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## **CLOSING THE GENDER GAP IN THE MINING SECTOR: THE INCLUSIVE PRACTICES**

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### **ABSTRACT**

Multinational corporations (MNCs) are increasingly involved in the United Nations Sustainable Development Goals (SDGs) initiative to enhance the quality of life in host countries. Gender equality (SDG 5) is the key focus. This study examines how MNCs in the male-dominated mining industry in Thailand and Laos promote gender equality through their policies and practices. Using a qualitative approach, we investigated the experiences of stakeholders in the mining sector. Our findings reveal significant gender disparities in employment, health, and vocational opportunities. While MNCs are making efforts to address these issues, the complex interplay of stakeholders and cultural factors influences progress. To effectively advance gender equality, this research suggests a shift in focus towards strategies that actively engage women in diverse business roles. Providing women with the necessary skills and knowledge is essential for their growth and empowerment within the mining industry.

**Keywords:** Gender equality, women empowerment, responsible business, sustainability.

## INTRODUCTION

The effort to bridge the gender gap is a complex challenge that requires a nuanced approach. According to the 2022 Global Gender Gap Report, progress in the status of women and girls worldwide has been hindered by the economic and social impacts of the pandemic and geopolitical conflicts (Global Gender Gap, 2022). A feminist perspective highlights that gender bias and structural disadvantages continue to impede women's progress, affecting various aspects of human resource management, from recruitment to retention.

Despite commendable initiatives by businesses to collaborate with the public sector to promote gender equality, a persistent challenge remains in the underrepresentation of women in both corporate and government roles globally. This issue of gender inequality remains a persistent and pervasive dilemma within the domain of management. From a feminist standpoint, this situation carries extensive implications, encompassing the potential for inefficient economies, the perpetuation of unequal growth patterns, and missed developmental opportunities resulting from the exclusion of women from the workforce and business engagements (Xu & Oded, 2022). Feminist theories emphasise the need to dismantle systemic barriers and challenge prevailing norms that perpetuate gender disparities in various facets of organisational functioning. Theories such as Marxist and Socialist Feminism can be adopted to explain this situation. Marxist feminism theory sees gender inequality as intertwined with economic class structures. It argues that capitalism exploits women's unpaid labour in homes, which underpins the paid labour force. Marxist feminism theory would point to the unequal division of housework and childcare that limits women's ability to fully participate in paid work.

To take one step from Marxist feminism theory, socialist feminism emphasises the need for a more fundamental shift in the economic system to achieve gender equality. It advocates for social policies that support working families, such as affordable childcare and universal healthcare. Hence, socialist feminism would argue for policies that make work more compatible with family life for both men and women.

The amelioration of gender disparities necessitates the meticulous design and implementation of policies and practices that adopt a

gender perspective. To foster gender equality throughout value chains, the business sector can play a pivotal role through a diverse array of initiatives (Agosin & Machado, 2005; Fidal, 2014). Multinational corporations (MNCs) refer to business entities engaged in activities spanning more than two countries, embodying the structure that characterises foreign direct investment. This structure involves the incorporation of the firm in one country, along with the establishment of branches or subsidiaries in foreign nations. Theories of the MNC explain it using monopoly power, competitive advantages or internalisation theory (Buckley, 2018).

MNCs employ diverse strategies and allocate resources when engaging with local stakeholders globally, a phenomenon that can be analysed through the lens of various business theories. Throughout this interaction, key issues, including but not limited to gender equality, environmental sustainability, and skills development, often surface during the materiality assessment process. Examining these engagements through the perspective of stakeholder theory, it becomes evident that MNCs navigate the complex landscape of societal expectations and stakeholder interests (Vindhya & Lingam, 2019).

The incorporation of gender equality initiatives, a notable corporate social responsibility (CSR) action, is a recurring trend observed among numerous MNCs (Vindhya & Lingam, 2019; Titilope et al., 2021). This aligns with the stakeholder management theory, which posits that organisations must consider the interests and concerns of various stakeholders, including local communities and global society. By addressing gender equality and empowering women, MNCs not only respond to societal expectations but also contribute to sustainable development, enhancing their overall corporate reputation. Indeed, there are several research gaps in understanding the relationship between mining companies and women's experiences in the industry, as well as broader gender issues. There are several factors impeding women in the mining industry to advance. That may include implicit bias, workplace culture, and limited opportunities for training and mentorship, and there is a lack of robust data to support these points. Also, there is a lack of empirical research that examines how intersecting identities, such as race, ethnicity, class, and sexuality, intersect with gender to shape women's experiences in the mining industry. Research exploring the unique challenges faced by

women from marginalised or underrepresented groups within mining companies would provide valuable insights into the complex interplay of power dynamics and discrimination. Also, issues on poverty, gender gap pay, and women in mining should have been explored. Gender inequality and marginalisation of women are considered to be some of the most persistent challenges to poverty (Duflo, 2012), yet the mining industry does not have a clear strategy for engaging gender despite it being a central focus in development debates.

