they affect almost every facet of business.

An inclusive culture in which women feel appreciated and acknowledged can be linked to all of the parameters on which gender equality champions succeed (and lagging organisations underperform). Institutional frameworks for preventing prejudice and discrimination, meeting diversity targets, and providing clear reporting mechanisms for non-inclusive behaviours have been put in place by gender equality leaders. In these companies, inclusion is also a cultural norm, which underlines their commitment to equality. The benefit is clear for both women and their companies. The data indicates significant differences in productivity, well-being, and job satisfaction between women who work for leaders in gender equality and those who work for laggards. 89 percent of women who work for laggard companies say their company's commitment to aiding them during the pandemic was insufficient, and 22% rate their ability to turn off as "extremely poor," suggesting that being a laggard is bad for business. These upsetting incidents might have long-term ramifications for their careers: In less than a year, 43% of women working in laggard firms are considering leaving. To achieve inclusiveness, organisations must be able to establish and sustain a truly inclusive culture—every day, enable work-life balance, assure visible leadership commitment, give rewarding growth opportunities for women, and reconstruct work—with gender equality in mind.

Reports from Catalyst (2020) Employee turnover was lower in companies with higher levels of gender diversity, as well as HR policies and processes that prioritise gender diversity. Women are more likely to exhibit interest in an organisation and believe it is fair when they are overrepresented in top management positions. Working in an inclusive environment is especially important for employees of colour. Employee engagement and retention are influenced by their views of inclusion. Inclusion feelings are connected to 35% of an employee's emotional commitment in their job and 20% of their willingness to stay with their organisation. According to a recent research, companies with more diverse management made 38 percent more revenue from innovative goods and services over a three-year period than those with less diversity. After watching an advertising that appears to be diverse or inclusive, consumers are more inclined to buy or consider buying a product.

Employees who feel their company is ethical are more inclined to believe so. Flow of funds rate of return on investment and diversity are also linked to financial performance. EBITDA margins (Earnings Before Interest, Taxes, Depreciation, and Amortization), Gross and net profit margins, Return on investment (IRR), Performance of investments, The market value, Margin of operating profit, Return on Capital Employed (ROA), Return on Investment (ROE), Return on Investment (ROS), Revenue, Performance in sales. There is less fraud on mixed-gender boards because of improved reporting, less disputes, and effective risk-management measures. Including women on a board of directors can improve investment efficiency and help avoid risky overinvestment decisions, as well as reduce male CEO overconfidence. Increased board member participation, including activities such as asking further information or updates on subjects under discussion, and following up on particular tasks after board meetings is seen with women on board. There are less financial reporting mistakes and problematic business behaviours such as fraud and earnings manipulation, as well as fewer financial reporting errors. Investing more on higher-quality audits increases the chances of being a victim of fraud.

Reports from PWC in 2017 CEOs from all over the globe have told them that talent diversity is a business goal as well as a significant driver of company success, with benefits such as enhanced innovation, the ability to grow the corporate brand, and improved customer satisfaction. Organizations should make boosting their desirability as a potential employer and expanding female recruiting a priority, especially at the more experienced and senior levels. Not only is it the ethical thing to do, but it is also the prudent thing to do. For employers, though, this is merely the beginning of their journey. Women are becoming an ever more desirable talent commodity, and competition for female talent is intensifying. Once female talent has been onboarded, developing, engaging, advancing, and maintaining this talent will become increasingly vital. As indicated by today's leadership and workforce demographics, as well as the viewpoints of our female, male, and employer respondents, employers still have a lot of work to do to address these concerns.

Diversity and inclusion are Goldman Sachs' first commitments. Maintaining a work environment in which workers feel free to bring their complete selves to work and are encouraged to reach their full potential is a key priority. They think that having the best team positions them to meet the requirements of customers – and that in order to have the best team, individuals must bring a varied range of perspectives to the table and reflect the variety of the communities in which they live and work.

The firm's diversity initiatives have evolved over time, from raising awareness and offering a wide range of programmes to a more organised, data-driven, and focused approach. They've put in place a number of initiatives to boost varied representation at all levels and nurture inclusion in order to help our organisation achieve its inspiring goals. Attracting and hiring a diverse workforce is essential, but it is only one part of a comprehensive plan. They offer a variety of programmes to help employees contribute to a diverse workplace, including learning opportunities like Blind Spot: Hidden Biases of Good People, which helps vice presidents and above explore unconscious thinking and its impact on decision-making, and Subtle & Significant, which looks at how everyday actions can send "micro-messages" and reinforce or erode meritocracy in the workplace. As a result, large corporations are making substantial efforts to promote diversity and inclusion in the workplace, therefore contributing to the workplace's future. Inclusivity and diversity will be a significant commitment of socially responsible businesses, as well as a societal imperative for achieving Sustainable Development Goals.

Talent diversity is a business objective as well as a key driver of business performance, "IBM is going to design the workplace of the future for a post-COVID era, committed to providing a varied, inclusive, and equitable environment for all IBMers. AI-powered tools and insights are used to identify areas where there are potential to increase diversity and inclusion. Each senior IBM executive is then accountable for striving to attain the inspirational goals for their unit, and progress

is reviewed regularly by Arvind Krishna, Chairman and CEO of IBM, and the senior leadership team. Thus small steps have began to prove that the Inclusivity and diversity is the future of work place dynamics for better productivity. extending long-standing attitude to flexibility and collaborative invention, but with a fresh sense of purpose based on everything discovered in 2020 and 2021.

