

Project Dissertation Report

on

“GENDER PAY GAP”

Submitted by

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2K17/MBA/29

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April – May 2019

CERTIFICATE

This is to certify that that the Project Report titled “GENDER PAY GAP” is an original and bonafide work carried out by Mr. Gagan Sunaria of MBA 2017-19 batch and was submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-110042 in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration.

Signature of Guide

(Mr. Chandan Sharma)

Signature of HOD (DSM)

(Prof. Rajan Yadav)

Place: Delhi

Date:

DECLARATION

I, Gagan Sunaria, student of MBA 2017-19 of Delhi School of Management, Delhi Technological University, hereby declare that Summer Internship report on “GENDER PAY GAP” submitted in partial fulfilment of Degree of Masters of Business Administration is the original work conducted by me. The information and data given in the report is authentic to the best of my knowledge.

This report is not being submitted to any other University for award of any Degree, Diploma and Fellowship.

(Gagan Sunaria)

Place: Delhi

Date:

ACKNOWLEDGEMENT

Due to the fact that all the knowledge required was not in the literature, it was imperative that the people who guide be very resourceful and knowledgeable. A deep sense of gratitude for the above reason is thus owed to Mr. Chandan sharma (Assistant professor) for his continuous guidance and motivation and for helping in whatever capacity he could at various stages in the project I really appreciate their involvement in the project and their regular advices that helped me refine the project as I went along and also inculcate all the points that help significantly with the growth in my learning.

I extend a vote of thanks to my Project Mentor Mr. Candan Sharma for valuable suggestions also on completing the project report.

Finally, a note of thanks is due to all those, too many to single out by names, who have helped in no small measure by cooperating during the project.

GAGAN SUNARIA

EXECUTIVE SUMMARY

The **gender pay gap** or **gender wage gap** is the average difference between the remuneration for men and women who are working. Women are generally paid less than men. There are two distinct numbers regarding the pay gap: *unadjusted* versus *adjusted* pay gap. The latter takes into account differences in hours worked, occupations chosen, education and job experience. For example, someone who takes time off (e.g. maternity leave) will likely not earn as much as someone who does not take time off from work. In the United States, for example the unadjusted average female's annual salary has commonly been cited as being 78% of the average male salary, compared to 80–98% for the adjusted average salary.

The reasons for lower pay include both individual choice and other innate and external factors. An example of a voluntary choice is choosing to work part-time when full-time employment is available. An example of an involuntary choice is working a low-skill job because of an inability to access higher education. An example of an external factor is discrimination.

The gender pay gap can be a problem from a public policy perspective even when the reason for the gap is entirely voluntary, because it reduces economic output and means that women are more likely to be dependent upon welfare payments, especially in old age.

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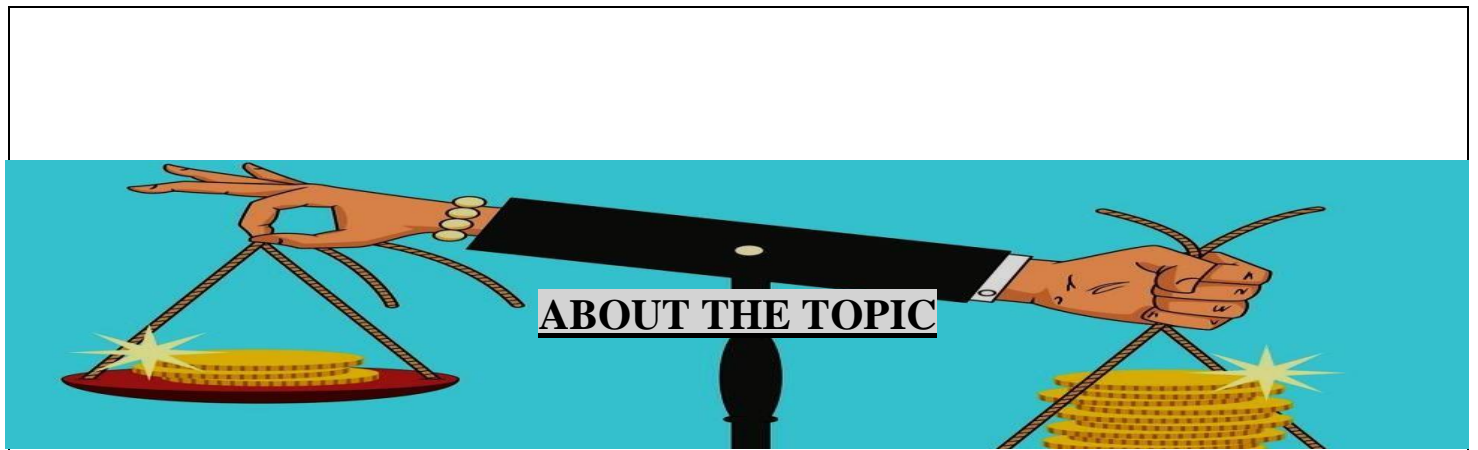
INTRODUCTION

INTRODUCTION

You've probably heard that men are paid more than women are paid over their lifetimes. But what does that mean? Are women paid less because they choose lower-paying jobs? Is it because more women work part time than men do? Or is it because women have more care giving responsibilities? And what, exactly, does gender bias have to do with pay checks? Did you know that in 2015, women working full time in the United States typically were paid just 80 percent of what men were paid, a gap of 20 percent? While the number has gone up one percentage point from 2014, the change isn't statistically significant — because the increase is so small, mere tenths of a percent, it doesn't amount to perceptible change. The gap has narrowed since the 1970s, due largely to women's progress in education and workforce participation and to men's wages rising at a slower rate. Still, the pay gap does not appear likely to go away on its own. At the rate of change between 1960 and 2015, women are expected to reach pay equity with men in 2059. But even that slow progress has stalled in recent years. If change continues at the slower rate seen since 2001, women will not reach pay equity with men until 2152.

Women are no longer an underclass of “roti makers” and “child producers” to be cast aside and held back from progress. Given an equal opportunity, they are capable and ambitious as their male colleagues. Despite the gains women have made in the workforce, the pay gap persists.

Women in every state experience the pay gap, but in some states it's worse than others. More education helps increase women's earnings, but it still doesn't close the gender pay gap. Hence there is a need to address this issue of Gender Pay Gap at every level possible.



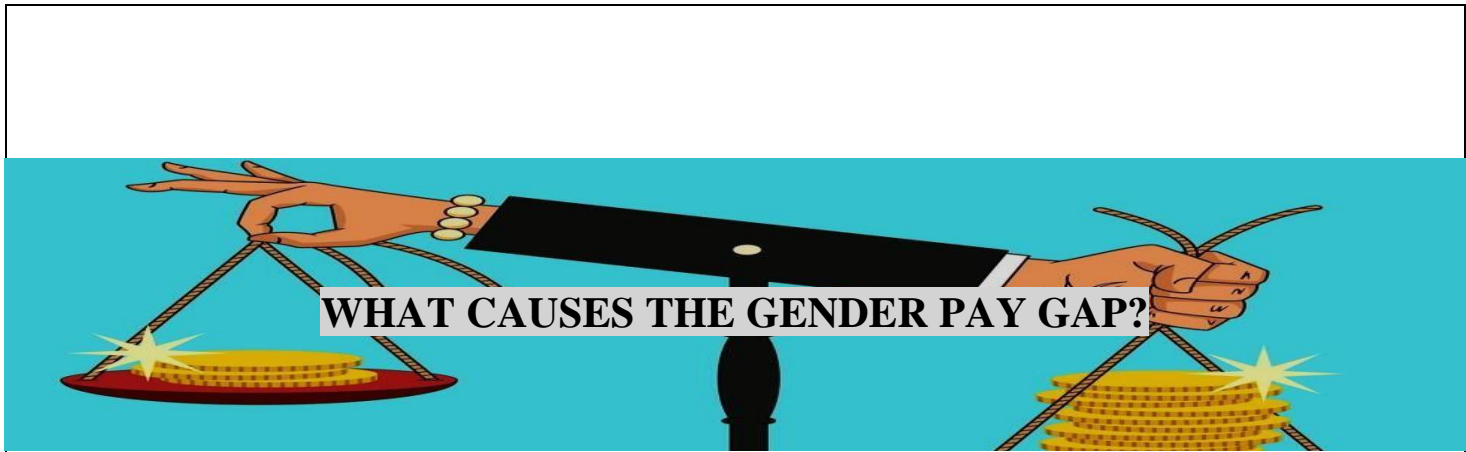
The **gender pay gap** is the difference between women's and men's average weekly full-time equivalent earnings, expressed as a percentage of men's earnings. The national gender pay gap is currently 17.3% and has hovered between 15% and 19% for the past two decades.

The national gender pay gap based on AWE is a symbol for the overall position of women in the workforce. The gap is due to a variety of causes, including differences in education choices, differences in preferred job and industry, differences in the types of positions held by men and women, differences in the type of jobs men typically go into as opposed to women (especially highly paid high risk jobs), stereotypes about the work women and men 'should' do and the way men and women 'should' engage in the workforce.

The gender pay gap is a high level indicator of the difference between women and men's earnings. Since the late 1990s the gender pay gap has been steadily reducing but still the gap is huge and needs to be minimised further.

The gender pay gap is still alive and well as we go into 2018, unfortunately. Some reports show that it's slowly shrinking, but other analysts claim the change is so small (**mere tenths of a percentage point**) that the shrink the gap is negligible.

The hard truth either way is that women still make about 20% less than men for doing the same jobs. That adds up to a whopping ***\$10,470 less per year*** than men make for doing the exact same work. That's **more than \$840 billion that women lose in wages every year.**



Decades of evidence have revealed a complicated story regarding the causes, and it is clear that the gender wage gap is about more than just personal choice made by females. There are a number of complex and often interrelated factors that explain the existence of the gender pay gap. It is a real and persistent problem, and it is a problem that calls for immediate and nimble policy solutions. But in order to achieve pay equity, it helps to understand the origins of the gap.

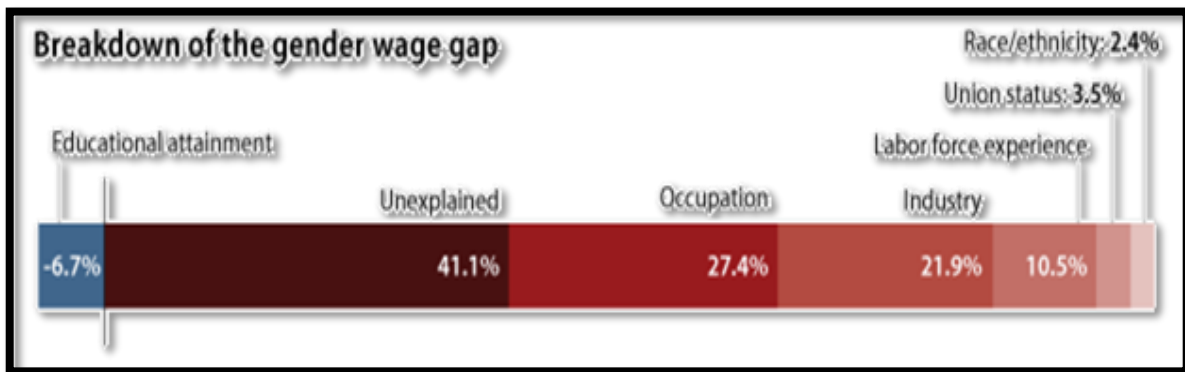


Image Source: Lawrence Kahn, “the gender pay gap”

Among men and women employed full time, 60 percent of the wage gap can be attributed to known factors such as **work experience** at 10 percent, **union status** at 4 percent, and the aforementioned choice of occupation at 27 percent, among other measureable differences. Another quarter of the wage gap is attributable to the differences in wages paid by industries that employ mostly men or mostly women. These include blue-collar industries such as mining, manufacturing, and construction, which generally employ men, and service-sector or clerical jobs, which generally pay less and employ more women. More than 40 percent of the gender wage gap is “**unexplained**,” meaning that there is no obvious measureable reason for a difference in pay.

