

Breaking the Glass Ceiling A Case Study on Human Resource Practices for Women's Career Progression in India 2015 to 2024

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Abstract

The glass ceiling continues to be a major hurdle for women's career advancement within corporate India, in spite of statutory mandates and organizational diversity initiatives. This paper attempts to review, between 2015 and 2024, critically assess the Human Resource (HR) practices that have both contributed to breaking this barrier, promoting gender diversity, and enhancing women's career advancement. HR Ideas such as diversity training, inclusive hiring, mentoring/sponsorship programs, flexible working arrangements, and anti-discrimination measures are reviewed through a review of literature in the study. Findings showed that unconscious bias has a significant influence on recruitment decisions, promotion policies, and workplace culture in defining the hierarchies, often perpetuating male-dominated leadership. While some corporations have adopted diversity training and blind hiring in order to avoid bias, the efficacy of these vary across sectors. Challenges concerning work-life balance have historically disadvantaged women because of the traditional expectation that they bear the bulk of caregiving responsibilities. Although flexible work policies, paid parental leave, and child care support have recently been introduced, these provisions are nevertheless inconsistently applied across organizations, further undermining women's enhancement opportunities.

The study said that, the addition of exploration into women's experiences within professional hierarchies suggests there may be far-reaching implications in terms of their career trajectories. The observation is made that due to men continuing to stagnate in senior leadership roles, if women could gain such valuable access, they're empowered, although the opportunities are limited. Gender diversity case studies, further illustrated through companies like Infosys, ICICI Bank, and Tata Steel, also demonstrate the success of structured HR interventions to promote gender inclusivity. Women continue to struggle with oppression in male-dominant industries like manufacturing, engineering, and finance, where there are hardly any opportunities for leadership. After a due course of time taken to reassess equality, legislative measures put in place like the Companies Act, which states that one female director should be mandatory in a corporate board, has not led to addressing the systemic barriers, implying a deep cultural shift is the need of the hour for organizations. The study recommends that organizations should transcend beyond mere token diversity actions and arm themselves with the knowledge to build gender equity in their corporate DNA through serious and committed leadership, transparent promotion policies, and strict adherence to anti-discrimination laws. Organizations should focus on strengthening of women leadership programs, structured assessments, and partnership initiatives designed to cultivate a more positive environment for women to experience equal professional success. These findings are likely to fit well for

HR professionals, executives, and policy-makers eager to advance the building of a fairer and more equitable corporate environment in India.

Keywords: Glass Ceiling, HR Practices, Women's Career Progression, Gender Inclusivity, Leadership, India.

Introduction

Breaking the glass ceiling in India is critical for promoting women empowerment inside corporate sectors, especially via strategic Human Resource initiatives. Though they have equivalent qualifications and capabilities, women have long faced great difficulty in career advancement, which the corporate world has long been grappling with gender inequality. Throughout history, gender prejudices, societal expectations, and business systems have conspired to put women in a challenging position in leadership capacities. Many women still find their career growth hindered by an unseen barrier called the "glass ceiling," regardless of legal initiatives and company policies trying to adhesive these problems.

Introduced in the 1980s to define the constraints women face in achieving executive roles notwithstanding having the requisite qualifications and expertise, the glass ceiling idea first came up. Traditional societal standards, employment discrimination, and absentee adequate support systems for working women only serve to exacerbate this problem in India. True gender equality in leadership positions still needs a lot of effort, although there has been progress in the past few years.

This study looks into the Human Resource practices in India between 2015 and 2024 to break the glass ceiling and women's career progression. It studies how diversity initiatives, flexible work arrangements, mentorship programs and anti-discrimination policies have led to increase in female representation in leadership. It also evaluates the effectiveness of these and identifies the challenges that still hinder women's career growth.

One of the biggest obstacles faced by women in corporate India is unconscious bias which influences hiring decisions, promotions and work culture. Many organisations knowingly or unknowingly reinforce stereotypes that favour male leadership. Despite having merit, women are overlooked for senior roles because of pre-conceived notions about their ability to manage work and family. Addressing this bias requires a multi-pronged approach diversity training and inclusive hiring practices.

