

Project Dissertation Report on

Gender Pay Gap in India (What we can learn)

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Table of Contents

Certificate	3
Declaration	4
Acknowledgement	5
Abstract	6
Introduction	7
The history of equal pay	8
Factors affecting gender pay gap	9
Legislation	13
Effect of gender pay gap	16
Gender Pay Gap of various Countries	18
Iceland: 12.2%	18
Canada: 13.3%	19
New Zealand: 9.3%	20
Finland: 16%	20
United States: 18%	20
Reasons	22
Politics	22
Equal Pay Certification in Iceland	23
Education in Iceland	25
Paid mandatory parental leave in Norway	26
Flexible Schedules in Finland & Sweden	26
Subsidized and affordable childcare in Denmark	26
Gender pay gap in India	27
Reasons	31
Possible Solutions To Decrease Gender Wage Gap	35
Solution for government:	35
Solution for business:	36
Limitations	41
Conclusion	42
References	43

Certificate

This is to certify that **Ms. Neha Prasad, (2K19/DMBA/058)**, a student of **Delhi School of Management** has worked on a project titled “ **Gender Pay Gap in India (What we need to learn)**” in partial fulfilment of Master of Business Administration (MBA) program for the academic year 2019-21.

This work is his original work to the best of my knowledge and has not been submitted anywhere else for the award/credit degree whatsoever.

Dr. Deep Shree
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Declaration

I hereby declare that the report titled 'Gender pay gap in India (What we need to learn)' as part of my final year Major Research Project submitted by me in the 4th semester for the grade/credit purpose for partial fulfilment of MBA at Delhi School of Management, Delhi Technological University during January-May 2021 under the guidance of Dr. Deep Shree is my original work and has not been submitted anywhere else.

This report has been written by me in my own words and not copied from elsewhere. Anything that appears in this report which is not my original work has been duly and appropriately referred/cited/acknowledged.

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MBA(Marketing & HR)

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Abstract

In this research I have done qualitative and comparative analysis of gender pay gap among the best ranked Gender gap countries and tried to find some reasons behind their success and how it can be utilized by India to improve our gender gap ratio. The gender pay gap, also known as the salary gap, is the overall disparity in pay between men and women who work.

The gender disparity has narrowed in countries with a “higher share of women” in the legislature. When it comes to the gender pay gap, education is crucial. In terms of gender equality, countries with a higher proportion of female education seem to be more stable. However, also in countries like Iceland, where females have a higher education rate, there is still a wage difference. This suggests that education alone would not be adequate to close the gap; appropriate legislative funding is still needed. The societal mindset is still a significant contributor to gender inequality, so pressuring women through the legislative process will help to achieve gender equality, and will improve the gender wage gap. This can also be seen in the study, which shows that the difference will widen in the future as a result of COVID. While this difference can be seen in developing countries as well, it is more likely to affect countries like India, which has more gender inequality against women, a lower female education rate, and a violent political climate.

As observed in the future, by incorporating some of the solutions suggested, this distance can be narrowed. The bulk of the reforms will be achieved by enacting more gender-neutral policies and curriculum. Women's gender inequality would gradually decline as a result of this. The next step may be to take drastic steps, such as Iceland's requirement that all businesses obtain an equal pay certificate.

Introduction

“The gender pay gap, also known as the salary gap, is the overall disparity in pay between men and women who work.”(world economic forum)

It is a globally recognised indicator of women's economic status in relation to men. It is the product of a combination of social and economic conditions that reduce women's earning power over the course of their lives.

There are two kinds of gender wage gaps: unadjusted and balanced. The unadjusted wage differential is the net differential in average pay between men and women. The adjusted pay difference takes into account an employee's age, qualifications, years of work experience, profession, business, place, organisation, and job description, as well as the calendar year in which the wage was announced.

The wage differential between men and women will begin as soon as women join the workforce. Women's lifetime economic stability is influenced by a number of factors, including the likelihood that they will earn less than men, be less able to advance their careers as well as men, and gain less superannuation and investments than men, and therefore be more likely to remain in poverty in old age.

The wage disparity between men and women is a symptom of a “larger structural issue in the workplace”. It represents the historical and cultural undervaluing of women's contributions in the workplace, as well as the significant obstacles that “contribute to women's underrepresentation in senior executive and management positions”.(Nayani Gupta,2015)

Closing the gender wage gap entails more than simply maintaining fair pay for women and men. It would take a systemic shift to eliminate the obstacles to women's complete and equitable “inclusion in the workforce, including a genuine equal choice of job or employment prospects in all professions, sectors, and levels of seniority as men”.(Nayani Gupta,2015)

The history of equal pay

Women have traditionally been paying less than men for doing the same work in every country on the planet. “Contrary to popular opinion, the fight for fair wages for women has been going on since the late nineteenth century”. (Education International, 2011)

During WWI, women filled men's positions while their male counterparts served in the armed forces. “They addressed the question of fair pay through many protests during this time when they realised they were supposed to do almost the same job as men for smaller wages”(Mayer Brown, 2015). In 1918, women tram and bus conductors staged one of the first strikes for fair wages, which culminated in a settlement of a pay bonus equal to that paid to male employees.

During the 1920s and 1930s, public policy in the United Kingdom mirrored the widespread trend of women earning smaller incomes, both in terms of pay and in terms of the unemployment benefits to which they were entitled. Women employees joined the fight against these inequalities. With the passage of women's suffrage, women's organisations and labour unions attempted to mobilise women to seek fair wages and unemployment benefits as a campaign problem. Fair pay was lifted again after WWII, and from the 1950s forward, it became a more expressed grievance among labour unions and women's organisations.

Newspapers used to print separate career listings for men and women until the early 1960s. Jobs were classified by gender, with higher-level positions almost entirely identified under "Help Wanted—Male." In certain ways, the advertisements listed the same employment for men and women, but with different pay scales. Separate, of course, meant unequal: between 1950 and 1960, full-time female workers paid 59–64 cents for every dollar earned by their male counterparts in the same position. It wasn't until June 10, 1963 (effective June 11, 1964) that the Equal Pay Act made it unconstitutional to pay women less for the same work solely on the basis of their gender. Different pay could be justified by demonstrable disparities in seniority, merit, quality or quantity of employment, or other factors, but gender may no longer be seen as a disadvantage on a resume. (Mayer Brown, 2015)

Factors affecting gender pay gap

Segregation of the Workplace

Occupational discrimination refers to how jobs are distributed around and within industries depending on social factors, most often gender. The division of labour between male- and female-dominated sectors has had a substantial effect on the average gender wage differential over time.

Women and men serve in a variety of occupations. How many male teachers did you have in high school? “Not only does society perceive occupations to be gendered, i.e., men's and women's jobs, but they are often valued differently”. (Das P,2012) Another explanation that workplace inequality affects the gender pay differential is because “women often serve in occupations with lower incomes than employment dominated by men”. (Das P,2012) Women serve in medicine, education, and government administration in greater numbers than males, but just 29% of scientists and engineers in the EU are female.