The pervasiveness of the wage gap across all industries, occupations, education levels, and other demographics suggests that the pay gap is a result of historic and cultural beliefs that are common to us all.

Some of the causes are described as follows:

1. Direct discrimination

- Some women are paid less than men for **doing the same job**. This factor only explains a small part of the gender pay gap, due to the effectiveness of the European Union and national legislation.

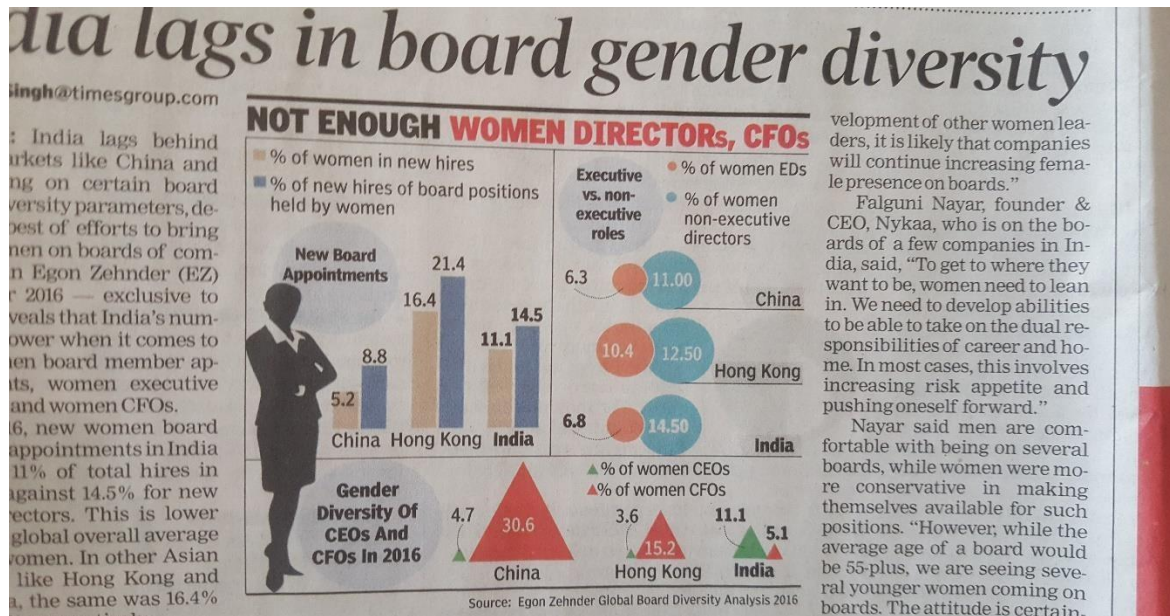
2. The undervaluing of women's work

- More frequently women earn less than men for **doing jobs of equal value**. One of the main causes is **the way women's competences are valued** compared to men's.
- Jobs requiring similar skills, qualifications or experience tend to be poorly paid and undervalued when they are dominated by women rather than by men. For example, the (mainly female) cashiers in a supermarket usually earn less than the (mainly male) employees involved in stacking shelves and other more physical tasks.
- In addition the evaluation of performance, and hence pay level and career progression, may also be biased in favour of men. For example, where women and men are equally well qualified, more value can be attached to responsibility for capital than to responsibility for people.

3. Segregation in the labour market

- The gender pay gap is also reinforced by the **segregation in the labour market**. Women and men still tend to work in different jobs. On the one hand, women and men often predominate in different sectors. On the other hand, within the same sector or company women predominate in lower valued and lower paid occupations.
- Women often work in sectors (for example in health, education, and public administration) where their work is lower valued and lower paid than those dominated by men. When we look at the health sector alone, 80% of those working in this sector are women.
- Moreover, women are frequently employed as administrative assistants, shop assistants, or low skilled or unskilled workers - these occupations accounting for an important proportion of the female workforce. Many women work in low-paying occupations, for example, cleaning and care work.

- Women are under-represented in managerial and senior positions. For example, women represent only around 17% of board members in the biggest publicly listed companies within the EU, around 4% of chairs of boards, and a third of scientists and engineers across Europe.



Times of India –25 February 2018

4. Traditions and stereotypes

- Occupational segregation is frequently linked to **traditions and stereotypes**. Whilst in some cases this may reflect personal choices, traditions and stereotypes may influence, for example, the choice of educational paths and, consequently, professional careers that girls and women make.
- While around 60% of new university graduates are women, they are a minority in fields like mathematics, computing and engineering.
- Consequently, there are fewer women working in scientific and technical jobs. In many cases this results in women working in lower valued and lower paid sectors of the economy.
- Because of these traditions and stereotypes, women are expected to reduce their working hours or exit the labour market to carry out child or elderly care.

5. Balancing work and private life

- Women experience greater difficulties than men when it comes to **balancing work and private life**.

- Family, care and domestic responsibilities are still not equally shared. The task of looking after dependent family members is largely borne by women. Far more women than men choose to take parental leave. This fact, together with the lack of facilities for childcare and elderly care, means that women are often forced to exit the labour market: only 65.8% of women with young children in the EU are working, compared to 89.1% of men.
- Although part-time work may be a personal choice, women have greater recourse to part-time work in order to combine work and family responsibilities. There is evidence of a pay gap in hourly earnings of part-time and full-time workers. Across Europe around 32% of women work part-time, compared to only around 8% of men.
- Consequently, women have more career interruptions or work shorter hours than men. This has a negative impact on their career development and promotion prospects. It also means less financially rewarding careers.



As women’s labour market participation and education increased, so did their career opportunities. Women have made tremendous progress in entering occupations that were once heavily male - dominated; part of what Claudia Goldin has termed the “**quiet revolution.**” Although occupational segregation has fallen, women are still more likely to work in lowerpaying occupations and industries. Women remain underrepresented in the three industries with the highest average wages: information services, mining and logging, and utilities, but represent more than half of employees in the three industries with the lowest average wages: leisure and hospitality, retail trade, and other services. Even when women and men are working side-by-side performing similar tasks, however, the pay gap does not fully disappear.

“Blue –collar” industries including mining, construction and manufacturing are maledominated sectors. Women, meanwhile, are concentrated in health, education and retail. Financial and insurance services were ranked worst in terms of pay gap. Top levels of management also remain heavily male dominated with just 15.4% of CEO positions and 27.4% of key management personnel positions held by women.

The pay gap between men and women by industry

The pay for men outpaces that of women in all these big industries. Below is the difference between men’s and women’s median earnings.

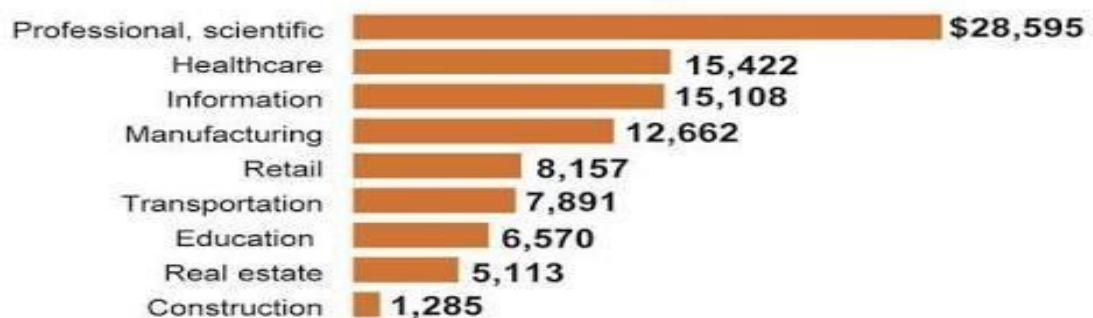


image source: glassdoor survey constructed by harrir, global gender pay gap, October 2017

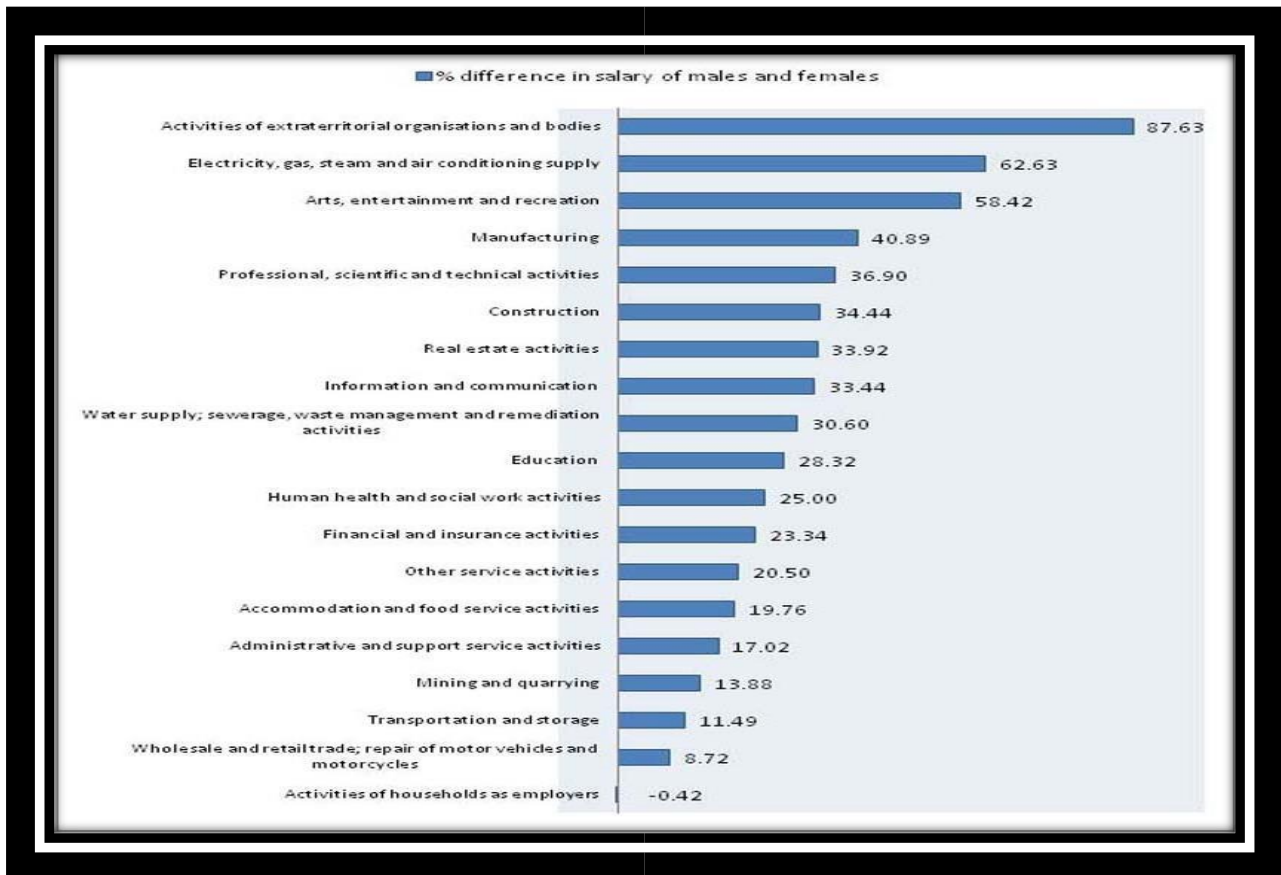


image source: PayCheck.in

Pay gap is highest for activities of extraterritorial organizations and bodies at 87.63%. It is also considerably high for arts, entertainment and recreation industry and industry category of electricity, gas, steam and air conditioning suppliers at more than 50%. Whereas, it is negative for activities of households as employers at merely (-0.42)% and for Wholesale and retail trade industry it is less than 10% .