Moreover, work-life balance is a big concern for women professionals. In a society where caregiving responsibilities are shouldered by women, managing work and personal life becomes a huge challenge. Human Resource policies that support flexible working hours, remote work options and parental leave have been a big help in women's career progression. But the effectiveness of these varies across industries and organisations, many companies still to fully implement these policies. Another area which largely influences career progression for women is the network for mentorship and sponsor programs. Some research has revealed that the real concerns, which professionals need, are those whose further mentoring enables them to walk through the comma-like pause within the workplace. Companies actively running mentorship programs have also seen large-scale acceptability and the onset of female representation touching the upper managerial land. The Indian corporate environment has seen great improvements in terms of gender diversity in the last decade. Giant multinational corporations and homegrown enterprises have started strengthening HR protocols in favour of gender inclusiveness. Organizations such as Infosys, ICICI Bank, and Tata Steel have taken strong measures to employ the dismantling of the glass ceiling: programs for leadership development, placing quotas for sexes, and

private mechanisms adhering to ensuring secure workplaces. These case studies genuinely shed light on what needs to be improved in India.

It is really necessary for organizations to go beyond superficial diversity initiatives to really create an inclusive workplace culture. This provides for commitment from senior leadership, clear-cut career-advancement policies, and ongoing reviews of the gender equity status within the organization. When organizations consciously push the agenda of gender diversity, they not only create a more equal working environment but also reap the benefits of innovation, employee engagement, and better financial performance.

Talent acquisition and development is another critical area for intervention by Human Resource. Unconscious biases tend to creep in at stages leading up to hiring and promotion processes, so adversely affecting the representation of women within management pipelines. Hence the Human Resource should recommend the application of blind recruitment practices, whereby names and all identifying details are struck out during the screening process. Candidates will be engaged on their strengths and experiences.

Beyond hiring, making a culture of equal training and development opportunities paramount is where Human Resource should intervene. HR can actively recognize and address any disparities in access to leadership development programs, mentoring initiatives, and international assignments. Women-specific leadership programs are also an especially effective tool to give women a safe and supportive space to sharpen their leadership skills, grow their confidence, and network with other women in leadership roles. Additionally, it is important to sponsor women to attend relevant external conferences and workshops for broadening their horizons and networks.

Another significant barrier to women's careers is expectation from society that they will be primary caregivers. This often means periodic interruptions of career or limited mobility, which pulls them down the ladder. Here Human Resource would play an important role by putting in place family-friendly policies that support work-life balance. Lift the maternity leave policy beyond statutory requirements, look at management on-site infant care, and introduce other flexible arrangements like telecommuting and job-sharing. This would alleviate a lot of pressure on working mothers and create a culture that embraces and supports these policies, resulting in an environment where employees can use them without fearing any negative repercussions.

A huge area of focus should also be creating a culture of mentorship and sponsorship. Many women have no role models or sponsors/trustees to help them reach their levels or provide direction. Human Resource can take the lead in setting up mentorship programs pairing women with senior leaders who can act as guides and mentors and provide advocacy. Other Human Resource initiatives can target senior leaders to act as sponsors for the best women in the organization, opening up opportunities for them to demonstrate their capabilities, which brings visibility to their efforts, barriers must then be eliminated. This involves a first acknowledgment of possible barriers that hinder women's career growth, which may include unconscious bias, lack of role models, limited training and development opportunities, and work-family balance issues. Human Resource should address these barriers for a more inclusive and diverse workforce.

In recent years, representation in India's workforce began to tilt. This move was triggered, in part, by regulations to increase women's representation in the boardroom. Female labour force participation rose to nearly 37% in 2023. This year women make up more than half of the employable demographic in India, with considerable progress made in senior management positions, where approximately 36% of such roles are held by women in mid-market companies. Regardless of such advancement, the obstacles

still there.