Stereotyping of Women and Men

“Gender stereotyping is the practise of assigning specific qualities, traits, or positions to a particular woman or man solely based on her or his inclusion of a social group of women or men.” (Das P, 2012)

It means that women may be seen as less professional or 'managerial,' or that organisations may doubt their dedication to work due to their position as mothers. According to recent studies, women are encouraged at a lower pace than men. In one experiment, researchers submitted mock applications for science lab jobs to universities in the United States and assigned male or female sounding names to identical applications at random. Universities not only thought "male" candidates were more qualified, but they also promised them higher starting wages.

Underestimation

Since women's abilities and talents are undervalued, they frequently earn less than men for doing similar work, i.e. jobs of equivalent importance. When occupations with comparable

expertise, training, or experience are mostly performed by women, pay rates for such jobs tend to be smaller. In 2012, for example, women who worked for Birmingham City Council as chefs, cleaners, caterers, and care personnel were awarded benefits after they were refused promotions given to employees in historically male-dominated but similar-level positions such as garbage collectors, street cleaners, construction workers, and grave-diggers.

Time away from the workplace

The gender wage differential also represents the gendered division of domestic labour, with women's work included caring for the sick and aged, raising children, and doing housework. Since men and women do not share domestic labour equally, women take more job breaks, mostly to raise children. This has a negative affect on their futures as a result.

As a result, “women are more likely than men to take time off from work to raise children or care for elderly or sick family members”. (Tilak, J.B.G., 2002) Even if women want to return to work after delivering a child, they often face the so-called "motherhood penalty." Since most employers still do not have much stability for mothers, they are often forced to take on lower-paying, lower-demand jobs.

This means that when they come to work, they would almost certainly have fallen behind in terms of promotion and pay.

Covid-19 considerations

A substantial part of the workforce will be forced to operate remotely as a result of the 2020 coronavirus pandemic, with layoffs looming in some professions and industries. As a result, women are at a higher risk of seeing lower earnings. Women are more likely to be “suspended, laid off, or expected to work fewer hours in professions such as Community & Social Services, Education, Library & Training, Office & Administrative Support, and Personal Care & Services”.(Joanna Tyrowicz, 2021)

Pay disparities between men and women in various occupations

When data are not monitored, women are paying less than men in any profession we looked at in our dataset. Women make up the bulk of the workers in “support, service, and wellbeing-related professions such as community & social welfare, education, training & library, healthcare professionals, healthcare support, office and administrative support, and personal care & services, according to data from the Bureau of Labor Statistics”.(Paul, Sohini, 2018)

While it would seem that the pay difference between men and women would be lower in jobs where women are the majority, the data revealed no such trend. In the legal profession, for example, women outnumber men by 53 percent to 47 percent. However, legal has the highest gender pay difference in the survey, implying that women and men in the legal profession do not have the same work levels or titles statistically.

Despite the fact that “women make up the vast majority of educators, education, training, and library jobs have the second highest unchecked pay disparity”.(Paul, Sohini, 2018) Despite the fact that women make up 74% of these employees, they earn \$0.72 for every dollar received by men. Despite the fact that women make up a higher percentage of this sector's workforce, more of them work in primary education. The majority of adults, on the other hand, “teach secondary education, where head coaching and managerial responsibilities are more readily accessible than in elementary schools”.(Huynh, Phu, 2016) Such leadership positions pave the way to higher-paying superintendent and executive positions. When these inequalities are combined with the negative assumptions that women are weak leaders or bad with money, the glass ceiling becomes much thicker.

The smallest unregulated wage differential is seen in healthcare service professions, another female-dominated sector. For every dollar won by male healthcare service staff, these women earn \$0.96. Despite the fact that women account for 87 percent of jobs in this industry, they do not earn the same as their male counterparts (13 percent). “The wage differential between men and women in health and social care employment is \$0.96”.(Huynh, Phu, 2016)

As data is regulated, the “pay disparity between men and women in the legal and community and social care professions” closes in 2020. When compensable considerations are taken into account, women in these industries earn \$1 for every dollar received by men. For healthcare service staff, the regulated wage differential is \$0.98. Meanwhile, the highest regulated gender

wage disparity in 2020 will be in installation, maintenance, and repair professions. Even after accounting for a variety of compensable causes, women in these professions earn \$0.94 for every dollar earned by a man in the same position. “Construction and retrieval (\$0.96), education, teaching & library (\$0.97), food processing & serving related (\$0.97), management, security services, and revenue (\$0.97) also have substantial regulated wage gaps”.(Joanna Tyrowicz, 2021)

Legislation

EQUAL PAY ACT, 1963

The Equal Pay Act of 1963 was enacted in the United States to eliminate income disparities dependent on gender. As part of his New Frontier Program, John F. Kennedy signed it into law on June 10, 1963. As part of his New Frontier Program, John F. Kennedy signed it into law on June 10, 1963.

Employers cannot pay men and women unequal salaries or benefits for positions that require "equal ability, commitment, and obligation, and are done in comparable working conditions," according to the Equal Pay Act.

The Equal Pay Act (EPA) of 1963 was enacted to ban sex discrimination in the payment of salaries by workers working in trade or producing products for commerce. Pay disparities that are founded on reasons other than ethnicity are not banned. Seniority, schooling, expertise, merit schemes, and systems that calculate earnings by quality or quantities of output are all examples of factors that are permissible. HR should keep a close eye on wage disparities by administering regular salary assessments and informing management about the salaries and promotion process.

EQUAL PAY ACT, 1970

The Equal Pay Act of 1970 was the first piece of British law to guarantee equal pay for men and women. The Act was proposed by the then-Labour government and was based on the United States' Equal Pay Act of 1963. It stated that a person will demand fair pay if she or he is working in the following jobs as opposed to a comparator of the opposite sex:

- Related work: This refers to work that is the same or broadly similar, regardless of the job description.
- Work that has been graded as equal under a career assessment programme is referred to as "work rated as equivalent."
- Equal-value jobs: This refers to work that demands the same amount of time, experience, expertise, and accountability.

The Equal Pay Act of 1970 had the first effect of eliminating disparities in pay between men and women. Prior to 1970, it was common practise in the private sector and some areas of the public sector to pay women differently than men. Both employment contracts now have a "implied equity provision" as a result of the Equal Pay Act. This had the effect of removing the disparity of wages between men and women. Over a five-year cycle between 1970 and 1975, all such premiums had to be increased to at least the lowest male average.

The Equal Pay Act's rules are reflected in the Equality Act 2010.

CIVIL RIGHTS ACT, 1964

Title VII of the Civil Rights Act of 1964 forbids discrimination on the grounds of colour, ethnicity, faith, gender, maternity, or national origin in nearly all work situations.

Employers with 15 or more jobs are subject to Title VII. The aim of Title VII safeguards is to "level the playing field" by requiring employers to make hiring choices based solely on objective, job-related requirements.

EQUAL REMUNERATION ACT, 1976

Equal remuneration is paid to both men and women under the Equal Remuneration Act of 1976, in order to avoid sexism against women and compensate them fairly.