In fact, gender disparities in the mining industry have been a subject of increasing research interest. Several gaps in the existing literature have been identified. Firstly, there is a need to further explore the impact of mining activities on gender equality within mining communities (Pimpa, 2019). Understanding the perceptions and experiences of female workers, community members, and families in mining areas can provide valuable insights into the challenges and opportunities for gender equality in these settings.

Secondly, the feminisation of mining and the roles of women in reshaping gender dynamics within the industry require more in-depth investigation (Lahiri-Dutt, 2015). Studies have shown that women in mining face significant challenges such as financial constraints, lack of technical knowledge, and legal barriers (Ndlovu et al., 2019). Exploring how women navigate these obstacles and contribute to changing gender norms within mining operations is crucial for promoting gender inclusivity.

Moreover, addressing gender disparities in geoscience and mining, as highlighted in studies focusing on Mongolia (Wei et al., 2020), is essential for promoting gender equality in these sectors. Research has also emphasised the risk of extractive industries like mining exacerbating gender disparities in economic opportunities (Kotsadam & Tolonen, 2016). Understanding the specific mechanisms through which these disparities occur and persist is vital for developing targeted interventions.

While strategies to empower women within MNCs may appear promising, there is a limited understanding of the genuine capability of MNCs to meaningfully engage in the promotion of gender equality and the reduction of gender gaps in host countries (Pimpa, 2013; McKague & Oliver, 2012). Stakeholder theory offers valuable

insights into the dynamics of this engagement, emphasising the importance of considering the interests and expectations of various stakeholders, including local communities, employees, and society at large. Although gender inequality in Southeast Asia's mining sector is included in the global evaluation of the mining industry, specific local contexts can influence the roles and responsibilities of women in mining. This gap of knowledge will be what we aim to investigate in this paper.

It is essential to recognise that on a global scale, societal expectations, corporate regulations, and the legal environment in the host and home countries continue to exert a considerable influence on the educational and career choices available to women (Gobet, 2017; Ite, 2004; Kolk & Tulder, 2006; McKague & Oliver, 2012; Rani, 2021). Stakeholder theory emphasises the interconnectedness of these factors, urging MNCs to not only address gender disparities within their organisations but also contribute to broader societal changes by collaborating with stakeholders and advocating for policies that support gender equality on multiple fronts. This holistic approach aligns with stakeholder theory's core tenet of balancing the interests of all relevant stakeholders to foster sustainable and mutually beneficial outcomes (Gobet, 2017; Ite, 2004; Kolk & Tulder, 2006; McKague & Oliver, 2012; Rani, 2021).

The United Nations Sustainable Development Goals (SDGs) highlight the significance of actions to promote gender equality (SDG 5). The social and economic repercussions of the COVID-19 pandemic have worsened the progress of gender equality. Progress is lagging in areas such as time spent on unpaid care and domestic labour, decision-making about sexual and reproductive health, and gender-sensitive budgeting.

MNCs in the host countries are expected to contribute to the development of gender equality and support women. They might adopt short-term strategies such as short-term loans or skill development for women. MNCs will need to understand how to effectively engage with other stakeholders when it comes to gender equality (Xu & Oded, 2022). In short, the key objective of this study is to analyse and recommend comprehensive strategies for mining multinational corporations (MNCs) to promote gender equality in host countries, with a specific focus on addressing and closing gender gaps within mining communities.

## **LITERATURE REVIEW**

Historically, the mining industry has been dominated by males, with significant gender disparities in employment and leadership positions (Kansake et al., 2021; Pimpa, 2019). Women in the mining industry confront numerous obstacles, such as implicit bias, workplace culture, and limited training and mentoring opportunities. Several factors contribute to these gender gaps in the mining industry (Kansake et al., 2021).