3. RESULTS

Table 1. Review of literature in a time line; the Women in Board and Issues associated

Year	Author	Steps Taken For Women Inclusiveness In Senior Management.	Issues Associated To Non Inclusiveness Of Women In Senior Management.
2012	Jalumuri Siva, D. P.	Inclusivity thought	No flexibility to various values, beliefs, conversation towards inclusiveness.
2016	Kishore, K.	Obligation	Appointed ladies as directors from their family and tended to defeat the very cause of regulation.
2018	Böhmer, N., & Schinnenburg, H.	Balance at entry level	Gender position stereotypes are culturally advocated styles of conduct that can be frequently tough to detect
2019	Singh, A. K., Singhanian, S., & Sardana, V.	One lady director in Board	There is a link among the gender variety of the board and company economic overall performance in Spain, but its location specific.
2020	Ozordi, E	Female directorship brought cognitive fashion of management.	Yet no show of financial development of the company.
2021	Van Rensburg, Shandré K. Jansen.	Progress has been made globally in gender equality	Opposite version of gender imbalance may get chance to evolve.

Table 2 Reasons Women inclusiveness or non inclusiveness in senior management.

Sl no	Women inclusiveness in management.	Women non inclusiveness in management.
1	Declining birth rate,	Sexism
2	The ladies being less dependent on employed men (for motives consisting of loss of life of partners, unemployment of men, divorce or unmarried parenthood)	The companies regularly emphasize competence, experience, and qualifications, and imply age and gender not so important
3	Increasingly officially knowledgeable ladies	Self-efficacy
4	Sustainable reporting is seen	Similar gender favoritism common in men.
5	Better conflict management	Imposterism
6	Financial growth	Disrespectful manner of employer

Table 3 The secondary research provides a lot of factors supporting Inclusiveness and Diversity in Senior management as

SLNO	Diversity and inclusiveness are harmed by	Diversity and Inclusiveness are fostered by
1	Informal mentoring, Insensitivity, lack of inclusion, Micro aggression, lack of role models are also some reason for stopping diversity and inclusion in business.	Diverse leadership and middle management is the key to support diversity
2	Women and minorities are more likely to be prevented from progressing beyond a certain point in their professions due to implicit biases and cultural assumptions	Women are rising into leadership Role, women represent a strong resource pool that businesses are failing to capitalize on
3	Leaky pipeline," which refers to the propensity for the proportion of women to decrease as the management grade rises	Believes in sharing the responsibility with each employee to make a safe and inclusive work place for their colleagues

4	Glass wall" refers to the prevalence of women in professions like as human resources, finance, and administration that are viewed as less strategic and less likely to advance to chief executive and boardroom positions.	The positive effects of gender diversity begin to accrue when women hold 30% of senior management and leadership positions.
5	Pandemic has pushed gender equality initiatives back a decade or more.	A reputation as an inclusive workplace will also demonstrate your positive corporate values, which can help you in the recruitment market
6	LGBT+ women and women of colour are more likely to report lower levels of mental wellness and work-life balance	organizations with the most gender diversity are 21 percent more likely to achieve above-average profitability
7	Continuous judgment and sexist jokes are also a reason for women not rising in the hierarchy.	Women working for "gender equality leaders", firms reports greater levels of mental well-being, motivation, productivity, and commitment to their employers.
8	Promotion of women is quite difficult and also companies still issue recruitment notice male only.	Companies with higher levels of gender diversity, as well as HR policies and procedures that emphasise gender diversity, had lower levels of employee turnover

Table 4. Research and company Policies on Inclusivity

Sln.	Companies	Research and policies on Inclusivity
1	Kimberly-Clark India	Leadership team is 45 percent female
2	ILO	Female CEOs were more likely to be with small enterprises.
3	Goldman Sachs'	Diversity and inclusion are first commitments
4	PWC	The talent diversity is a business goal as well as a significant driver of company success
5	Catalyst	Employee turnover was lower in companies with higher levels of gender diversity
6	World Economic Forum (WEF),	The pandemic has thrown gender equality efforts back a decade or more
7	"IBM	Committed to providing a varied, inclusive, and equitable environment for its employees.

Reasons why Inclusivity and Diversity are the Future of Workplace Dynamics are as follows:



4. CONCLUSION

Currently the Female leadership is seen in small enterprises, and very few MNC. Though women leaders bring more consistency and less manpower turnover to an organization still they are not considered in higher position due personal bias and Sexism, imposterism, self-efficacy. . Women who work for companies that are "gender equality leaders" have higher levels of mental well-being, motivation, productivity, and dedication to their employers. Women bring more clarity and clear accounts along with scope of sustainable reporting and proper follow-up of any work taken up. Women in leadership position make the company more inclusive and allow better gender and talent diversity as well. There is no study specific to Indian companies regarding women in all leadership positions. Lgbtq+ in leadership positions is also not much researched and literature lacks evidence in context of Indian companies.

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