- No contractor is entitled to pay unfair remuneration to men and women serving in the same job and with comparable skills, according to this act.
- No employer should make any discrimination between men and women during the hiring process, even if the task is prohibited for women, even if the task is prohibited for women during the transition and preparation process.

Central/State Advisory Committee

Under the Act, a Central Advisory Committee has been established at the Centre to advice the government on increasing women's job prospects and generally monitoring the measures

taken to ensure the Act's successful implementation. The Committee was reconstituted on October 12, 2010, according to a Gazette Notification. The reconstituted Committee's first meeting was held on February 22, 2011, under the chairmanship of Hon'ble LEM.

Effect of gender pay gap

Performance

According to a study undertaken by the Peterson Institute for International Economics, firms with at least 30% female senior management have a 15% higher margin. Women who are deemed "top performers" at work are less likely to be promoted than men.

Employees who believe they are valued and equally paid are happier and more invested in their employment. A female employee who feels undervalued as a result of the wage disparity is more likely to perform poorly. Her productivity suffers as a result of her lack of motivation to go the extra mile. In the long term, the gender wage gap has an effect on the organization's overall competitiveness.

Morale of employees

The wage disparity between men and women has the greatest effect on employee trust and productivity. "Which includes employee attitudes and perceptions of the workplace, work climate, staff members, supervisors, and the company as a whole". As a result, it clearly has an effect on the workplace in a variety of respects. "Inequality demotivates young people in particular, and they are less proud to work for a company that has a wage gap".(Zahidi, S., & Ibarra, H., 2010)

Retention is an important factor.

As employers become aware of a pay disparity between men and women, it has a strong negative impact on job retention. If he or she is paying less than their peers for equivalent jobs, he or she is more likely to seek other career options for a stronger salary structure.

Finding someone with similar skills for your company can be difficult. If you already have a reputation for unfair pay, it'll be much more complicated. In the United States, 67 percent of job applicants said they won't apply for positions at companies that discriminate on pay.

Pay them equally and fairly to keep them and stop spending resources on unnecessary turnover.

Creating a brand

Gender disparities are no longer just a social or legal problem. It's a problem that might jeopardise your right to keep your identity secure. Your company's brand identity can have to pay for the workplace inequity you practise.

Gender disparity has become a hot subject in the news for a variety of reasons. Unequal compensation for women in the workplace will go viral, wreaking havoc on the company's identity and image.

Posts on Glassdoor and negative press on social media will tarnish your reputation, making it harder to recruit successful hires in the future. It may also have a long-term effect on your retail distribution and earnings.

Workforce that isn't diverse

Companies must take more risky action to build egalitarian communities in order for women to be empowered and not discriminated against. In terms of workplace diversity and equality, the gender pay gap is a complicated problem.

If you raise the percentage of females in senior positions in the coming years, you should be able to close the wage gap and prioritise inclusive change over time, depending on your skills.

Via work appraisal methodologies, you can insist on fair pay. In-depth reviews and balances should be included in the remuneration plans and procedures to ensure that workers playing similar positions are compensated equally, regardless of gender.

Gender Pay Gap of various Countries

Some of the best countries according to gender gap are listed below and lessons to be learned from them:

Iceland: 12.2%

For eleven consecutive years (2009–20), “Iceland has been ranked number one on the Global Gender Disparity Ranking of the World Economic Forum (World Economic Forum, 2017, 2016, 2015, 2013, 2010)”. By economic engagement and opportunity, educational success, health and survival, and democratic empowerment, the index lists nations. Iceland is also ranked first on the 2017 Glass Ceiling Ranking of the Economist (Economist, 2017) and number one on the 2017-18 Women, Peace and Security Index (Georgetown Center for Women, Peace and Security, 2017).

Iceland has been among the poorest countries in Europe for decades, and the population has never surpassed 70,000. With the industrialisation of the fishing fleet, the modern revolution gradually made its way to Iceland in the 20th century. Icelandic culture has improved significantly in less than a century and is now one of the richest countries in the world with a population of about 300,000 inhabitants. Today, Iceland is a highly industrialized economy, the fifth and second largest in the world in terms of per capita gross domestic product (GDP) and human growth. Iceland is a member of the United Nations, NATO, the EEA and EFTA, as well as the OECD. “In 1914 and 1915 when women were granted the legal right to be Protestant priests, and the right to vote and run as political candidates”.

When it comes to women's empowerment, Iceland has been a trailblazer at times.

The long Friday

In 1975, women in the workplace produced 60% less than their male counterparts. Many were unable to work and they had to remain at home and provide for their children and do the housework. On Friday, October 24, at 14:05 (2:05 p.m.), they would have won their day's wage if they had paid at the same hourly rate as men, women quit their formal and informal jobs. In a nation with only 220,000 people, the size of the incident was very high, affecting 25,000 women. Almost 90 percent of the women in Reykjavik participated.

The first strike in 1975 had a major impact on a lot of things. There were also female schoolteachers, but schools were closed or almost closed. When all the women were typesetters, the walkout disrupted telephone service and halted newspaper circulation. Daycares were mainly closed because daycare workers were mostly mothers, and men had to take their children to work. Easy-to-cook dinners, as well as sweets and other kid-friendly products, sell out in many stores. The women returned to work after the strike ended at midnight. The typesetters went back to work and produced magazines that were almost entirely devoted to the women's strike.

The woman achieved her goal by essentially shutting down Iceland for the day. The strike, which she said was the first step toward women's liberation in Iceland and "fully paralysed the nation and opened the eyes of many men," will not have happened. Vigds says she would not have made it to the throne if she had been emperor.

In the year following the strike, Iceland established the Gender Equality Council and passed the Gender Equality Act, which abolished gender discrimination in the workplace and in schools.

1975 was designated as International Women's Year by the United Nations.

Iceland voted "Vigdís Finnbogadóttir as President of Iceland in 1980, the first woman in the world to be elected president democratically". In 2009, "Jóhanna Sigurðardóttir became the first female Icelandic Prime Minister, as well as the first openly gay woman to be the country's Prime Minister". Beginning in 2018, all companies with more than 25 workers will have to meet the criteria of the Gender Compensation Standard, which means that gender does not rely on the evaluation of jobs and the calculation of salaries.

Canada: 13.3%

According to Statistics Canada, women in Canada were paying \$4.13 less per hour than men in 2018, a difference of 13.3 percent. Women's earnings have improved somewhat since "1998, when they were paying \$5.17 less per hour than their male colleagues".

Another positive move in 2018 was the announcement by the Liberals, headed by "Prime Minister Justin Trudeau", of a gender parity bill for federally controlled companies "designed to ensure that women and men earn fair pay for jobs of equal value." This bill affects about 910,000 workers in sectors such as banking, aviation, homeland protection, telecommunications and media, among others.

New Zealand: 9.3%

According to Statistics New Zealand, the wage difference between men and women in New Zealand was 9.3 percent in 2019, unchanged from 2017.

In reality, “in its 2020 Global Gender Gap Report, the World Economic Forum (WEF) ranked New Zealand sixth out of 153 countries with the best overall gender diversity”, based on four sub-indices: “Economic Participation, Educational Attainment, Health and Survival, and Political Empowerment”. The salary difference was 16.2 percent in 1998, when the nation began monitoring salaries.