One is the perception that mining is a ‘dirty’ and physically demanding job, which may discourage women from pursuing careers in the field (Sinha, 2023). Another factor is the lack of representation of women in mining and STEM-related fields, which can make it difficult for women to find role models and mentors in the industry (Kansake et al., 2021).

In the Southeast Asian mining sector, there has been notable progress in increasing the participation of women in a traditionally male-dominated industry (UN Women, 2022). This positive shift is partially due to forward-thinking workplace equity legislation and, to some extent, a changing mindset among mining companies regarding the inclusion of women in the workforce. Despite the cultural shift in this industry, women and girls in some parts of the region still face discrimination in the workplace. In fact, they are not given enough opportunities to thrive when it comes to training, vocation, or employment (Gobet, 2017).

Mining MNCs can be one of the champions in providing various opportunities for women and girls in host countries. A report by Denison and Pringle (2023) confirms that achieving gender equality within the mining industry constitutes an iterative process characterised by continuous learning and concerted efforts. The sustained commitment to this endeavour is exemplified by recent initiatives aimed at curtailing normative sexist and homophobic language, recognised for its potential adverse effects on employee well-being and retention. Gender mainstreaming processes are influenced by social constructionism and feminist theories. Power dynamics in agreements like Impact and Benefit Agreements (IBAs) contribute to unequal power distribution, especially impacting indigenous communities. The mining boom-bust cycle significantly affects community health, particularly women’s

well-being and mental health. CSR programs aiming to empower communities face challenges, and the mining industry has been linked to adverse mental health impacts on landholders and rural communities due to lack of control and financial hardship. Research has also emphasised the risk of extractive industries like mining exacerbating gender disparities among indigenous men and women in economic opportunities (Kotsadam & Tolonen, 2016). Understanding the specific mechanisms through which these disparities occur and persist is vital for developing targeted interventions.

This can also impact female employee satisfaction (Xu & Oded, 2022; Fida et al., 2014), and Matten and Moon (2008) also confirm that a company's CSR and gender policies within the ESG framework have an impact on its ability to attract and retain female employees, media coverage, customers, and investors. There is a correlation between how ethically a company treats its employees and how happy those people are in their professions.

From the corporate governance perspective, mining MNCs can be among the strong, influential actors in developing new schemes for gender equality, providing local women with opportunities in life. Indeed, when it comes to implementing CSR activities connected to gender equality, MNCs need to go beyond the existing gender and inequality situation in the community and consider the global scenario that also influences gender equality (Cramer, 2006; Westphal & Zajac, 2001; Dasthagir, 2021).

## **METHODOLOGY**

The research design for this qualitative study entails the utilisation of case study methodology, through which we adopted personal interviews as the primary data collection method. The study aims to investigate and propose comprehensive strategies for MNCs to promote gender equality in host countries, with a particular emphasis on addressing and closing gender gaps within mining communities. Personal interviews stand as an appropriate data collection technique (Strauss & Corbin, 1998; Keats, 2000). This technique helps us to focus on the language used by key informants as well as the local context of each story when it comes to gender narratives.

## **Key Informants**

Key informants are from mining MNCs with long-term establishment in the host countries. We selected them based on their work experiences and personal engagement with gender equality and CSR activities. The researcher selected four mining MNCs (two in Thailand and two in the Lao People's Democratic Republic [Lao PDR]). These MNCs were selected due to their experiences with CSR, gender policies, and poverty alleviation activities in the local countries.

To adhere to research ethics, we have anonymised all companies involved in this study, and we referred to them as 'a', 'b' in Lao PDR and 'c', 'd' in Thailand. The purposive sample involved 20 professional and local staff; 4 of them were CSR managers (2 from each country), and the other 4 participants were team members responsible for the development and implementation of CSR strategies within their association in each country (2 from each country). The rest (8 from Lao PDR and 4 from Thailand) are workers. We selected participants by looking at their experiences (i.e., involvement in gender-related activities within 24 months).