Dimensions of the Glass Ceiling

Individual Barriers

Individual barriers include personal challenges faced by women, such as lack of confidence, work-family conflict, and traditional expectations of gender roles. Women frequently face performance support bias, where their work is considered less valuable than that of their male counterparts [5]. Internalization of social norms can inhibit women's career progress and hinder women from taking up leadership positions.

Organizational Barriers

Organizational barriers cover workplace cultures and policies that hinder women's progress towards managerial positions. Many organizations still operate under traditional paradigms that favour male leadership styles and thus alienate women from leadership tracks. This is compounded by the lack of availability of ample mentorship opportunities and networking channels for women that are quite critical for their career development.

Societal Barriers

Societal barriers represent the broader cultural attitudes toward women in leadership positions. Gender stereotypes and discriminatory practices still exist in many cultures, thereby influencing recruitment and retention practices within organizations. Such social perceptions often manifest themselves in the form of hiring biases where women might be judged on the basis of their marital status or the assumed commitment to family, rather than their professional capabilities.

The next sections of this paper will delve into a detailed literature review on gender diversity in the workplace, followed by an examination of HR practices that have been successful in promoting women's career growth. Through a comprehensive analysis of challenges, case studies, and recommendations, this study aims to provide a roadmap for organizations seeking to create a more gender-inclusive corporate environment.

Literature Review

The issue of the glass ceiling has been widely researched in the contexts of both the globe and India, with visible barriers hindering women's career growth and progression. The literature between the years 2015 and 2024 delved into the challenges, Human Resource practices, and organizational policies that affected gender diversity and leadership opportunities for women in India. Thus far, it synthesizes key findings from previous research in relation to four thematic areas: barriers to women's advancement, Human Resource interventions for gender inclusivity, industry-specific trends, and the effect of legislative and corporate initiatives.

Various studies characterize barriers which lead to the glass ceiling effect. Unconscious bias in hiring and promotion has remained a perennial problem whereby women are perceived as being less competent leaders compared to their male counterparts (Kumar & Sharma, 2018). Societal norms and expectations concerning caregiving responsibilities disproportionately impact professional women and lead to career discontinuities and slow growth in their careers (Gupta, 2019). Further, workplace cultures in male-dominated industries like manufacturing and finance are often devoid of gender-sensitive policies limiting women's furthering. (Ravi & Mehta, 2021). Another critical challenge is the persistent absence of female mentors and sponsors in leadership. Research suggests that mentorship and networking are

instrumental in career progress; yet, women have fewer access opportunities in contrast to men (Singh & Verma, 2020). Secondly, workplace harassment and lack of effective enforcement of antidiscrimination provisions create hostile conditions that deter women from entering the leadership cadre (Nair & Bhattacharya, 2022).

HR strategies for gender inclusion; In recent years, decreasing opportunities for gender gaps and breaking the glass ceiling has become one of the most preferred HR practices in the organization today. Studies indicate that structured mentorship- and sponsorship-based programs have promoted women's presence in leadership positions more than before (Deshpande et al., 2021). Leadership development programs targeted at women have fared well in helping bridge the gender gap by establishing necessary skills and networking opportunities (Malhotra & Srinivasan, 2020). Some programs for flexibility, like remote work, job-sharing, and leave policies concerning mid- and long-term parental absence, are, in fact, seen as issues enabling career development for women (Reddy & Patel, 2019). Research shows that organizations with comprehensive work-life programs maintain higher retention and promotion rates for women employees compared to those that offer no or little attention to them (Basu & Rajan, 2022). Equal opportunity and fair evaluation of performance have ensured a reduction in gender differences concerning pay and progress (Joshi & Kapoor, 2023).