Ardern is still working to improve the private sector. “New Zealand will increase the minimum wage by just over one dollar, to about CAD\$15, in April this year, acknowledging that one of the reasons behind the gender gap is that women are overrepresented in low-wage employment”.

New Zealand has a long history of being inclusive on matters of gender equality. It was the first self-governing nation to grant women the right to vote in 1893. And as a country's top official is zealous in making changes, the wage discrepancy persists.

Finland: 16%

Given that Finland is one of the world's most gender-equal countries, according to the “World Economic Forum, with a strong female workforce participation rate of 75%, it's shocking that the gender wage gap has stalled in recent years”. In 2018, women charged 84 cents for every euro paid to men, according to Statistics Finland.

The bulk of jobs in Finland are gendered, which contributes significantly to the disparity. In most cases, jobs considered for men pay more than jobs considered for women. Another explanation is that women also bear a greater share of the responsibility for caring for the family and children, so men work more paid hours outside the home than women.

Finland performs admirably in terms of other facets of the gender divide, not just wages. It is the only top-ranked Nordic country that has fully closed the gender gap in educational attainment, according to the World Economic Forum. In Finland, women make up 47 percent of the parliament and 37.5 percent of the ministers.

United States: 18%

The gender pay disparity receives a lot of public coverage in the United States. For example, the United States women's soccer team famously filed a gender discrimination case against the

United States Soccer Federation. “Soccer players who alleged to have been exposed to unfair labour conditions and salaries”. The players were awarded class status by a magistrate, who recognised that there was sufficient proof of prejudice. This decision was hailed as a major achievement by some, who saw it as a vindication of their long battle for fair pay.

The wage gap between men and women in America has diminished over time, but there is still a long way to go. “The American Association of University Women reported in 2018 that women earn 82 cents for every dollar earned by men, earning us a gap of 18%”.

When higher education is factored in, however, the difference widens even further. Data from the United States for 2019. According to the Census Bureau, women earn 74 cents for every dollar earned by men with a bachelor's degree, a 26 percent wage disparity.

According to a 2019 PayScale survey, “the gender pay gap is much larger when broken down by race, with Native American, Black, and Hispanic women paying 26 percent less than their white male counterparts”.

Reasons

Politics

In the most recent version, 85 of the 153 countries covered have never had a female head. It's perhaps no coincidence that women lead five of the top ten most gender-equal countries.

The overall gain this year was also due to political change, as the number of women in parliaments around the world grew. Despite this, just 24.7 percent of the Political Empowerment subindex deficit has been closed so far.



Women's political empowerment,2020(world economic forum gender gap report, 2020)

Considering Iceland, On the national front, women's unity through political organizing has been instrumental in Iceland's pursuit of gender equality. Just 2 percent-5 percent of the members of Parliament were women during the period from 1915 to 1983.

It is also important to remember that women's lists, not conventional political parties, comprised the first Icelandic women elected to a local government in 1908 and to parliament in 1922. "Several decades later, as this political experiment was replicated with the creation of the Women's Alliance in 1982, it led to significant changes and a leap in the representation of women in politics". Female's demands, such as healthcare for girls, became the legislative

vehicle of the Women's Alliance to encourage women to compete in the labor force in an equitable basis with male, who were embraced by female voters.

Since operating tirelessly from inside parliament, shaping the national discourse and the political agendas of the traditional political parties, the Women's Coalition ceased to exist in 1999. "Women's issues" were eventually introduced into other parties' political agendas and women in these parties started to take a more meaningful role than before, when they were the "icing on the cake, a decorative flower within male-dominated political parties and candidate lists".(Education International, 2011)

Women voted for 48 percent of elected members in parliament in 2016 (it has fallen to 38 percent following recent elections). In this long struggle, it is also a tremendous success that the proportion of women in the cabinet has started to represent the share of women in parliament in recent years. The highest glass ceiling has been alluded to as executive power. There is almost democratic freedom, after more than 100 years.

Equal Pay Certification in Iceland

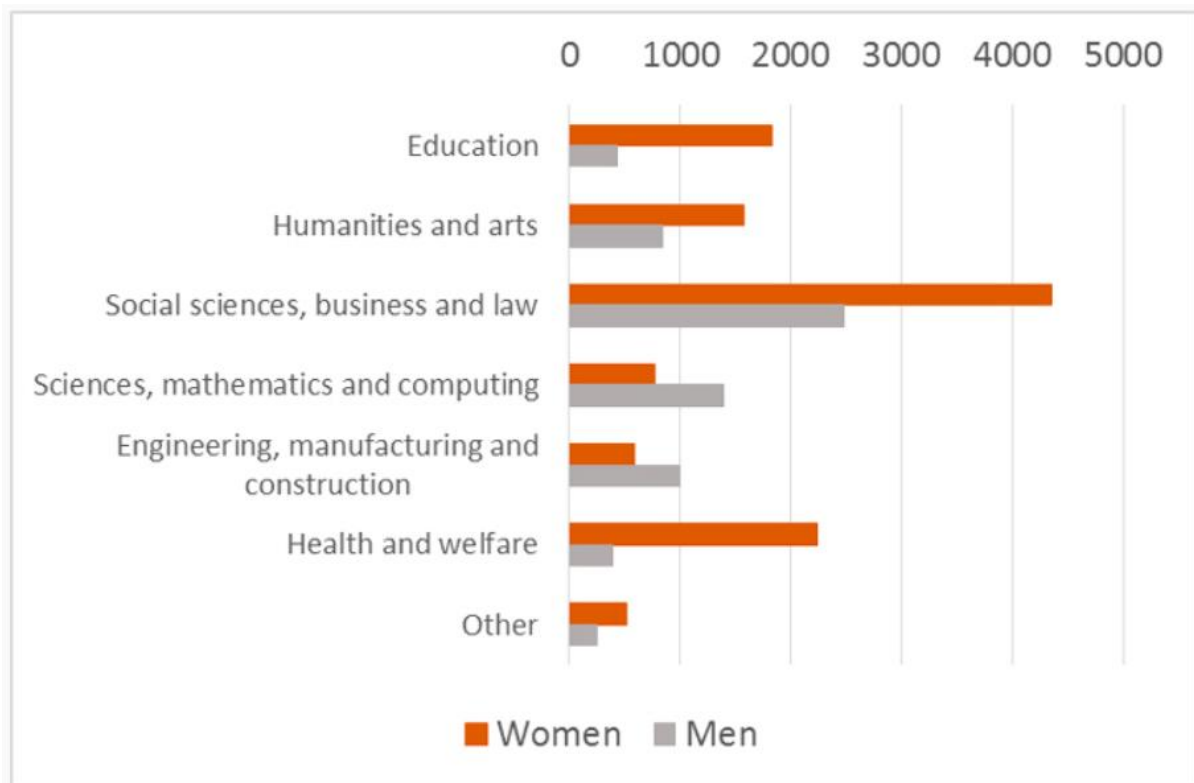
The goal of the compulsory certification of fair pay is to implement the new law banning gender-based discrimination practices and ensuring that equal salaries be paid to women and men working with the same employer and that equal workplace opportunities be enjoyed for the same positions or positions of equivalent value. On June 1, 2017, a bill of legislation was passed by Parliament ("amendments to the Gender Equality Act No. 10/2008") and came into effect on January 1, 2018. Companies and organizations employing 25 or more staff shall be eligible to receive, on an annual basis, fair pay recognition for and application of their equal pay scheme. Certification shall follow the criteria of Standard ÍST 85, Fair Wage Control System-Requirements and Guidelines (normally called The Equal Pay Standard) in compliance with the regulations. Fair pay qualification under the ÍST 85 standard is meant to confirm that when compensation decisions are made, they are based only on sufficient consideration.