## **Data Collection and Analysis**

We were in touch with each company and asked for permission to interview staff with experiences in gender and CSR activities. Questions for the interview were designed by the researcher and team members (See Table 1). Apart from looking at the key literature and previous questions, we asked two workers from the mining company and one volunteer from the village to check the language and cultural references in the questions. In the context of interviewing participants in this study, addressing sensitive topics related to gender equality demanded a thoughtful approach. We considered age-appropriate language and considered the participants' comprehension levels. Questions were checked for clarity and conciseness. All interviews took place at their offices. It took approximately 30–45 minutes per interview. After the interviews were transcribed, the researcher applied both inductive and deductive coding of the interviews in order to understand the experiences of the participants, following the coding strategies proposed by Miles and Huberman (1998). In line with this, the researcher defined codes based on the direction of the data. After that process, thematic analysis was utilised to examine the fieldwork data.



As the researcher gained a deeper understanding of the data, members of the research assistant team generated and polished themes to offer to the researcher. This procedure was beneficial to the exploratory nature of this research. Also, the researcher met with each group to explain the findings and solicit suggestions for future improvements of the project after sharing the study's most salient findings with the companies and participants.

## **RESULTS**

In this section, three key themes emerged as the key factors promoting life opportunities for women in this study.

### **Theme 1: Gender Gaps in Policies and Employment**

The analysis of corporate policies reveals that specific domains within the company's human resources (HR) policies and economic structures, including compensation, working hours, leave, welfare, and promotion, exhibit thoughtful design considerations when assessing their impact on female workers. Additionally, these companies articulate their commitment to integrating gender considerations into both HR and management policies, aiming to foster 'gender equality' among both staff and stakeholders.

We notice that gender stereotypes can limit the opportunities available to women and men in the mining industry. Challenging these stereotypes and promoting gender equality can help to create a more inclusive society that values the contributions of all individuals regardless of their gender.

*"Our company has tried to promote women and break the generic stereotypes they faced in the past". (Company B)*

They acknowledged the interplay between business policies and human rights, particularly through the lens of gender. They concurred that MNCs bear the responsibility of formulating and executing policies dedicated to promoting gender equality. This includes undertaking due diligence processes to uphold the standards of gender equality and providing remedial measures in instances of gender-based employment disparities.

Notably, the concept of ‘equal pay for equal work’ is recognised as an effective, long-term strategy for realising gender parity in the workplace. Examination of various facets within the company’s HR policies, such as compensation, working hours, leave, and promotion, revealed a thoughtful design that takes into account gender considerations and effects. Furthermore, these companies extended their commitment to addressing gender equality as part of broader social and employment initiatives undertaken by the management team.

*“I support the fact that the mining industry can work to create a more inclusive and diverse workplace culture that promotes gender equality and addresses gender-based discrimination and harassment”.* (Company B)

Evidently, employment offers women in both nations equal opportunities to financial and non-financial goods and services. Many local women have equal access to financial and non-financial resources due to their employment. In this study, multinational corporations appear to prioritise diverse economic activities as a tool for promoting gender equality. Most businesses concur that equitable job opportunities are the most promising long-term strategy for gender equality.

*“We are proud to know that a number of our female workers are the breadwinners and full-time mothers”.*  
(Company A)

One strong point from the study is that MNCs in this study helped the economies of both Thailand and Lao PDR grow by giving men and women more job and skill-building opportunities, giving men and women equal opportunities for promotion, investing in public-private partnerships and building capacity for women. Participants in this study agreed that MNCs and various social stakeholders in Lao PDR should combine resources to implement gender equality initiatives for women.

During our investigation, a prominent representative from Company A in Lao PDR emphasised the paramount significance of cultivating partnerships with diverse political groups, particularly local councils

in rural regions, to facilitate the successful execution of employment and skill development strategies. These groups play a pivotal role in advocating for the initiatives, identifying suitable candidates from the local female population, and fostering effective communication with other local organisations.

*“We alone will not make any impact on empowering women in this country. We need more partners to work with”.* (Company A)

Establishing close collaboration with the local government emerges as a pivotal factor in driving gender equality initiatives within businesses. Such a partnership enables the exchange of ideas and strategies with national representatives from the central government, as well as engagement with local municipal authorities when seeking political backing. Our research underscores the significance of forging robust working relationships with key political and economic stakeholders in host countries as the most effective approach for adapting to local circumstances. Notably, when the objectives of gender equality activities or programs are transparent, political factions in both the home and host countries are well-positioned to offer support to MNCs.