In 2013, among full-time, year-round workers, women were paid 78% as much as men, **according to the American Association of University Women .**

That's the so-called pay gap between genders, and it hasn't moved much in a decade . Now, new data released by the US Census Bureau reveals the scope of that gap within occupations. It compares men and women's full-time wages in 342 professions.

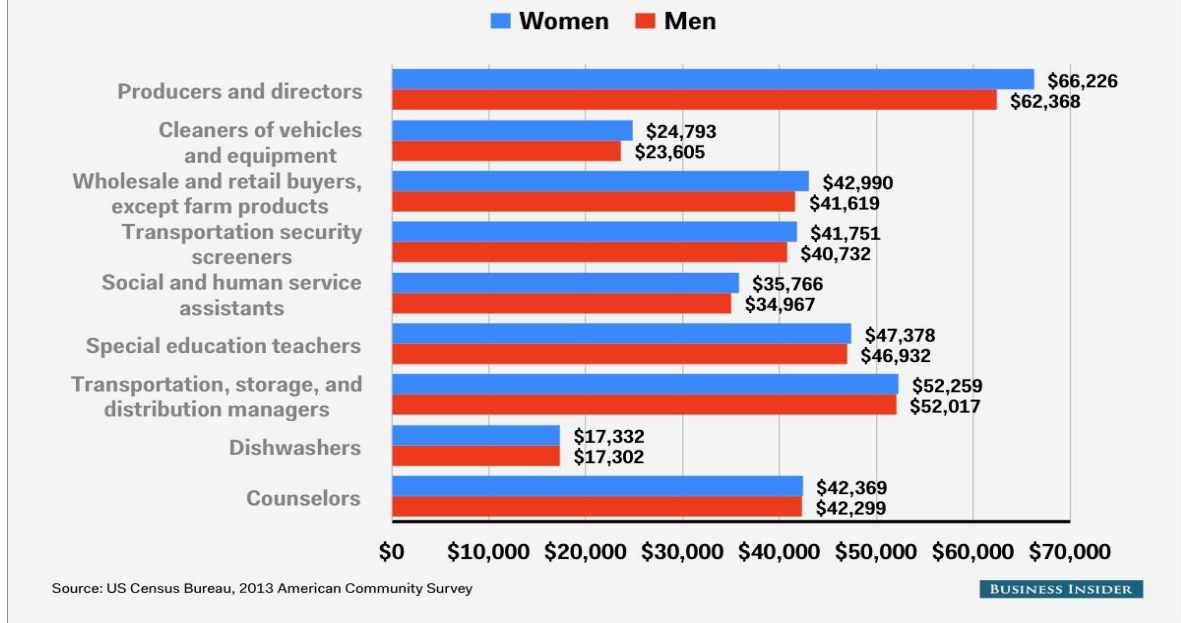
As Catherine Rampell reports at the Washington Post , w omen earn more than men in only nine of them.

Furthermore, in the tiny fraction of jobs in which women earn more than men, it's by a nearly inconsequential amount.

But when men out-earn women, it can be by a significant amount.

Here are a few of the most extreme examples:

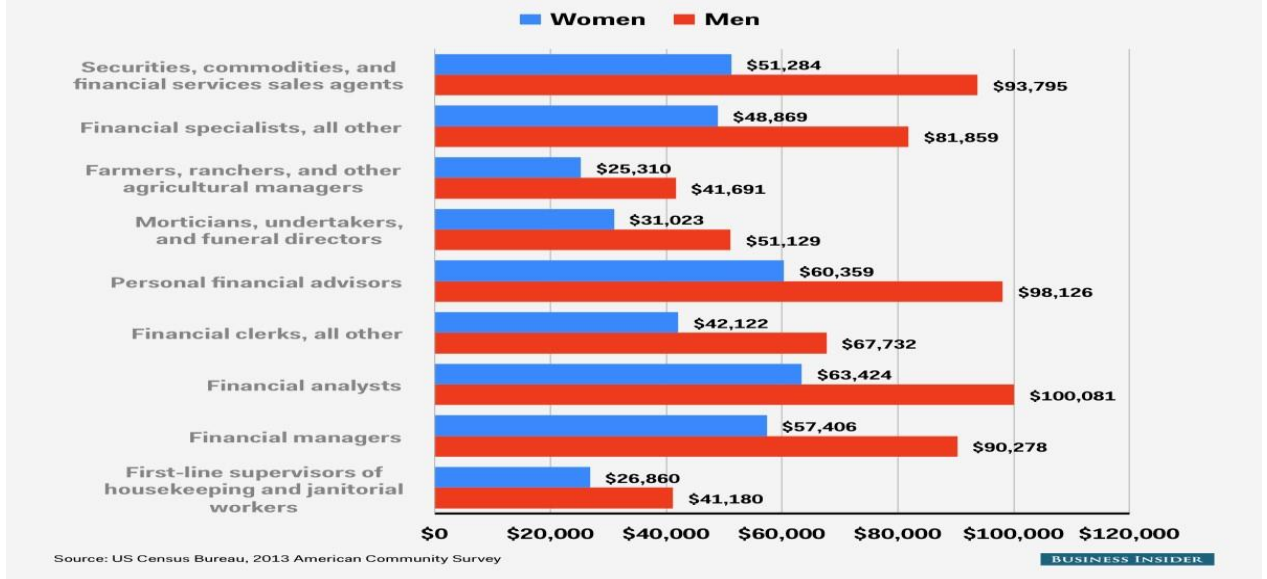
Jobs where women make more than men



The standard explanation for the pay gap is that women self-select into low-paying, altruistic professions like nursing, teaching, and non-profits, while men pursue highly lucrative, less altruistic careers.

But this data shows the faults in that argument, since the pay gap persists in almost all job functions.

Jobs where men make more than women



A new study on the gender pay gap using salary data from more than 1.4 million full-time employees from PayScale, an online crowdsourced salary database, reveals that men aren't just outearning women in male-dominated fields, they make more money in every industry.

According to the PayScale data, "There is no industry where women earn equal to or more than men overall, even when controlling for all measured compensable factors."

Men dominate mining, quarrying, and oil and gas extraction, so it's no surprise that these industries have the largest controlled gender pay gap at 5.4%. But taken together, the male-dominated farming, fishing, and forestry occupations have the largest controlled gender pay gap, at nearly 10%.



In tech, another industry where women are underrepresented, the gender pay gap is smaller, coming in at 1.4%. PayScale found, “This holds true for the controlled pay gap at all job levels except at the executive level, where the controlled gender pay gap for the tech industry is slightly larger than in non-tech industries.”



Same qualifications, different outcomes



Source: Global Gender Gap Index 2016, World Economic Forum

Higher education doesn’t alleviate the difference in earnings. PayScale found that at the GED/high school grad level, the pay disparity is 2.3%, while PhDs have the highest controlled pay gap (5.15%), followed by MBA holders (4.7%), and MDs (4.6%).

Engineers tie with graduates of art and design schools for the lowest controlled gender pay gap of 1.9%. By contrast, graduates of ivy league schools report the second-highest controlled gap at 4%.

Here’s a list of occupations and what the wage gap is between men and women:

- Farming, Fishing, and Forestry 9.4%
- Installation, Maintenance, and Repair 7.6%
- Production 5.9%
- Construction and Extraction 5.2%
- Management 4.5%
- Sales and Related 4.5%
- Transportation and Material Moving 4.1%

- Business and Financial Operations 4.0%
- Life, Physical, and Social Science 3.9%
- Protective Service 3.3%
- Education, Training, and Library 3.2%
- Computer and Mathematical 3.0%
- Food Preparation and Serving Related 3.0%
- Healthcare Practitioners and Technical 2.8%
- Legal 2.5%
- Office and Administrative Support 2.5%
- Healthcare Support 1.9%
- Architecture and Engineering 1.7%
- Arts, Design, Entertainment, Sports, and Media 1.7%
- Community and Social Services 1.6%
- Building and Grounds Cleaning and Maintenance 1.6%
- Personal Care and Service 1.4%



In 2015, the U.S. women’s soccer team defeated Japan in what was one of the greatest World Cup Performances of all time. It was the most watched soccer match in U.S. history – for both men and women.

But unlike the winners of the 2014 men’s World Cup, the U.S. women were not bathing in money. Sure, they got a big chunk of \$2 million for the team in prize money from FIFA – but that is nothing next to what the German men took home: \$35 million for the team FIFA.

This startling difference is not limited to just prize money but also extends to salaries for professional athletes all across the world. According to *ATLAS*, a data website the minimum annual salary for a professional female soccer player in the U.S. is \$6,842, which is *below* the Federal poverty line, while their male counterparts make at least \$60,000 – that is *nine times more*.



image source: critical media literacy- worldpress.com



The disparity in pay is alarming.

TENNIS

Tennis is by far the most lucrative sport for female athletes, and also the most gender-equitable. Seven of the 10 highest-earning female athletes in 2015 were members of the WTA Tour, according to *Forbes* magazine. Prize money is equal for men and women at all four grand-slam events—the Australian Open, the French Open, Wimbledon and the U.S. Open.

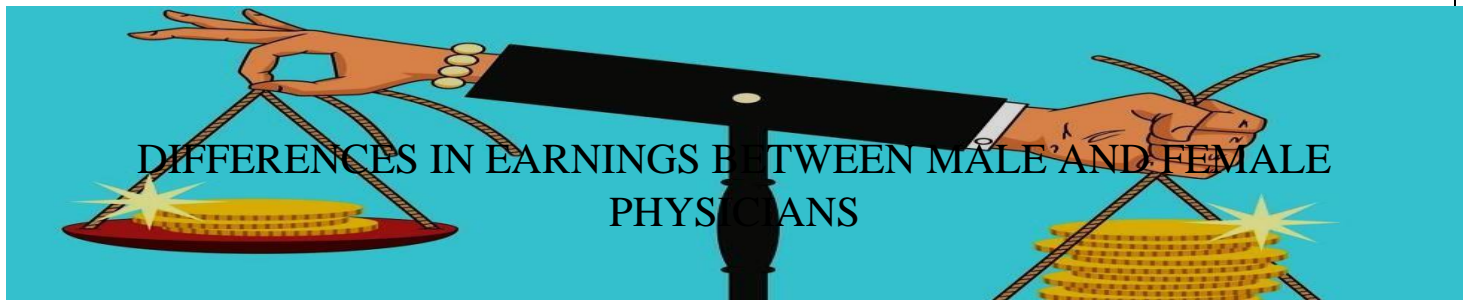
BASKETBALL

Undervaluing the labour of women compared to that of men is bad, but failing to value the efforts of the women at all is worse. While the men's basketball teams playing in the NCAA Tournament earn their conferences about \$1.6 million per victory, the women's teams earn their conferences...nothing.