The ÍST 85 Norm is a standard of management criteria that can be used by all organizations and entities regardless of the size of the office, purpose, position or gender equilibrium between employees. In order to eliminate overt or implied discrimination, the normative ÍST 85

guarantees ethical working methods. You can buy Standard ÍST 85 from the Icelandic Standards (Staðlaráð Íslands).

Education in Iceland

With the "invasion" of feminist intellectuals into “the cradle of education in the 1960s and 1970s, the structural political and economic liberation of women went hand in hand, resulting in the creation of a new truth that was historically unspoken and unseen”.



Education in iceland(stastice,is)

Above figure shows that women account for 64% of university students in Iceland and are the majority of most fields of study. Men continue to make up the bulk of STEM students (Science, technology, engineering and mathematics). Women are gradually entering traditionally male-dominated fields; however, they seem to find it more difficult than men to do so, and they need more guidance and resources than their male counterparts (Gudmundsdottir 2014). Women cited family ties as a reason for working of traditionally male-dominated fields in studies.

There was also discrimination against men joining traditionally female-dominated professions. “Kristinsson (2005) discovered that a potential explanation is the absence of role models when attempting to shed light on why so few men study nursing”. Other women and their teachers appeared to attract uncomfortable scrutiny from male nursing students.

Women are more likely to get university degrees in Iceland, up to the PhD level, than men. They accounted for 40 percent of science, mathematics and computer graduates and 35 percent of architecture, manufacturing and construction graduates.

Women account for over “80% of health graduates, and over 70% of veterinary, farming, and school graduates”. Women account for less than a quarter of those employed as plant and equipment operators and in the fields of crafts and commerce, agriculture, fisheries and administration.

Paid mandatory parental leave in Norway

It would help eradicate sexism and normalise parents in the workplace if more men take paternity leave. The United States currently lacks a paid family leave policy. The parental benefit cycle in Norway is divided into three parts: “maternity leave, paternity leave, and joint leave”, with both maternity and paternity leave requiring a 15-week leave. For birth parents, the average bonus time is “49 weeks at 100% pay and 59 weeks at 80% pay”. It varies between 46 and 56 weeks for adoptive parents. “The first six weeks after birth are set aside for mum, with the remainder of the time divided equally between the parents. Co-mothers have the same rights as husbands when it comes to child custody”.(Mayer Brown, 2015)

Flexible Schedules in Finland & Sweden

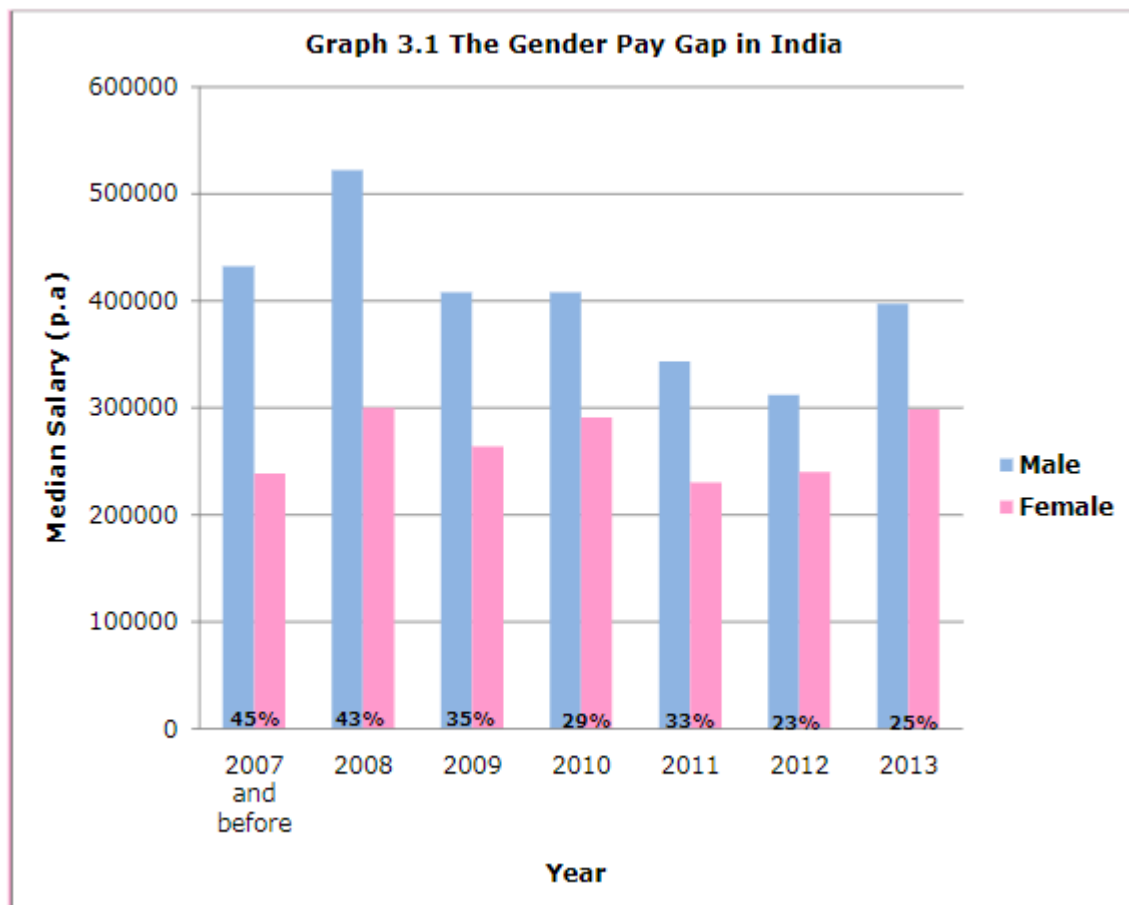
According to some studies, flexible employees are happier at work, learn better, and take less sick days than people on fixed schedules. Finland and Sweden could be leading the world in terms of alternate job plans, with 92 percent of firms in Finland and 86 percent in Sweden providing flexible work agreements. “According to the Bureau of Labor Statistics, only about 30% of employers in the United States provide flexible work hours”. Side note: At six hours and 45 minutes, Finnish employees are tied with Canadians for the shortest work days.