## **Theme 2: Gender Gaps in Physical and Mental Health**

The gender gap in health refers to the systematic differences in health outcomes, access to healthcare, and healthcare experiences between men and women. Participants in this study referred to this gap in various ways, encompassing physical and mental health disparities, as well as differences in healthcare utilisation and treatment. There was a discernible trend among the participants, and it had to do with their health. We sensed its importance from their concerns over health issues. The common thread we gleaned from the discussion was that almost all local participants viewed health concerns as a major contributor to the gender gap between men and women in the community. They referred to general health services, health examinations for staff, and some preventative strategies.

*“Previously, access to healthcare for common women like me was limited. I guess it was because of scarcity in resources”.* (Team Member Company A)

Basically, being in good health is related to their ability to earn resources. When it comes to working in a mining company, all workers in this study agreed that companies should be clear on the health impacts. Different MNCs focused on different health issues in the host countries due to their resources and national government policies. The common issue is screenings at regular intervals. This process can help discover any possible health problems before they develop into more serious conditions. This is helpful for women to be aware of their health issues and their well-being. Screening for illnesses such as high blood pressure, diabetes, and lung disease can be provided free of charge to personnel working in the mining industry by the firms themselves.

*“The prevalence of overweight men and women seems to be a common issue here. Our company focuses on good lifestyle and health for women”.* (Team Member Company 3)

The health schemes from MNCs in both countries tend to have standards similar to those of local public health services. From the discussions with representatives from the mining MNCs, the health services for women tend to be the amalgamation of both curative and preventive medicines. Female staff can also transfer rights to good health services to their children. It is not uncommon to learn that, historically, women often face barriers to accessing healthcare, such as a lack of health insurance or childcare, which can affect their ability to receive preventative care and treatment.

When the company started to establish itself in the community, it introduced wellness programs that encouraged female employees to adopt healthy behaviours such as regular exercise and healthy eating. These programs can include activities such as fitness classes, healthy eating workshops, and smoking cessation programs. There are also significant disparities in the way that mental health is perceived and treated based on gender. Improving maternal health and cutting down on infant mortality are two goals that have been prioritised. In the fight against HIV/AIDS, malaria, and other tropical infectious diseases, the companies took them seriously for all staff, regardless of their gender or other demographic profiles.

*“Though HIV/AIDs is not prevalent in this community, we need to raise awareness on sexual transmission disease among our staff.”* (Company A)

To provide services and support their female employees, companies organised workshops and sessions with trained psychologists to discuss the relationship between employee resilience and productivity in the workplace. They confirmed that this helped define health equality for women. Despite the fact that trauma is a serious public health concern in mining communities, resulting in ill health and mortality, there is a paucity of specialised trauma treatment for the community. We observed that the current trauma care systems are not only simplistic, but they are also generally limited to metropolitan areas, without any sort of connectivity to regional or state-wide networks. It is important to address these gender gaps in physical and mental health through education, advocacy, and policy change. This includes addressing systemic barriers to healthcare access and promoting gender-inclusive mental health resources and support.

Mining companies can provide resources and support to help women maintain good mental health. This includes access to mental health counselling, stress management programs, and employee assistance programs.

### **Theme 3: Gender Gaps in Entrepreneurship and Vocational Opportunities**

Women often face barriers to entrepreneurship, such as a lack of access to capital, networks, and mentorship. Additionally, women may face societal expectations and biases that discourage them from pursuing entrepreneurial ventures. Women in this study referred to their experiences in skill development workshops and entrepreneurial training with companies as life-changing situations.

Technical skills (i.e., financing, information technology) and soft skills (i.e., English language) are critical for women in the mining communities in this study to gain social and financial status. Although MNCs may have the authority to design and develop programs for female workers and/or girls in the community, female leaders can also influence the companies and represent the women group to discuss their needs with the company. When women engage in entrepreneurship activities and vocational training programs by MNCs, they tend to be more confident and show signs of self-efficacy and risk-taking behaviour.

*“I understand online marketing and started to do it last month after I completed a training program with the company”.* (Local female worker)

Some of the unskilled female workers in both countries were changed into skilled professionals such as data entry clerks, security officers, and business officers by multinational corporations. This is in addition to receiving on-the-job training. Using an in-house training program and other internal resources, they developed initiatives to promote gender parity. Mining MNCs in Laos also adopted a sister mentorship to encourage women to participate in vocational education programs. Creating a supportive learning environment that encourages girls and women to pursue their career goals can help reduce gender gaps. This can be achieved by providing mentoring programs, career counselling, and creating safe spaces for girls to discuss their career aspirations.