GOLF

Unfortunately however, gender pay inequity is still persisting in professional sports. Golf continues to be an abuser of unequal tournament prize money, with over \$340m in prize money for the 2014 PGA tour being more than five times that of the new-high for the 2015 LPGA tour, which was \$61.6 million. The misconception about golf meaning 'gentleman only ladies forbidden' may not be so untrue if this prize money inequality continues. However certain changes are taking place in this area, the 2017 men's and women's World Squash Championships will have tournament prize money equality for the first time with both champions taking home \$45,000. Professional Squash Association chief Alex Gough says prize money parity is "**a huge step forward that everyone in the sport can be proud of**". Tennis is the most gender-equitable sport for women, the only sport that places women on Forbes's

"World's 100 Highest-Paid Athletes," and also idolizes female players more than other sports.



Even in the medical field gender pay gap is evident. Male physicians have earned more than female physicians, even after differences in the number of hours worked, specialty, practice setting etc. after survey being conducted by an independent body on earnings of physicians under 45 years of age with two to nine years of practice experience and on earnings of physicians with 10 or more years of experience in their field. It was found that among physicians having 2-9 years of experience, young male physicians earned 41% more per year than young female physicians. Per hour, young men earned 14% more than young women. However, after adjustment for differences in specialty, practice setting and other characteristics, no earnings difference was evident. Among physicians with 10 or more years of experience, men earned more than women. It was later concluded on the basis of the survey that young male and female physicians with similar characteristics earn equal amounts of money. However, differences in earnings between men and women remain among older physicians and in some specialties.

There is a rising welcome trend of women joining medical colleges in India, with female students being comparable in number or even **outnumbering male students** in many colleges. The gender pay gap in India in the healthcare sector stands at **26 per cent** – Median gross hourly salary fluctuated: it stood at **Rs 216.5 in 2013, at Rs 240.6 in 2014 and in 2015, it decreased to Rs 220.4**. The report states an overall gender pay gap of 27 percent in India where men earned a median gross hourly salary of Rs 288.68, whereas women earned only a median gross salary of Rs 207.85 per hour.

Given the high number of women entering medicine—a status report in 2012 pegged the number of female medical students in India at around 200 000, compared with 175 000 male students—and subsequently also joining as faculty in medical colleges, one would expect a significant number of them to occupy top leadership positions in medical education. This is where there seems to be a gap—**much fewer women occupy positions of director or principal in medical colleges in India than men.**



From Marilyn Monroe to Meryl Streep, Hollywood has long idolized iconic actresses. The industry ladles out awards and promotional adoration, but when it comes to their pay checks; Hollywood seems to love women a little bit—and in some cases a lot—less. Not only are women grossly underrepresented in film, television and comedy, they are also often under paid compared to their male counterparts.

The gender pay gap, which is present across all industries and pay scales in the U.S., is finally receiving more media attention in Hollywood as stars including Jennifer Lawrence, Meryl Streep and Viola Davis have spoken out on the disparity. Here is what you need to know about the less-than-entertaining ways that the entertainment business compensates its female stars.

On The Big Screen

The world's highest -paid actress, Lawrence, made \$52 million in the 12 months to June 2015—an impressive number until it is compared to the \$80 million banked by Robert Downey Jr., the world's top-paid actor.

“I got mad at myself...I failed as a negotiator because I gave up early.”

- Jenifer Lawrence

Even after three Oscar wins, Streep says she gets paid less than her male co-stars. **Amanda Seyfried** recalled that she has, at times, only earned a 10th of what male actors have while working on the same film.

All of these women have echoed the sentiment of Patricia Arquette, who brought the issue to the world’s attention at last year’s Oscars when she said in her acceptance speech for Best Supporting Actress,

“To every woman who gave birth, to every taxpayer and citizen of this nation, we have fought for everybody else’s equal rights. It’s our time to have wage equality once and for all and equal rights for women in the United States of America.”

– Patricia Arquette

But it is not only the number on the paycheck that is the problem: Women are also greatly underrepresented on the big screen, leading to fewer opportunities to make money, an issue that Reese Witherspoon brought up at the American Cinematheque Awards in:

“Women make up 50% of the population, and we should be playing 50% of the roles on the screen.”

- Reese Witherspoon

That is a dream that is far from a reality.

When it comes to pay disparity, music may be the area of the entertainment industry in which women are best compensated for their work. **Katy Perry** was the top-paid musician last year, earning **\$135 million to beat** out **Garth Brooks**, the highest paid male solo musician, who made **\$90 million**.

But, still, there is an expectation that women do not discuss earnings and success. Perry told Forbes that she believes women fear being considered hubristic. “I’m not here to brag,” said Perry on being Forbes’ cover star. “I’m here to inspire other females.”

Wage gap in Bollywood is worse than that in Hollywood.

Priyanka Chopra has openly spoken about the gender pay gap, causing inequality between male and female actors. She has herself previously experienced the low wages in India compared to her male co – stars. While doing Hindi films in India, Chopra says she complained about her low pay. She was unhappy when the producers’ response was that, she can easily be replaced. Priyanka is ranked the eighth highest paid TV actress in the world, earning \$11 million.

Still her wage equals to 11th place on the actors’ list.

But exactly how much less do women lead stars get compared to men?

Aamir Khan and Salman Khan gained up to **\$40-50 million for their films in 2016 where as female stars make around a fifth of that amount.** The gap is huge.

Be it Deepika Padukone’s role as the independent but hassled daughter in “Piku” or Kangana Ranaut’s double avatar as Tanu/Datto in “Tanu Weds Manu Returns,” **2015 saw actresses finally win the box office battle and question the gender pay disparity in Bollywood.** While

Ranbir Kapoor’s Bombay Velvet was struggling to cross the Rs 25 CR mark at the box-office, Piku was flying high in its third week with Rs 72 CR and Tanu Weds Manu Returns was eyeing the Rs 100 CR milestone. And this not a flash in the pan or exception - Anushka Sharma’s sleeper hit NH10 or Vidya Balan’s golden run at the box-office with No One Killed Jessica , The Dirty Picture and Kahaani. The mathematics here pours cold water on the belief that’s been blindly bandied about for decades in the film industry – which heroes “deserve” to charge more money than heroines. While Bollywood’s highest paid actress, Deepika Padukone, can ask for anything between Rs 7 to 9 CR per film, a Ranveer Singh is reportedly paid something between Rs 15 to 20 CR for the same (the top 3 Khans are in a totally different league with price tags of Rs 50 CR upwards).

So yes the gap in terms of pay still exists in the entertainment sector be it Hollywood or Bollywood but in recent times actresses are trying to change this scenario by doing more women centric movies, negotiating for an equal pay and not staying dependent on the male leads in the movie.

“I don’t like the fact that I get paid less than the boys even though I’ve worked as hard as them.”

- Priyanka Chopra

Deeper Disparities for Women of Colour

The earnings disparity is even worse for women of colour. While, on average, women in this country make an around 78% of their male counterparts, African American and Native American women make 64 cents and 59 cents, respectively, for every dollar made by white men, and Hispanic women earn just 56 cents to a white man's dollar. And this imbalance also stands in the representation of people of colour in films. According to the Annenberg study, 4.9% of speaking or named characters in the 100 top-grossing films of 2014 were Hispanic or Latino—a tremendous underrepresentation considering the same people comprise 17% of the population. For blacks and Asians, the number was slightly higher at 12.5% and 5.3%, respectively. In fact, only 17 of the same 100 films starred an actor of an underrepresented ethnic group.

Hispanic women will have to wait until 2248 and Black women will wait until 2124 for equal pay.

How to Get Away with Murder actress Viola Davis articulated the difficulties facing women of colour in her recent Emmy award acceptance speech:

“The only thing that separates women of colour from anyone else is opportunity,” she said.

“You cannot win an Emmy for roles that are simply not there.”



Women in India earn 25% less than men, proving that gender continues to be a significant parameter in determining salaries in India, according to the Monster Salary Index (MSI) on gender for 2016. While men earned a median gross hourly salary of Rs345.8, women earned Rs259.8 in 2016. The gap has narrowed by two percentage points from 27.2% in 2015 and is closer to the 24.1% in 2014. About 68.5% women at Indian workplaces also feel that gender parity is still a concern and the management needs to “walk the talk”.

Analyzing the employment intensive sectors, the index derives that the average gender pay gap in the manufacturing sector stood at 29.9%. This is an improvement of 5 percentage points from 2015—the highest in India. This was followed by a 25.8% pay gap in the IT sector. The gender pay gap in the banking, financial services and insurance (BFSI) sector was at 21.5%, which is still below the general gender pay gap in India (25%). In education and research sector, the average gender pay gap was at 14.7%.



Here is a sectorial overview:

Information and Communication Technology Services

- The average gender pay gap of 38.2% is one of the widest observed in this report. Women earn Rs142.5 less per hour than men. This means that men gain another 38.2% more of their salary.
- Salaries for both, men and women, decreased in 2015 and then rose above the 2014 pay levels in 2017.
- Absolute decreases and increases have been stronger for female employees.

Financial Services, Banking and Insurance

- The gender pay gap in the financial services, banking and insurance sector amounts to 21.5%.
- This is slightly under the general gender pay gap in India (25%). On average, men earn an hourly median wage of Rs346.4 and women Rs272.
- The comparison of the three years reveals that the wages for both genders experienced only little changes from 2014 to 2015.
- In 2016, however, wages rose by Rs144.3 (+45.4%) for male employees and by Rs79.5 (+29.8%) for female employees. Therefore, while the gender pay gap shrank slightly from 2014 to 2015, it grew again in 2016 to 25.0%.

Education and Research

- In the education and research sector, the gender pay gap amounts to 14.7% on average. It is nearly 10 percentage points below the overall level of 25%
- Hourly median wages for men have risen by 7.0% from Rs190.5 to Rs203.8 between 2014 and 2016

- Women also gained more in 2016 than 2014 as much as Rs50.5 (32.8%). The gender pay gap increased again from 19.2% and 13.1% in 2014 and 2015, respectively, to -3.4% in 2016