Subsidized and affordable childcare in Denmark

In 28 states in the United States, “childcare costs more than community college fees, with the national average of \$9,300 a year (with Massachusetts averaging more than \$20,000 a year)”. Compare this to Denmark, where childcare is guaranteed and the state accounts for about “75% of childcare costs”—completely paying it if the salary falls below a certain threshold.

Gender pay gap in India

India ranked “140th out of 156 countries on the gender gap index, according to the new World Economic Forum's (WEF) Global Gender Gap Survey 2020”. For the 10th straight year the global list was led by Iceland, having eliminated more than 85.8 percent of the cumulative gender disparity. Below figure shows gender pay gap in India throughout years.



Gender pay gap in india(dnaindia)

The gender wage gap is still very large in India, hence. “Females in the nation earn 19 percent less than males, according to the Monster Salary Index (MSI) issued in March 2019. The survey found that in 2018, the average gross hourly pay for men in India was 242.49, while 196.3 for women, which means that men earned 46.19 more than women”. Gender pay disparity (GPG) sectoral research has found that income gaps for men are prevalent in all related industries, including IT/ITES services (26%); engineering (24%); childcare, care services and social work

(21%). The only field where men receive only 2 per cent more is financial services, finance and insurance.

This is just part of the picture, though. Female are consistently paid substantially less than male in the unorganized market, and specifically in areas such as agriculture, citing disparities in skill. This index is complemented by the main results of Monster.com's "third annual survey titled 'Women of India Inc'". The survey found that approximately 60 percent of working people surveyed in India felt sexism at work and more than "one third of women feel that they are not readily considered for top management positions". Approximately 71 percent of men and 66 percent of women agree that gender parity needs to be a top priority for their organizations, the survey conducted on the set of Monster India databases revealed.

Gender wage gap by Demography

Sector	Male Daily Wage		Female Daily wage		% Gender wage gap
	<u>Average(RS)</u>	STD. Error	<u>Average(Rs)</u>	Std. Error	
Rural	194.89	0.023	123.57	0.027	36.6
Urban	427.746	0.084	327.37	0.131	23.5

The gender wage gap percentage tend to increase in rural area as compared to urban area.

Gender wage gap by Regular/casual worker wage status

Sector	Male Daily Wage		Female Daily wage		% Gender wage gap
	Average(RS)	STD. Error	Average(Rs)	Std. Error	
Regular	474.93	2.9	343.92	5.05	27.6
Casual	150.15	0.009	103.6	0.01	31

Gender wage gap sector wise

Sector	Male Daily Wage		Female Daily wage		% Gender wage gap
	Average(RS)	STD. Error	Average(Rs)	Std. Error	
Primary	129.146	0.011	99.44	0.011	23
Secondary	257.42	0.056	144.71	0.067	43.8
Tertiary	434.85	0.0816	325.03	0.121	25.3

Agriculture, forestry, and fisheries make up the primary sector. Mining and quarrying, manufacturing, power, coal, steam and air conditioning generation, water supply and associated operation, and construction make up the secondary sector. Wholesale and retail trade, transportation, lodging and food service, information and communication, financial and insurance activities, real estate activities, professional, scientific and technical activities, administrative public administration and defence, education, human health and social work activities, arts and entertainment are all part of the tertiary sector.

Gender wage gap across age

Age group(years)	Male Daily Wage		Female Daily wage		% Gender wage gap
	<u>Average(RS)</u>	STD. Error	<u>Average(Rs)</u>	Std. Error	
21-30	219.82	0.036	193.57	0.08	11.9
31-40	279.11	0.059	176.79	0.077	36.7
41-50	332.67	0.09	199.39	0.108	40.1
51-60	404.56	0.169	189.25	0.154	53.2
61-65	165.94	0.135	109.95	0.183	33.7

As observed from above gender wage gap increases with increase in age and it is highest among the age group of 51-60, which is also considered to be the retiring age in many of the professions.

Gender wage gap across socio-religious group

Socio-religious group	Male Daily Wage		Female Daily wage		% Gender wage gap
	<u>Average(RS)</u>	STD. Error	<u>Average(Rs)</u>	Std. Error	
Hindu- others	465.5	0.121	358.94	0.19	22.9
Hindu-OBC	257.51	0.043	162.15	0.05	37
Hindu-SC	211.65	0.06	136.7	0.05	35.4
Hindu-ST	183.93	0.07	116.4	0.06	36.7
Muslim	212.25	0.07	155.23	0.16	26.9

Gender wage gap according to education level

Education level	Male Daily Wage		Female Daily wage		% Gender wage gap
	<u>Average(RS)</u>	STD. Error	<u>Average(Rs)</u>	Std. Error	
Not literate	148.11	0.016	102.75	0.015	30.6
Below primary	162.5	0.03	115.68	0.04	28.8
Primary to higher secondary	231.39	0.02	148.27	0.06	35.9
Graduate and above	687.27	0.16	545.14	0.21	20.7

Reasons

Discrimination And Bias In Hiring And Pay Decisions (Base Pay Gap)

Gender inequality, both intentional and unconscious, is still prevalent in the world. Despite the fact that “women outperform men in 12 of the top 16 leadership traits, such as problem solving, organisational skills, and innovativeness, according to a Harvard Business Review report, women are frequently underestimated by employers, who still see men as more knowledgeable”.(Sarkhel, S. Patriarchy,2017)

Bonuses (Bonus Pay Gap)

Not only are women underrepresented in recruiting decisions and salary negotiations, but we still receive lower incentive incentives. Despite earning the same performance ranking, men received “up to 35% more in performance incentives than women”, according to a Mercer study conducted in Australia.

Working in a variety of industries, with lower wages in female-dominated industries.

Many people talk about why women want to work in “lower-paying fields like childcare, social work, teaching, and nursing, but few people ask why these female-dominated fields pay so little”. According to an analysis of US census data from 1950 to 2000, as women joined formerly male-dominated industries, their average wage fell. “Many social scientists believe that issues like gender inequality and social stigma” not only devalue "women's work," but also prevent women from entering higher-paying, male-dominated careers.

Women are taking more time off work to raise their children

Women are now largely forced to take time off work to raise children when they bear children. “However, the number of women having children is declining, while the number of men doing more housework and playing the primary caregiver role is increasing”. Hopefully, these latest developments would enable more women to follow their careers regardless of whether or not they have children.

Mothers Returning To Work Face a Lack Of Flexibility

Even if women want to return to work after delivering a child, they often face the so-called "motherhood penalty." Since most employers still do not have much stability for mothers, they

are often “forced to take on lower-paying, lower-demand jobs. Even if they do find a job that suits them, mothers have a far lower chance of getting an interview than fathers and childless women”. Furthermore, while women are penalised for raising children, men are compensated, according to study from the University of Massachusetts, which found that “fathers are more likely to be employed and paid more than childless men”.(Sarkhel, S. Patriarchy,2017)

Access to education is uneven

Around the world, women also have less access to education than men. 14 percent of 15- to 24-year-olds will drop out of high school. This group makes up 58 percent of those who do not finish their primary school. Women make up 23% of the world's illiterate population. When girls are not given the same level of training as boys, it has a huge effect on their job chances.