In this study, multinational corporations (MNCs) prioritised distributing money to community leaders and local agencies on a variety of community activities, events, and community learning schemes with the goal of increasing community members' familiarity with skill development programs for girls and women. As the following interview excerpts show, the majority of these organisations prioritised the creation of new educational facilities to meet the demands of the local populations.

*“We support skill development for women. New tools are around the market and they will be useful for our village”.*  
(Company A)

*“We work with a number of agencies on training programs for girls and women to enable them to acquire skills to work in business”.* (Company D)

All the MNCs involved in this research recognised the long-term benefits of investing in girls' and women's education and the development of entrepreneurial skills as a means of supporting their communities. In fact, participants in both countries agreed that they could see the value of training programs because they benefitted from increased agency over their own lives and circumstances, a reorientation of their focus inward, and the confidence that came from realising that they had the power to control life.

*“I found the entrepreneurship training is useful for me because I can plan my income and also manage my own time”.* (Local female worker)

Also, we learn that when it comes to skill development in certain areas, such as automotive or carpentry, the representation of women in such traditional male industries may lead to gender inequality issues in both countries. It is suggested that women who learn skills for a job should get financial and logistical help to start and keep their jobs. This will help reduce gender inequality in the long run.

## CONCLUSION

Although the efficacy of CSR activities in the global mining sectors has been increasingly questioned, this study determines the methods in which mining MNCs might act ethically through their gender-related CSR schemes. Agency, resources, and success are the three pillars upon which the empowering notion rests.

The cases of Thailand and Lao PDR show how MNCs are driving the development of new markets, sectors, technologies, and business models that promote sustainable incomes for women and girls. Moreover, we learn that vulnerable groups of women, including migrant workers, those with disabilities, and those affected by conflict, are frequently left behind. MNCs can create positive conditions to support them (UN Women, 2021). Implementing strategies and measures to advance gender equality in tandem with other SDGs is optimal for women in this study.

MNCs should establish concrete targets for advancing gender parity by assessing the benefits, drawbacks, and potential of existing initiatives in the workplace, the marketplace, and the community at large.

Leadership and support from formal and informal groups, in addition to related and supporting organisational elements, are critical to the successful implementation of gender-related CSR projects. This point confirms that the integration of both internal factors and external forces can accelerate the degree of success. In fact, a study by UN Women (2021) confirms that at the early stage of the COVID-19 pandemic, women who were empowered and supported by the government and

other sources tended to perform better than those from lower socio-economic conditions with less support.

This study shows that MNCs can help promote gender equality if they understand the local issues of “responsibility” from the local context and know how to deal with them. They need to consider the entire ecosystem, understand the challenges, and dismantle the barriers to achieving gender equality across their value chains.

The findings of the study endorse Freeman (1989) on the link between the legitimacy of MNCs and their ability to align with various stakeholders, mobilise resources to meet the expectations of its various stakeholders and manage local challenging factors. Clearly, the complications of poverty reduction strategies by MNCs are inevitable. Nevertheless, this study raises the question of how MNCs and local governments promote gender equality and the acceptance of gender inclusion and equity in the local context.

In essence, the principle of conducting and monitoring sustainable CSR programs for women and girls must be addressed at an early stage. The key distinction among the practices of MNCs in Lao PDR and Thailand is ‘with whom’ to confirm such important concepts. Local governments in both nations may require MNCs to adhere to normal business practices. In other words, businesses operating on a global scale need to demonstrate “altruism” and “determination” to adapt to the varying demands of each country they do business in.

If gender equality is a priority in the host nations, it is crucial to learn about the results and effects of current policies and practices. The main limitations of this study are the scope and time limitations that impede the researcher from exploring various forms of discrimination occurring in the settings. Future research should examine this important point.

Future research study is required to assist MNCs in recognising the benefits of gender equality and diversity. It is insufficient to state that there are potential benefits; the current discrepancies between objectives and realities regarding gender demonstrate that the roads to achieving more gender equality remain elusive. Hence, an ongoing dialogue around the creation of policy and support for gender equality and asking whether MNCs operating in the global arena should involve more women in their operations must be continued.



Women constitute slightly more than half of the world's population. They are currently facing obstacles and operate in various circumstances. In order to integrate gender equality into MNCs' policies and practices, and bring unique benefits of gender equality to global business, there must be clearer means for MNCs to increase female participation in global business activities.

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