Healthcare, Caring services, and Social Work

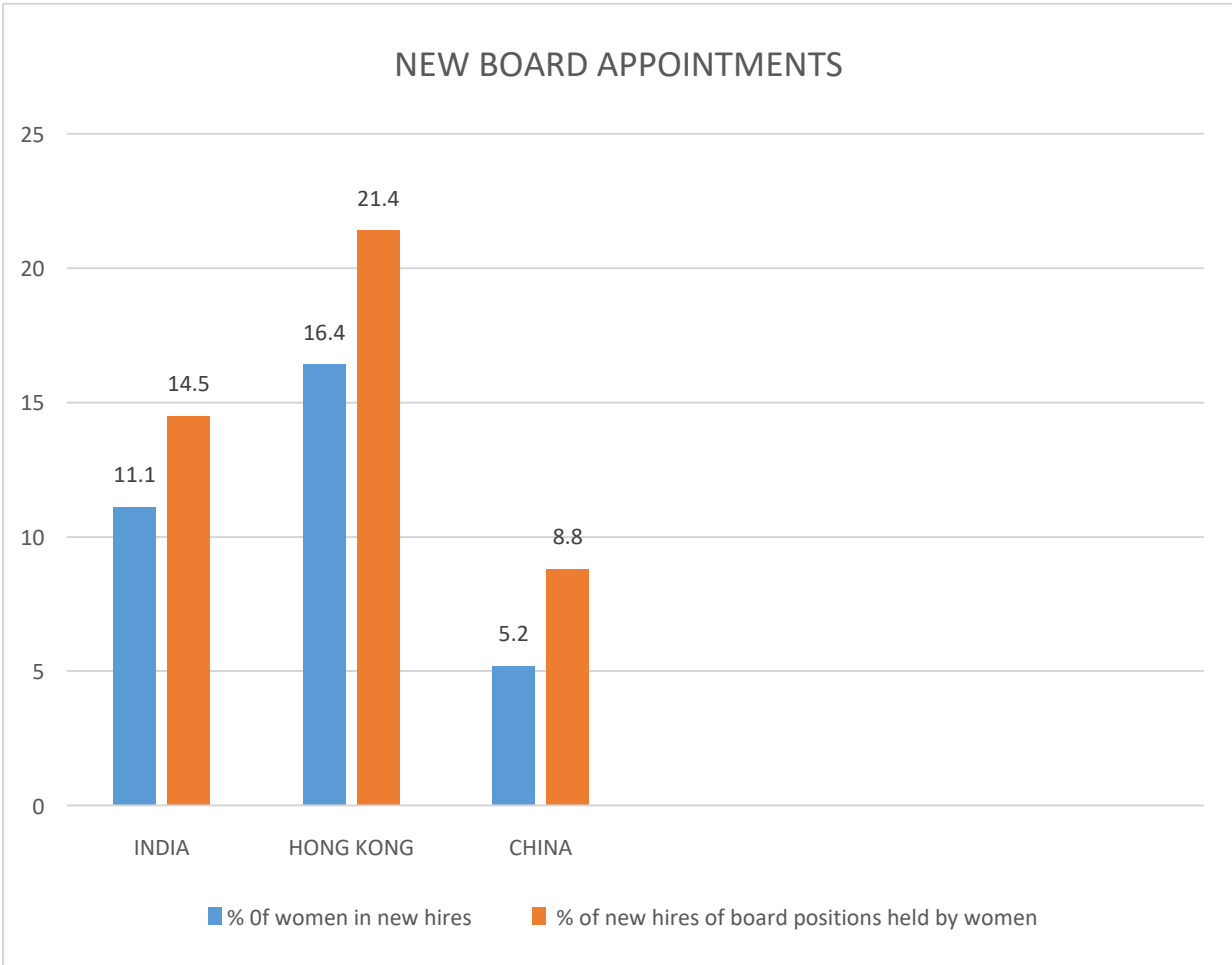
- On average, a 22.6% gender gap exists in the healthcare, caring services, and social work sector. Male employees earned Rs242.4, female employees Rs187.6 per hour (-Rs 54.8)
- The gender pay gap was smallest in 2015 with only Rs8.3 (3.6%) making wages nearly equal. In 2016, however, the gap increased significantly to Rs103.3 (39.9%).

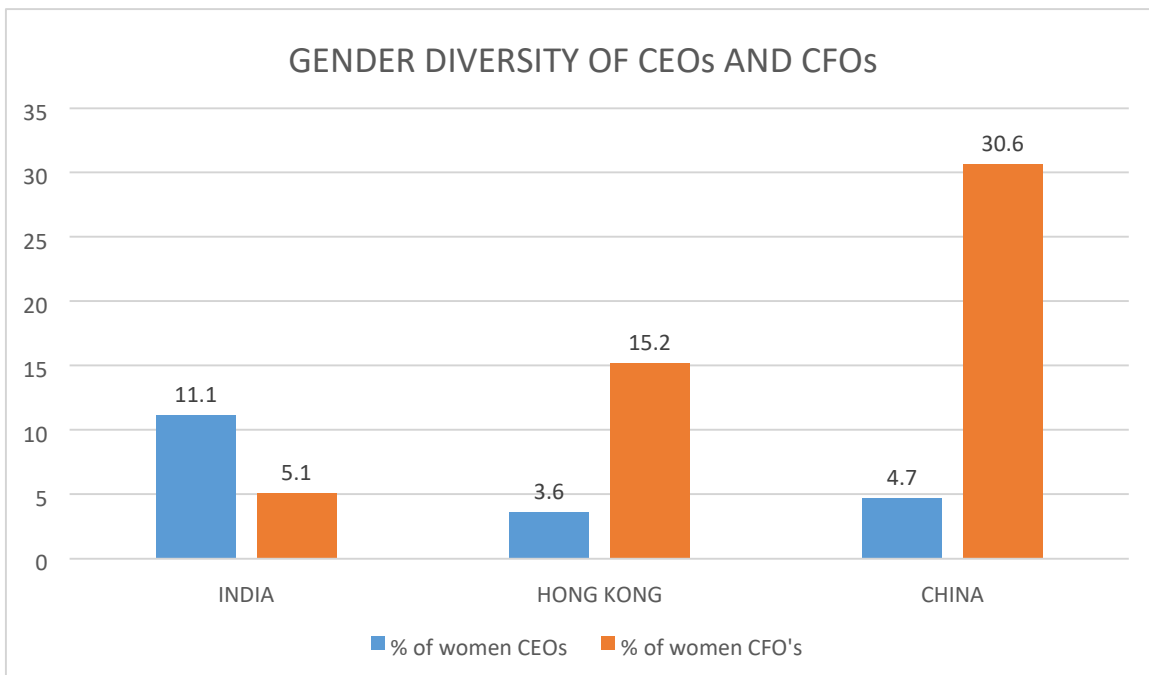
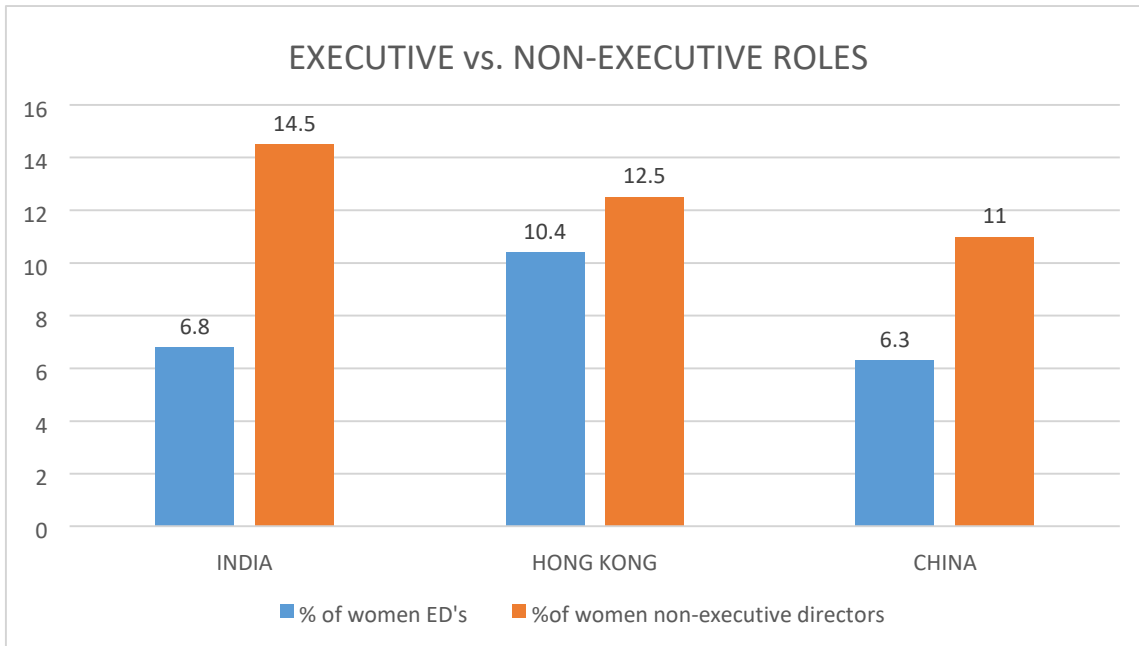
Construction and Technical Consultancy

- The median gross hourly wages were Rs274.2 in 2014, Rs283.4 in 2015 and Rs288.7 in 2016 making them the third highest wages paid in India in 2016.
- On average, however, men earned Rs52.2 more than women in this sector. Thus, there is a gender pay gap of 18.1%.
- Men witnessed a minor wage increase of Rs6.4 (2014-2015) and a major increase of Rs18.3 (2015-2016).

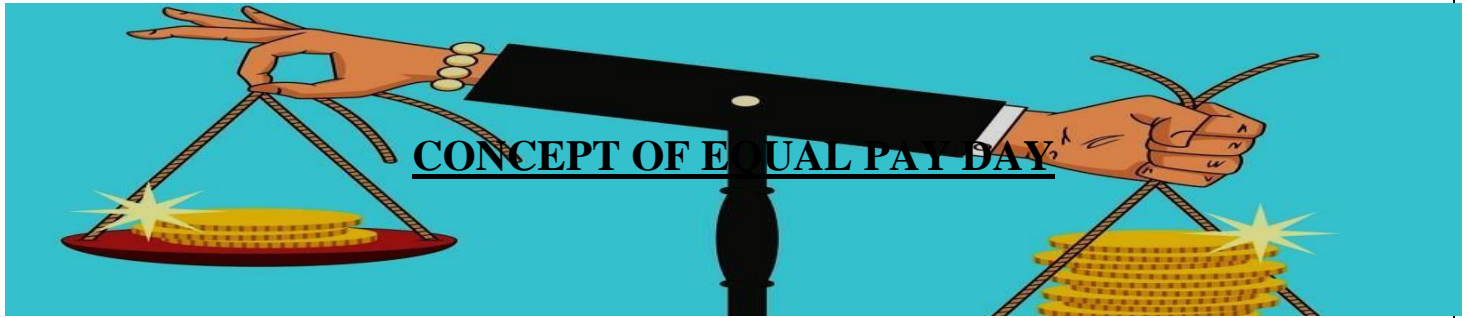
Legal and Market Consultancy and Business Activities

- On average, the gender pay gap in the legal and market consultancy and business activities sector is 27.5% (Rs73.9) per hour. Women earn Rs195.0, men Rs268.9.
- Wages for male employees seem to stabilize at Rs259.8 after a drop of Rs6.4 in 2015. Women's wages in the sector decreased in 2015.
- The gender pay gap seems to be growing as in 2015 it was 27.9% but rose significantly to 42.4 in 2016. Transport, Logistics and Communications
- In the transport, logistics and communications sector earn similar wages on average. Women remain underpaid by 5.2%.





India lags behind Asian markets like China and Hong Kong on certain board gender diversity parameters, despite the best of efforts to bring more women on boards of companies. An Egon Zehnder (EZ) report for 2016 -exclusive to TOI -reveals that India's numbers are lower when it comes to new women board member appointments, women executive directors and women CFOs. In 2016, new women board member appointments in India stood at 11% of total hires in 2016, as against 14.5% for new male directors.



Equal Pay Day was originated by the National Committee on Pay Equity (NCPE) in 1996 as a public awareness event to illustrate the gap between men's and women's wages. Equal Pay Day is the symbolic day dedicated to raising awareness of the gender pay gap. **The next Equal Pay Day is Tuesday, April 4, 2017. This date symbolizes how far into the year women must work to earn what men earned in the previous year. Because women earn less, on average, than men, they must work longer for the same amount of pay. The wage gap is even greater for most women of colour.** This is not a day about equal pay for everyone—instead, it highlights the discrimination that largely white women face, and then puts the onus on all women to fix it.

Of course, this is a concern that touches the entire country, not just Hollywood. And while in Hollywood the issue affects those fortunate enough to be making six, seven or eight figure salaries, in the rest of the country, it affects women struggling to support themselves and their families.

Still, with powerful visibility and an ability to spark public debate, Hollywood has an opportunity to set an example for every industry. Actresses, writers and directors must continue to discuss the wage gap—and opportunity gap—they face. Only then might studios move beyond unequal pay for equal work.