There are no legal safeguards

Over one billion women are not constitutionally shielded from domestic sexual harassment or domestic economic violence, according to a World Bank report. Both have a major impact on women's ability to achieve and live openly. In certain nations, there are very few legal protections against discrimination in the workplace, at education, and in general. These places become unsafe without protection, and women are forced to make decisions that compromise and limit their ambitions.

Democratic leadership is lacking

At the start of 2019, women had just 24.3 percent of seats in all national legislatures. There were 11 female heads of state as of June 2019. Women have been overwhelmingly underrepresented in government and the public sphere despite years of change. As a result, issues posed by female legislators including maternity leave and childcare, pensions, social equality laws, and gender-based violence are often ignored.

Mentalities of society

Although less tangible than the other causes on this list, a society's overall mindset has a significant impact on gender inequality. If it's accommodation, the legal system, or childcare, how society determines the differences and value between men and women is critical. Gender values are solid, and despite the fact that laws and structural reforms will transform things, there is still pushback after major changes. It is natural for all (men and women) to ignore other

areas of gender inequality while there is reform, such as greater representation of women in government.

Separation of labour

One of the causes that contributes to gender inequality in the workplace is the division of labour. There is an implicit belief in some countries that men are more suited to certain roles than women. For the most part, some are the highest-paying jobs. As a part of this disparity, women's wages are reduced. Women continue to carry the brunt of unpaid labour, but they still do additional work that goes unnoticed financially, while working full-time.

Women are mostly working in professions such as secretaries, counsellors, and nurses. Even in these professions, they are paid less than their male counterparts (IWPR 2009). This underlying undervaluation of a woman's work is called sexism is because of:

- Since the main obligation of women is believed to be unpaid care jobs, such as caring for children and families, they tend to be channelled into related labor market fields of work (UNIFEM, 2005). These distinctions are often attributed to the selection effect (Pertersen & Snartland, 2004). The preference effect shows that it is not women who prefer these forms of careers, but it is employers who choose men over women much of the time.
- "In some cases, it is the specific way in which work is achieved that plays an important role in financial assessment: "If combined by time-served and acquired construction skills, the physical ability of the worker will not be especially well remunerated. But the 'talents' of women, such as the strength and abilities involved in caring, are often not compensated by the same token (Rees, 1992)."

It is because of this “gendered division of labor that women do not have adequate bargaining power and are pushed into the labor market to take on lower paid work”. In addition, as women enter the job market, they also face general challenges, which in turn impact their sales growth and promotion opportunities. “Yet the expectations and requirements of parenthood are another explanation for the gender bias and the gender wage gap”. When needed to take care of their son, women frequently take part-time work or a career break. Women returning to the labor force for a full-time job following a break are frequently given smaller pay than their male counterparts. No priority is granted also to women who do not have children “because they are categorized as future mothers” (Goldberg & Hill, 2007). “Women who are not married are refused work opportunities on the grounds that if they are married, they can leave jobs and have

to travel with their husband or take time off when they get married". These variables appear to exacerbate the gender pay gap (Education International, 2011). This study attempts to use different metrics to calculate the size of the gender wage gap in India.

Possible Solutions To Decrease Gender Wage Gap

Solution for government:

Raise the bar: enact legislation establishing a minimum living wage

In comparison to men, women, especially women from minority communities, make up a large proportion of low-wage jobs. As evidenced in Brazil and Costa Rica, “governments that set a minimum living wage—one that requires employers to properly pay living expenses (including food, clothes, accommodation, and other basic needs)—compress the earnings distribution and reduce earnings disparities across population groups”.(Reilly, Barry,2015)

Promote pay disclosure by passing legislation that requires salary and total income data to be released

When businesses are forced to report gender wage disparities, research reveals that the gap narrows. According to a new survey on wage disclosure regulations in Denmark, the gender pay gap has narrowed by around two percentage points. At least ten countries have enacted laws requiring equal wage disclosure. The UK government demanded in 2017 that all employers with at least 250 employees publish clear statistics on the wage gap between men and women, but this requirement has sadly been placed on hold due to COVID-19. Similar “mandates occur in other countries around the world, such as Canada, Switzerland, France, which Sweden, and would continue to be sustained and repeated in order to achieve fair wages for men and women”.

Others have the ability to follow suit now that a host of national and sub-national governments have passed legislation forcing private corporations to post statistics on gender wage disparities. They should prioritise an approach that identifies intersectional differences, is appropriate for the region, and allows politicians, business directors, and staff to use data to support workforce inclusion.

Break the mould: Pass legislation prohibiting employers from demanding wage history information

While data disclosure in relation to employment, pensions, and total benefits can help public and private sector actors better identify and resolve gender pay disparities, some data can also make it difficult for women to negotiate salaries on an equal footing. With traditionally reduced

incomes arises a downside in terms of being able to bargain for higher pay. Recognizing this fact, some policymakers have taken steps to eliminate this gender-based barrier. Inquiring into an applicant's wage records is still prohibited by state and local councils in the United States, and the “legislature of Ontario passed the Pay Transparency Act, which prohibits employers from inquiring about applicants' previous salaries”.

Diversify roles: Invest in policies and services that counter gender discrimination in the workplace.

Gender wage disparities inside the same employment, which are exacerbated by the "motherhood burden" women experience when returning to work “after caring for children, as well as social sexism women face when negotiating wages, are important. The greatest pay disparities, however, do not occur for men and women working in the same occupations”. Occupational sex discrimination, or the fact that women and men are segregated in various markets and positions, is a major driver of global gender wage disparities. Nurses are more likely to be female, whereas “doctors are more likely to be male”. (Mohanty, Siba & Bisht,2016) Men are becoming more common as (often better-compensated) teachers and professors for older students, while women are becoming more common as domestic workers and childcare providers.

Governments can recommend setting goals or offering benefits for companies that employ more women in traditionally male-dominated fields, and vice versa. Parallel to this, federal investments should be prioritised to break down these obstacles, based on research that identifies successful interventions, such as providing male mentors and career preparation and placement, enabling women to “crossover” into male-dominated sectors.

Solution for business:

Ensure fair pay: Make a commitment to and follow up on equal pay for equal jobs.

Businesses can report pay through gender, age, parental status, and other demographic factors even though there is no legal requirement. An regular wage analysis that is disaggregated by ethnicity and other demographic factors should be used in efforts to narrow pay gaps. The outcomes of these initiatives should be made public in order to track success over time and increase employee and public confidence.

As of April 2020, “Salesforce has invested more than \$12 million in the United States” to fix unexplained wage disparities between men and women, as well as race and ethnicity. IKEA is one of only a few multinational organisations to join EPIC, an effort initiated by the International Labour Organization with the goal of achieving fair wages in all countries and industries by 2030. At the end of 2021, IKEA wants to reach gender-neutral pay for jobs of equal merit.

Overcome bias: To permanently eliminate salary disparities, address bias in the system

Many men-dominated industries (such as financial services) have gender-biased procurement systems or depend heavily on networks, putting women at a disadvantage. The use of gender-biased language in job advertising makes “women less likely to apply”, according to an analysis of British job advertisements. About 475,000 words were found to have a gender gap in the 77,000 commercials examined, with advertising for senior level jobs biased towards male candidates.