OBJECTIVES OF STUDY

- To study the reasons of gender, pay gap and how it has affected certain people in and around different sectors.
- To study the importance of equal pay day.
- To study how the gender pay gap has affected different professions.
- To study why it is important to bridge the gap of gender pay gap in different countries.
- To study the gender diversity in Asian markets.

LITERATURE REVIEW

Women are no longer an underclass of “roti makers” and “child producers” to be cast aside and held back from progress. Given an equal opportunity, they are capable and ambitious as their male colleagues. Despite the gains women have made in the workforce, the pay gap persists.

Women in every state experience the pay gap, but in some states it’s worse than others. More education helps increase women’s earnings, but it still doesn’t close the gender pay gap. Hence there is a need to address this issue of Gender Pay Gap at every level possible.

Mary Cornish very briefly summarizes the concept of gender pay gap from her viewpoint by incorporating the root causes like *occupational segregation* that leads to this ever increasing issue and thereby suggests measures such as *planning for pay equity; designing pay equity laws* which if implemented can eventually close the pay gap. She emphasises in her report that for the world’s women who earn about 78% of what the world’s men make, with two thirds of the world’s poor being women it becomes all the more essential to secure justice for women’s work in the society and across industries. ***The right to pay equity represents a way to compel labour market institutions to deliver discrimination-free pay for their work.*** Equal pay for work of equal value was recognized as one of the first international labour standards - a principle entrenched in the 1919 ILO founding constitution. Yet at the start of the 21st century, systemic gender-based discrimination in pay remains one of the labour market’s most enduring and universal features. While there appears to be widespread consensus that closing the global gender pay gap is essential, yet pay equity continues to be arguably one of the most violated labour and human rights standards. This article submits that securing this fundamental right for women is one of the most profound challenges for 21st century labour law and policy. ***Pay equity is a fundamental building block for any sustainable plan to reduce labour market gender discrimination.*** Achieving and maintaining pay justice for women requires many different mechanisms. Policies implemented in a coordinated fashion are necessary to transform labour markets so that they can deliver equitable pay outcomes for women. While women have more opportunities for work in the new globalized economy, their conditions of work have not commensurately improved with the level of their contributions to the economy.

Women’s work differs from men’s work worldwide both in terms of the types of work and the structure of employment relationships. Women can be found working in the formal and informal economy, in subsistence production, unpaid care and volunteer work. Gender-based pay discrimination is a complex, multi-faceted problem. With women’s work often forgotten, invisible, or discounted during the process of developing labour market laws and norms, it is essential to institutionalize methods which will shine a light on the continuum of women’s work. Efforts during the 20th century to address the global gender pay gap focussed initially on redressing the failure to pay women the same pay as men when they did the same job. Many countries developed laws which prohibited this practice. Such laws only addressed a very small portion of the problem since the occupational segregation of labour markets world-wide means that most women do not work in the

same jobs as men. The right to equal pay for work of equal value or pay equity has a much broader meaning. It provides that the *work women do should be paid the same as the work men do if it is comparable on the basis of skill, effort, responsibility working conditions*. CLOSING THE GLOBAL GENDER PAY GAP: SECURING JUSTICE FOR WOMEN’S WORK (Mary Cornish, 2007)

Blau and Kahn are of the opinion that after half a century of stability in the earnings of women relative to men, there has been a substantial increase in women’s relative earnings since the late 1970s. But one of the things that make this development dramatic and significant is that the recent changes contrast markedly with the relative stability of earlier years. In this report the trends in gender pay gap over the years have been highlighted in more detail.

At first much of the female gains were centred on younger women, but now, while the gains may be a bit larger for younger woman, women of all ages have narrowed the pay gap with men. The same broad progress is visible in gender pay gap trends by education. Less – educated women have narrowed the pay- gap with less educated men and highly educated women have narrowed the pay gap with highly educated men. Though there have been some progress for women but the pace of growth is so slow that gender pay gap still exists. Women continue to earn considerably less than men on average. Economists point to a number of factors that could be important in explaining the lower earnings of women as compared to men like *gender specific discrimination* and the *role of educational qualifications*.

According to the results achieved in Blau and Kahn (2006) the following can be attributed as reasons for gender pay gap:

FACTORS	Percentage of total pay-gap
Educational attainment	-6.7%
Labor force experience	10.5%
Race	2.4%
Occupational category	27.4%
Industry	21.9%
Union status	3.5%
Unexplained	41.1%

Although these findings suggest that gender differences in work-related characteristics are important, they also indicate that qualifications are only part of the story. In this case, 41% of the gender gap cannot be explained even when gender differences in education, experience, industries, occupations, and union status are taken into consideration. The actual *gender wage ratio is 80%*; that is, women's wages are, on average, 80% of men's wages.

Blau and Kahn also point out that there is another factor that needs to be considered when analyzing gender differences in pay, and that is what they call *wage structure*. They defined wage structure as being the market returns to skills and the rewards for employment in particular sectors of the economy.

However according to them it is highly uncertain to predict the future regarding gender paygap.

RESEARCH METHODOLOGY

Research methodology is considered as a nerve of the project. Without a proper well-organized research plan, it is impossible to complete the project and to reach any conclusion. The project was based on my survey plan. The main objective of survey was to collect appropriate data, which work as base for drawing conclusion and getting results. Therefore, research methodology is the way to systematically solve the research problem. Research methodology not only talks of the methods but also logic behind the methods used in the context of a research study and it explains why a particular method has been used in the preference of the other.

Research Design

Designing of the research is done mainly to solve the problem of getting the various stages of the research under control. This control factor is very important for the researcher during any of the research operation. Preparation of the design for the research forms a very critical stage in the process of carrying out some research work or a research project.

Research Design in general terms can be referred to as the scheme of work to be done or performed by a researcher during the various stages of a research project. According to Kerlinger, “Research Design is a plan, conceptual structure, and strategy of investigation conceived as to obtain answers to research question and to control variance.

With the help of the research design, one can very easily handle and operate research work as research design acts as a working plan, which is made by a researcher even before he starts working on his research project. By this, researcher gets a great help and guidance in achieving his aims and goals. . The approach to the research design task went through the following tasks.

- ⑨ Information needed
- ⑨ Appropriate Data collection
- ⑨ Sampling Process and sample size
- ⑨ Data analysis plan

DATA SOURCE

The data collection was done through

1. Primary Data

2. Secondary Data

DATA COLLECTION METHOD

1. **Primary Sources:** This data include both qualitative and quantitative data. Data are generated through questionnaire as a research instrument.

Survey Method: Questionnaire

Types of Questionnaire: Structured non-disguised,

Type of Questions:

- Open-ended
- Close-ended questions

2. **Secondary Sources:** Literature data was collected from journals, internet, reports and Industrial publications.

SAMPLE UNIT

Individuals who are salaried people and students who had working experience

SAMPLE SIZE

Total Sample size: 100

DATA COLLECTION

For successfully completing the project both primary as well as secondary data was used.

Secondary data was provided to me by the company from their website, annual reports and business journals.

Primary data plays a very important role since it gives first-hand information which was done through observation method. The source of primary information was from the observations that I made through my observation and analysis.

The research gives a clear picture of what are the strong holds as well as the short comings of the company's product.

DATA ANALYSIS

Analysis is the most important part of a project. It needs to be done in an unbiased form and with utmost care in order to draw fair conclusions. The report generated is in a subjective form. As and when required, bar graphs and pie charts have been drawn to present a more comprehensive picture. However it is important

to mention that the observations that were made by me differ from the perspective of the interviewer. The data of score was fed into excel sheet.

Tools used for analysis purpose:

a) Microsoft Excel

- Logical analysis of data is done through tables, frequencies and percentages have been worked out.
- The data collected have been numbered and tabulated for the purpose of analysis. Percentage has been calculated for all the tables and different charts have also been prepared.
- For data analysis I have used many types of charts.

Pie chart:

It is very useful to represent data, which are divided into a number of categories. This diagram, consist of a circle of divided into a number of sectors, which are proportional to the values they represent.

Bar chart:

This is another way of representing data graphically. As the name implies, it consist of a number of whiskered bar, which originate from the common base line and are equal width. The lengths of bars are proportional to the values they represent.

LIMITATIONS OF THE STUDY

During the course of the study the following limitations were observed:

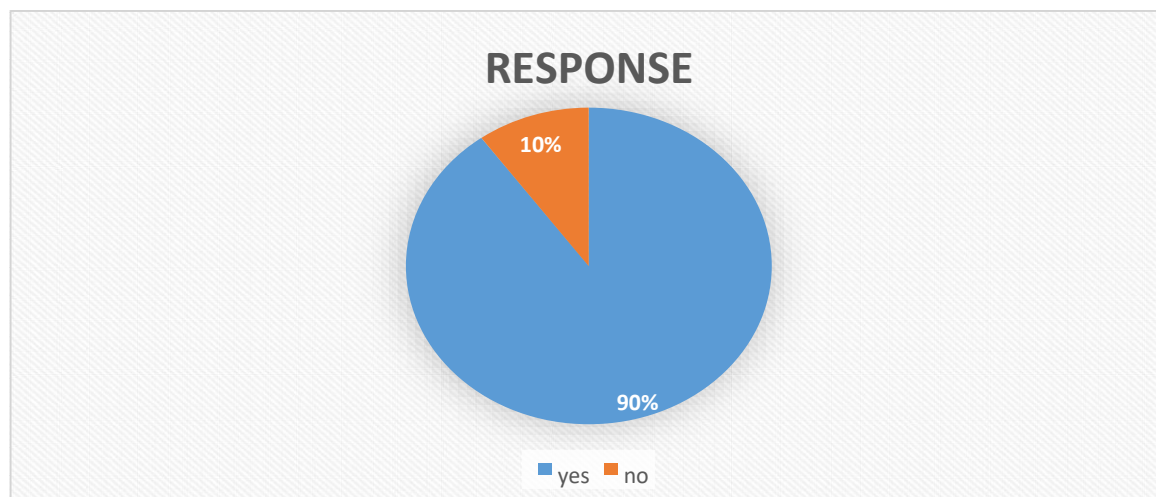
1. The data which was collected can be subjected to personal bias.
2. It is very difficult to check the accuracy of the information provided.
3. Many a times the respondents was reluctant to share the information and the records due to its confidentiality.
4. The respondents were not able to spare much time for the interviews due to their own commitment.
5. While preparing the report time was a limiting factor because of the vastness of the topic.

The data given below was based on the questions which are asked during the survey. **Q. 1 Have you heard of Gender Pay Gap?**

TABLE.NO.1: showing how many people knew about Gender Pay Gap

Particulars	No. of respondents
Yes	95
No	5
TOTAL	100

CHART.NO.1: showing the result



INTERPRETATIONS: out of 100 respondents only 5% that is 5 of them had not heard of gender pay gap rest 95 that is remaining 95% of the respondents knew or had heard of Gender Pay Gap.

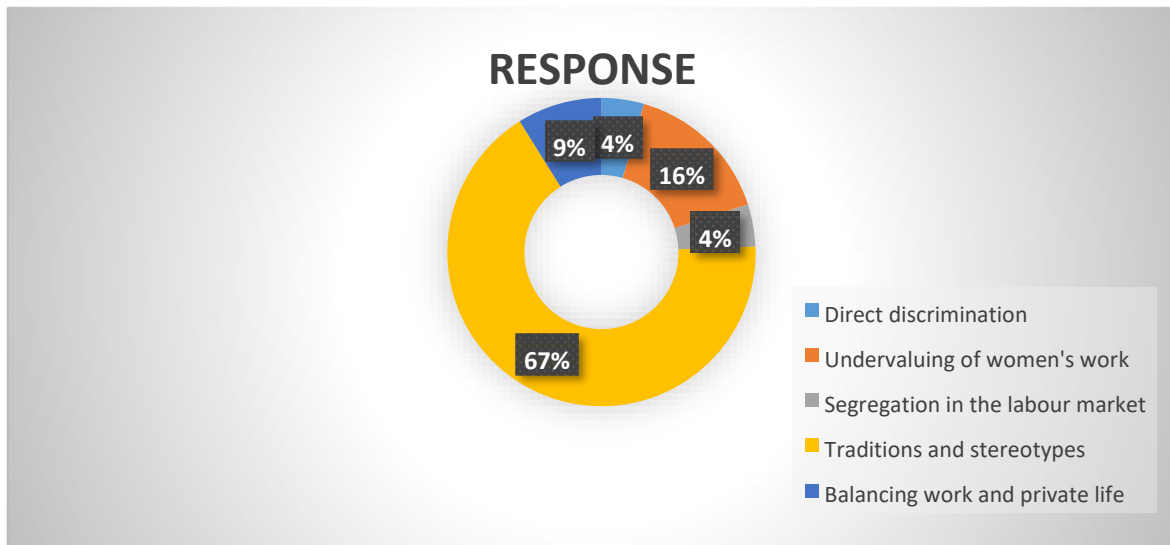
DISCLAIMER: the further study was conducted with the 95 respondents who knew about the Gender Pay Gap

Q. 2 According to you what are the factors that causes Gender Pay Gap?

Table No 2: Showing the factors

Particulars	No. of Respondents
Direct discrimination	4
Undervaluing of women's work	15
Segregation in the labour market	4
Traditions and stereotypes	64
Balancing work and private life	8
TOTAL	95

CHART.NO.2: showing the result



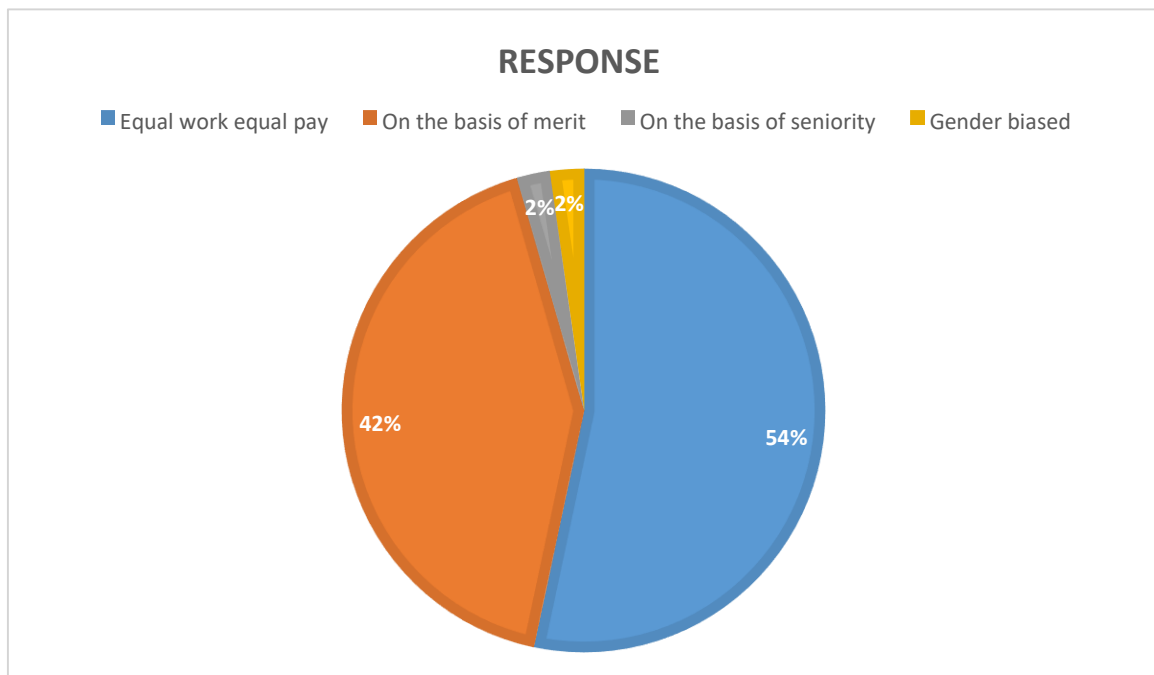
INTERPRETATION: Out of 95 respondents 67% felt that Gender Pay Gap is caused due to traditions and stereotypes while 16% of them believed that it is caused due to undervaluing of women’s work rest of them with 4%, 4% and 9% felt that it was caused due to direct discrimination, segregation in the labour market and balancing work and private life respectively.

Q.3. According to you what should be the pay based on in the workplace?

TABLE.NO.3: showing the basis of Gender Pay Gap

Particulars	No. of Respondents
Equal work equal pay	50
On the basis of merit	40
On the basis of seniority	2
Gender biased (i.e difference in pay of men and women)	3
Total	95

CHART.NO.3: showing the result



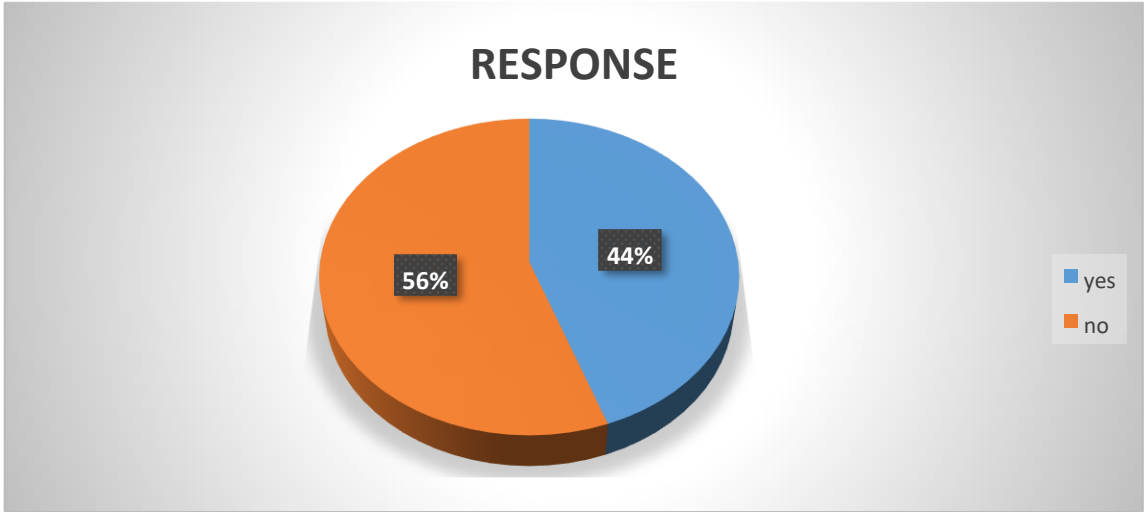
INTERPRETATION: As we can see out of 95 respondents 53% of them agreed with equal work equal pay while 42% of them believed it should be based on merit only 2% and 3% believed that it should be based on seniority and gender bias respectively.

Q4.: Ever in your career have you personally faced something like this?

TABLE.NO.4: showing

Particulars	No. of respondents
Yes	42
No	53
TOTAL	95

CHART.NO.4: showing the result



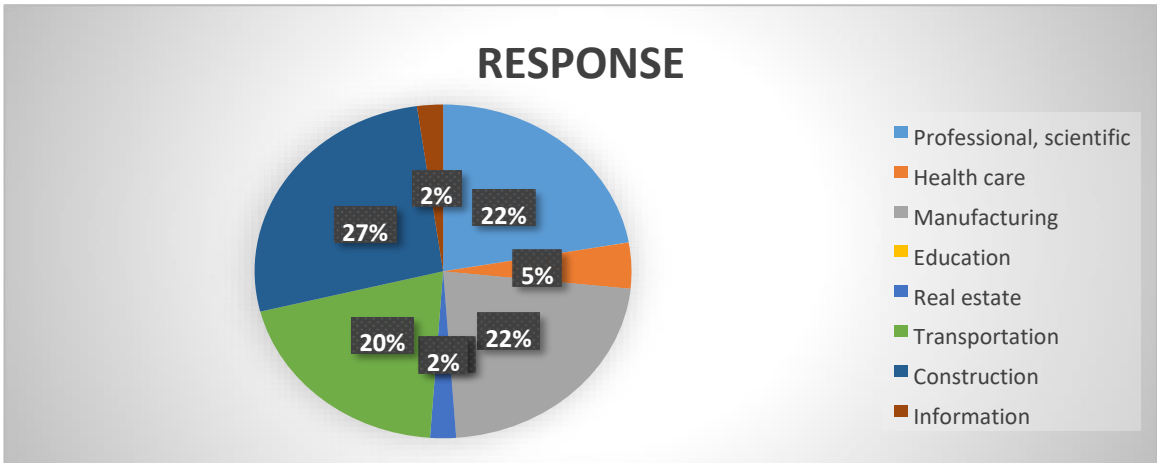
INTERPRETATION: out of 95 respondents 56% that is 53 of them did not experience this at their work place while 44% that is 42 of them were the victim or have faced Gender Pay Gap in some or the other way at their work place.

Q.5. In which industry do you feel the Gender Pay Gap is high?

TABLE.NO.5: showing the industries

Particulars	No. of Respondents
Professional, scientific	21
Health care	5
Information	1
Manufacturing	21
Education	0
Real estate	2
Transportation	19
Construction	26
TOTAL	95

CHART.NO.5: showing the result



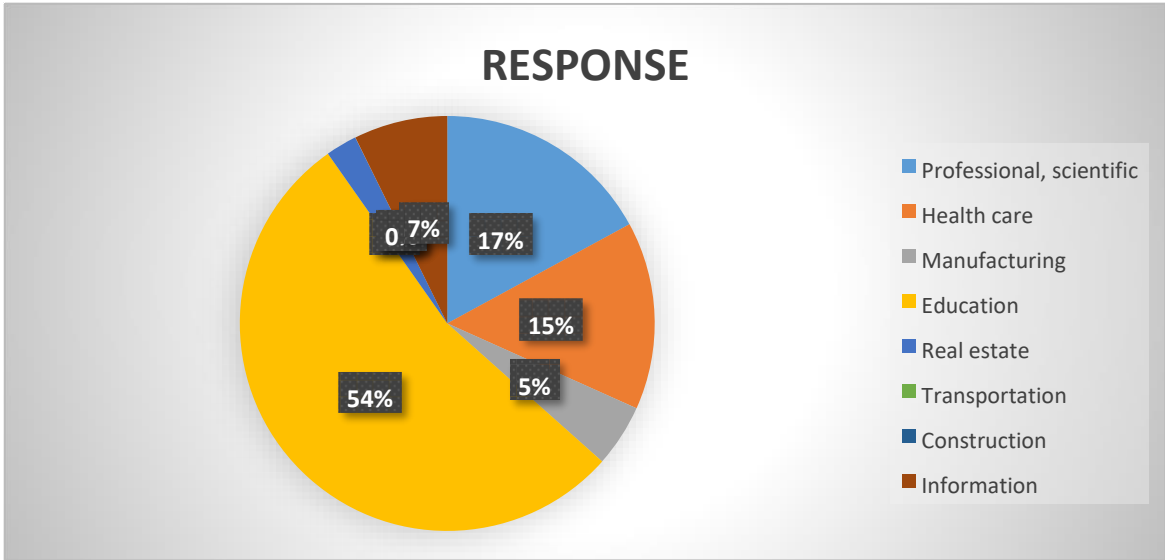
INTERPRETATION: out of 95 respondents 27% said constructions, 22% of them said professional scientific also 22% of them said manufacturing, 20% of them said transportation while the remaining 2%, 2% and 4% said real estate, information and health care respectively.