Support mothers and families by updating and establishing new gender-neutral and family-friendly policies.

Businesses should adopt “progressive, gender-neutral paid parental leave plans that go beyond legal standards and promote the growth and welfare of all workers, including mothers, husbands, and caregivers”. This is particularly relevant in countries like the United States, where paid parental leave is not required by law. Businesses should strongly empower men to take advantage of paid paternity leave programmes and challenge the idea that childcare (and other forms of caring work) is “women's work.”

Paid paternity leave seems to have a beneficial association with employee retention in both high and low-wage work, according to the evidence. Attrition among mothers declined dramatically after “Google and Accenture improved their paid parental leave policies”. Increased retention and the opportunity for parents to return to work following a leave of absence adds to family revenue and investment, as well as saving employers time and expense while avoiding the need to train new workers.

Businesses can also implement flexible work practises and strive to provide an environment that encourages flexible and remote work. Working parents who have the luxury of being remote are learning the difficulties of juggling parenting and job duties in the form of COVID-

19. Businesses should be aware of the increased stress that remote working will create during periods of crisis and foster an atmosphere that allows all workers to take paid time off without fear of retaliation, not only parents.

Commit to gender balance in leadership and the wider workforce by changing who you change.

In business leadership, there is a severe “lack of equity and gender balance, which contributes to groupthink, a lack of diversity in history, leadership styles, and concepts, a lack of creativity, heightened risk, and a reduced desire to solve problems, among other things”. Economic gender differences are also perpetuated by a lack of gender diversity in the highest paying jobs. Women find it difficult to enter informal peer networks for guidance and help, as well as to negotiate unwritten business rules and standards, due to a shortage of women in leadership positions.

Gender diversity of leadership and the workforce is critical for rising profitability and creativity in businesses. According to one report, increasing the percentage of women in leadership positions from 0% to 30% resulted in a 15% rise in profitability. Setting goals and making public promises to achieve gender balance are crucial steps for businesses to take. Safaricom has set a goal of achieving a 50/50 gender representation in “senior management by 2021, and started investigating gender wage disparities in 2019”. By 2022, IKEA has committed to achieving full gender equality in all functions, places, councils, and commissions.

Although it is vital to increase the number of women in leadership positions, it is also critical for businesses to create a “gender-responsive and equitable culture within the organisation, particularly among low-wage and underrepresented employees who may face additional types of discrimination”. Gender-responsive aspects can include performing gender studies in each line of business to assess and understand how women and men are affected while designing and revising company policies.

Transparency has the power to transform: For new jobs, have pay scales.

Using salary levels in work postings will help ensure that “women and other historically discriminated-against candidates are better prepared to negotiate, or better yet, escape pay based on the success of a candidate's salary negotiations rather than their skills, experience, and job responsibilities”. While more women are negotiating their pay than ever before, surveys indicate that men are more likely than women to do so where pay levels and bargaining practises are opaque.

Negotiating a salary is particularly difficult for people who are new to or underrepresented in the business sector. Businesses must note that displaying wage rates up front and having room for pay discussions would save time for all sides and promote loyalty by openness in order to bring up the most marginalised and underrepresented communities.

Make it easier to get to the top: Provide tools for learning and networking.

Women and people of colour, on average, do more “office housework” (note taking, having food and drinks, scheduling meetings, etc.) and have less access to the growth and network-building resources that white men do. Companies should be “mindful of this and implement rotations in office duties as well as proper performance evaluations on a range of assignments” to enable everyone to upskill and split the burden on time-consuming and low-reward administrative tasks.

Terminate all pay background queries

In the recruitment sector, the pay history investigation is a controversial topic. Any recruiters consider that this is a critical question to raise. No part of the recruiting process allows the recruiters to believe that things were true with the former boss. Equal pay supporters think the issue of wage history extends the pay gap. They should know they are widening the divide every time a boss poses the question.

Change inequitable pay

Moving high isn't the only way out there. When a company discovers that it has an entrenched gender pay gap, baby steps could be taken to curb it and establish a slow yet lasting institutional transition around it.

Give negotiating instruction to all staff

Any women can often not discuss their pay because they are viewed as aggressive or rude. Negotiation capabilities support workers in all areas of their jobs.

Get comfortable with the gender pay gap

Leaders should be mindful that incremental improvements in preparation in strategy, mindset and sensitization are moves that might help add flexibility to a more inclusive atmosphere for little to no room for some form of gender discrimination.

In a series of short, quiet cuts, gender inequality rises. The surface of the gender pay gap topic can only be scratched by some amount of research, money and thoughtful social media dialogues. Just recognition and the desire to make improvements could contribute to narrowing the gap a long way. And they're worth it. Since the advantages of an equally-paid workforce are immense. If the gap is narrowed and your female workers are handled equally, this promises a more equal, diverse and profitable market.

Limitations

Cultural Difference

There is a great deal of difference in cultural beliefs when compared to gender equal countries. India being a culturally colourful country at its roots, having severe deep rooted belief that sometime takes a violent turn, while other countries are more inclined towards freedom and moral ethics. Since culture has a huge impact on societal mindset which is one of the prominent cause of gender inequality, the results received from those countries might not be the same for India.

Population

The population in developed countries is very less compared to the densely populated India. So the measures used in countries like Iceland, Finland might not give positive outcome in India. Although it can be tried in several states of India.

Occupational differences

Every have their resources according to the demographic location of the country. The wage given for several occupation differs among genders and countries. While the labour market is more organised in some countries this might not be the case everywhere. Thus gaps among various professions are difficult to compare to generate a reasonable solution to overcome gender pay gap.

Conclusion

In this paper we explored ways adopted by countries with best gender gap index like Iceland, Finland, Sweden, New Zealand and the U.S.A. Factors that are considered to be most influential in Gender wage gap are political involvement of female population of the country, education among both genders and business ethics. Countries with higher percentage of female involvement in legislature have resulted in a better gender gap. Education plays an important role when considering gender pay gap. Countries with higher percentage of female education tend to be more prosperous in terms of gender equality. But even after having higher education rate among females in countries like Iceland the pay gap still exists. This indicates that education alone can't be sufficient to bridge this gap it need proper support from legislature as well. Societal mind set is also a major arena that contributes towards the gender inequality, thus pushing people through the power of legislature will be helpful towards achieving gender equality which in turn will improve gender pay gap.

There is also an inconsistency among the result while comparing it with that of India. One explanation for this inconsistency may be that gender gaps are narrower in developed countries because women face less institutional inequality than in developing countries like India.

This can also be observed from the analysis that due to COVID the gap is going to increasing in coming future. This gap while also will be observed among developed countries it is likely to impact more in countries like India which has more social discrimination against women, lower education rate among female and violent politics.

Although in the future this gap can be narrowed by implementing some of the solution recommended. The majority of changes can come from involving more of gender neutral laws for legislation and education. This will eventually decrease the social discrimination against women. The next step can be taking severe measures like Iceland making equal pay certificate a compulsion for any organisation.

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