Q.6. In which industry do you feel the Gender Pay Gap is low?

TABLE.NO.6: showing the industries

Particulars	No. of Respondents
Professional, scientific	16
Health care	14
Information	5
Manufacturing	5
Education	51
Real estate	4
Transportation	0
Construction	0
TOTAL	95

CHART.NO.5: showing the result



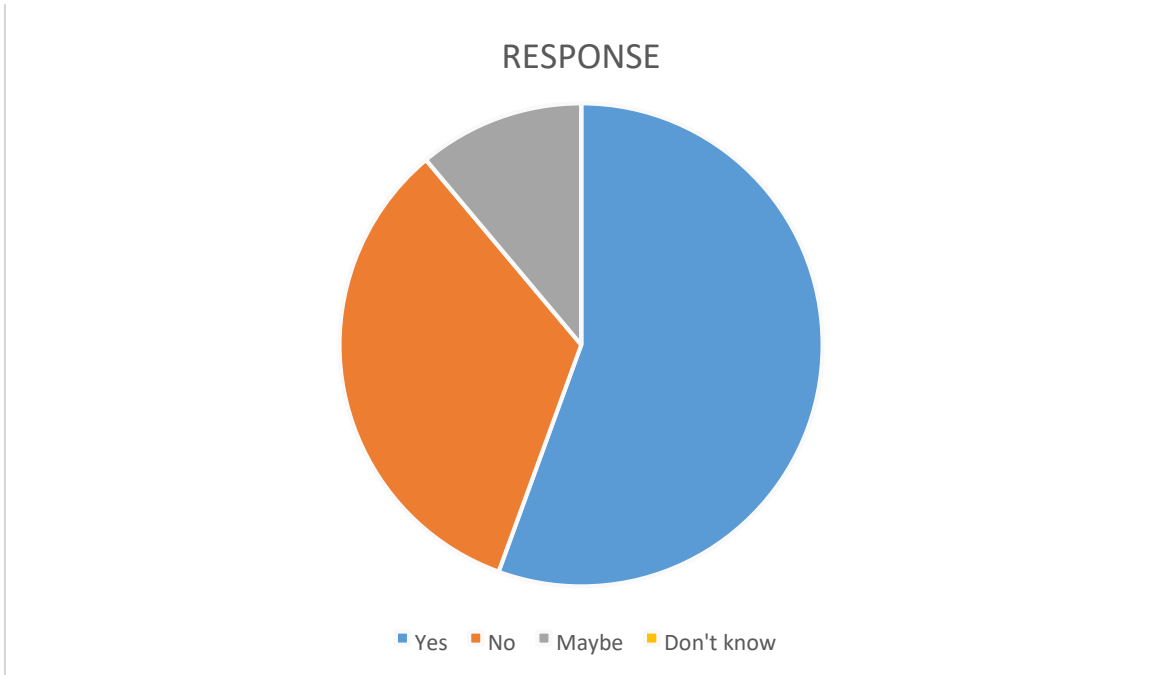
INTERPRETATION: out of 95 respondents 54% said education, 17% of them said professional scientific, 15% of them said healthcare, 7% of them said information while the remaining 5% said real estate and 5% manufacturing.

Q.7. is gender pay gap very prominent as you go towards higher position?

TABLE.NO.7: showing

Particulars	No. of respondents
Yes	53
No	31
Maybe	11
Don't know	0
TOTAL	95

CHART.NO.7: showing the result



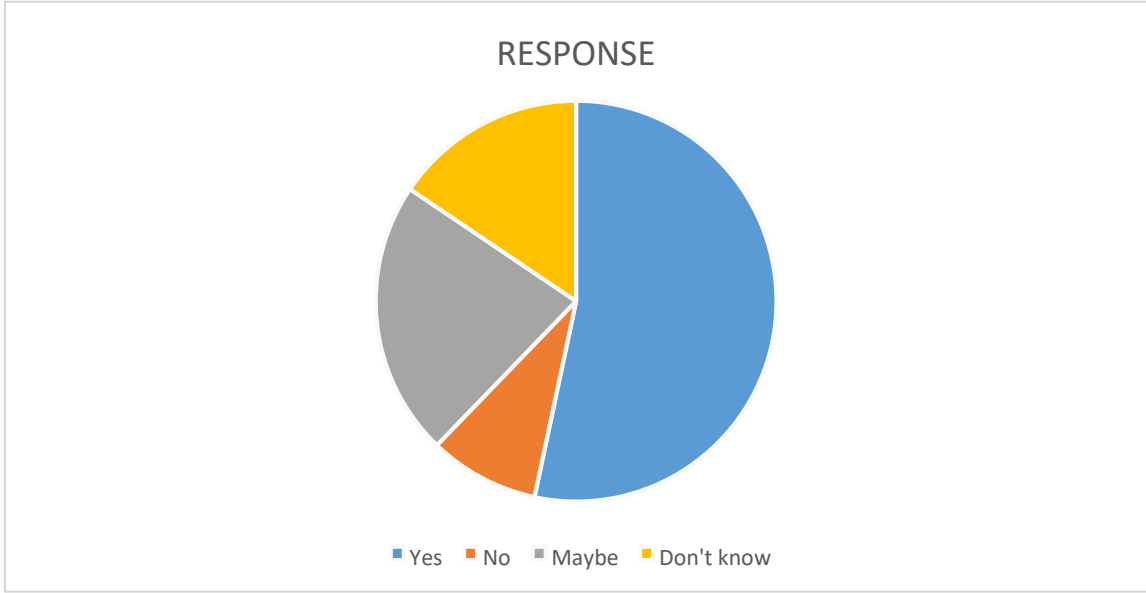
INTERPRETATIONS: out of 95 respondents 56% agreed to the question on the other hand 33% of them believed Gender Pay Gap doesn't increase as you go higher in position while 11% of them responded with maybe

Q.8. Is it more in developing countries than developed countries?

TABLE.NO.8: showing

Particulars	No. of respondents
Yes	50
No	9
Maybe	21
Don't know	15
TOTAL	95

CHART.NO.8: showing the result



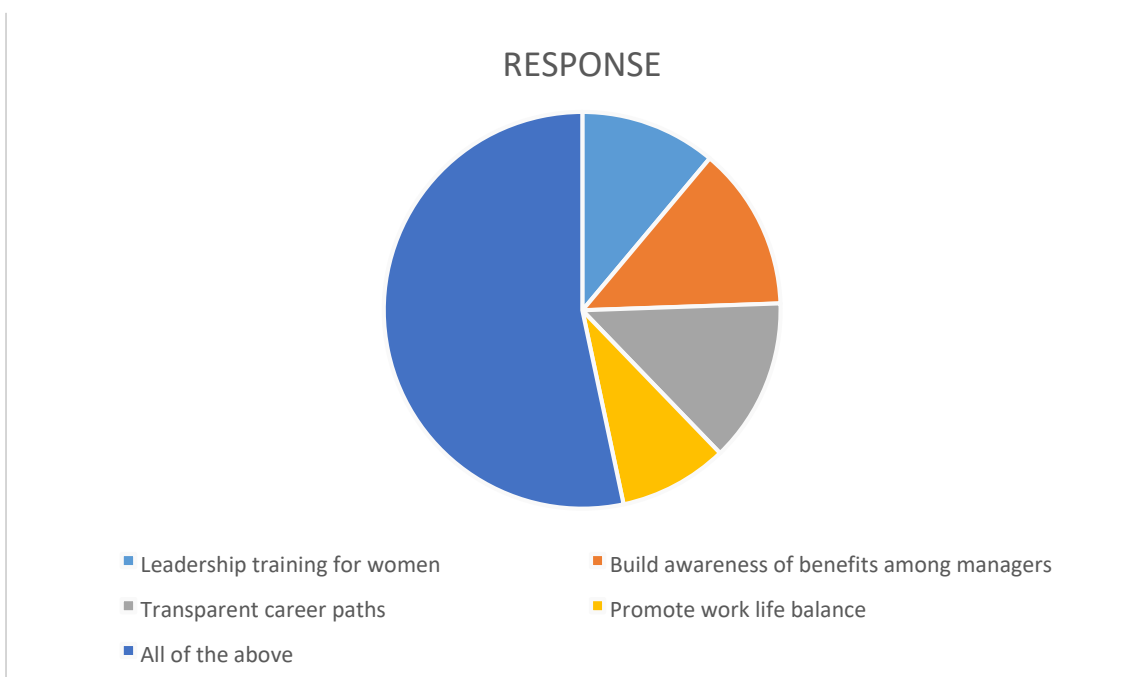
INTERPRETATIONS: out of 95 respondents 53% agreed to the question on the other hand 9% of them believed Gender Pay Gap is not more in developing countries than developed countries while 22% of them said maybe and 16% of them did not know

Q. 9. What initiatives do you feel should be taken by the employer to eliminate Gender pay gap

TABLE.NO.9: showing

Particulars	No. of Respondents
Leadership training for women	11
Build awareness of among benefits managers	12
Transparent career paths	10
Promote work life balance	12
All of the above	50
TOTAL	95

CHART.NO.9: showing the result



INTERPETATIONS: out of 90 respondents 53% of them feel all of the factors should be considered to eliminate gender pay gap, while 13% believe in building awareness of managers benefits and also at 13% respondents believe there should be transparent career paths, 11% believe in leadership training of women and 9% say they should promote work life balance.

CONCLUSION

As we mentioned above, women are significantly less likely than men to hold management roles. This "opportunity gap" is a major reason for the existence of the uncontrolled gender pay gap. Our data show that at the start of their careers, men and women tend to work at similar job levels, most often entering the workforce at the individual contributor level. Over the course of their career, both men and women move into manager- or supervisor-level roles, and eventually to director- and executive-level roles. But men appear to move into these roles at significantly higher rates than women.

Men are 85 percent more likely than women to be VPs or C-Suite Execs by mid-career, and 171 percent more likely to hold those positions late in their career. Conversely, by the time they reach age 60, more than 60 percent of women are still working in individual contributor roles, but less than 45 percent of men are still in this type of job.

Workers in higher-level roles almost always earn a higher salary, so the lack of women in these roles means the average woman is almost certainly destined to make less than the average man.

The largest controlled pay gap is found in the Mining, Quarrying, and Oil and Gas Extraction industry, a historically male-dominated industry where women make about 7 percent less than men for doing the same job. The smallest controlled gap is in the Educational Services industry, where women earn about half-a-percent less than men on average.

And it would take 170 years to close the Gender Pay Gap if this issue is not addressed immediately.

SUGGESTIONS

After making this report following suggestions are to be made:

- ⑨ For equal treatment in the workplace the organisation can set different targets for different people and measure their performance according to the progress made towards these targets this can help in equal evaluation of pay.
- ⑨ Many a times what I have seen women's contribution is not considered in the value chain of the organisation therefore the organisation should support women's integration into the value chain.
- ⑨ Why women are not able to come in the top positions in the organisation is because of lack of leadership qualities therefore the organisation must have such development programmes for training women in for leadership roles
- ⑨ One of the major causes of Gender Pay Gap is women are not able to maintain a work life balance because of various commitments at different places therefore the organisation has to realise this and promote work life balance for women working in the organisation.
- ⑨ There should be transparent career paths that is there should not be any career that is male dominant or female dominant every career should provide equal opportunity regardless of the gender that is how the salary structure would be just and equal for all.

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