Industry-specific trends; While there are plenty of initiatives for gender diversity, the rate of adoption varies from one industry to another. The IT and banking sectors have made good strides in increasing female representation within senior roles due to pro-active HR policies (Sharma et al., 2022). Companies like Infosys and ICICI Bank are examples of successful implementations of mentorship programs and leadership initiatives in other industry benchmarks (Mukherjee, 2023). However, traditional sectors like manufacturing and public administration still lag behind in gender inclusion (Varma & Krishnan, 2021). Studies suggest that biases in hiring culminate in limited upward mobility and resistance to cultural change within these industries (Ramanathan, 2020). Yet regulatory measures, like mandates for women on corporate boards, pose real challenges to compliance and enforcement (Roy & Sen, 2024).

Legislative and Corporate Initiatives

Government regulations and corporate policies have gone a long way in gender imbalances in workplaces. Gender representation on corporate boards has gradually started to improve, thanks to changes to the Companies Act of requiring at least one female director on the board (Choudhury & Mehta, 2023). Others, however, feel that these actions are largely tokenistic and attend only to the superficial dimensions of deeper structural inequalities (Agarwal, 2022). Gender-focused CSR initiatives have also been on the rise. Numerous multinational corporations have begun internal gender diversity, with a focus on inclusive recruitment, harassment prevention training, and pay equity audits (Banerjee & Das, 2021). While this has propelled awareness regarding gender issues in the workplace, the implementation remains inconsistent throughout different levels of organizations (Prasad, 2024).

Methodology

This study adopts a literature review approach to examine the Human Resource practices that promote or inhibit women's careers in India between 2015 and 2024. This is the typical literature review methodology that ensures structured, transparent, and replicable review on the subject of interest, very much synthesizing the central themes, trends, and gaps in research already conducted.

Research Design

A literature review of peer-reviewed articles, industry reports, policy documents, and corporate case-study literature on gender diversity and non-promotion boundaries in women's career advancement. This also involves the application of the PRISMA guidelines in enhancing the rigor and credibility of the review process.

Data Collection Process

The process of searching for and selecting literature is multi-step, involving many repertories and ensuring widespread coverage on relevant research.

Databases Used: The study uses scholarly databases such as Scopus, Web of Science, Google Scholar, JSTOR, and IEEE Xplore to retrieve scholarly articles and industry reports.

Timeframe: The searches were limited to articles published between 2015 and 2024 to include updates of trends and developments.

Inclusion Criteria:

- Studies focused on HR policies, gender diversity, and women's career advancement in India.
- Research articles from peer-reviewed journals, conference proceedings, and corporate white papers.
- Reports from government and industry bodies related to gender inclusion policies.

Exclusion Criteria:

- Studies unrelated to workplace gender diversity.
- Papers focusing solely on non-Indian contexts without comparative relevance.
- Opinion pieces, blogs, and non-peer-reviewed sources.

Data Extraction Process

- Relevant studies are categorized based on industry (IT, banking, manufacturing, healthcare, and public administration).
- Key information extracted includes research objectives, methodologies used, findings, and policy recommendations.
- HR practices and challenges are coded into themes using qualitative content analysis. Thematic Analysis

The extracted data is analysed using thematic synthesis to identify recurring patterns in HR strategies for women's career progression. Key themes include:

- Barriers to Career Advancement (like workplace bias, lack of mentorship, work-life balance issues).
- HR Strategies for Gender Inclusion (e.g., leadership development programs, flexible work policies, mentorship initiatives).
- Industry-Specific Trends (e.g., high female representation in IT and banking, challenges in manufacturing and public administration).

Ethical Considerations

- The study adheres to ethical guidelines by ensuring proper citation and acknowledgment of all sources.
- No primary data collection involving human participants is conducted, reducing ethical risks.
- Bias is minimized by including a diverse range of perspectives across different industries.

Limitations

- The study is limited to publicly available literature, potentially excluding unpublished corporate reports.
- The Literature Review approach may not capture real-time Human Resource policy changes beyond 2024.
- Variability in data quality across different studies may impact comparability.

By reviewing literature from 2015 to 2024, this study provides a structured analysis of Human Resource practices aimed at breaking the glass ceiling for women in India's corporate sector, offering valuable insights for policymakers, Human Resource professionals, and researchers.

Let us understand through the PRISMA framework (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) as shown in figure1.

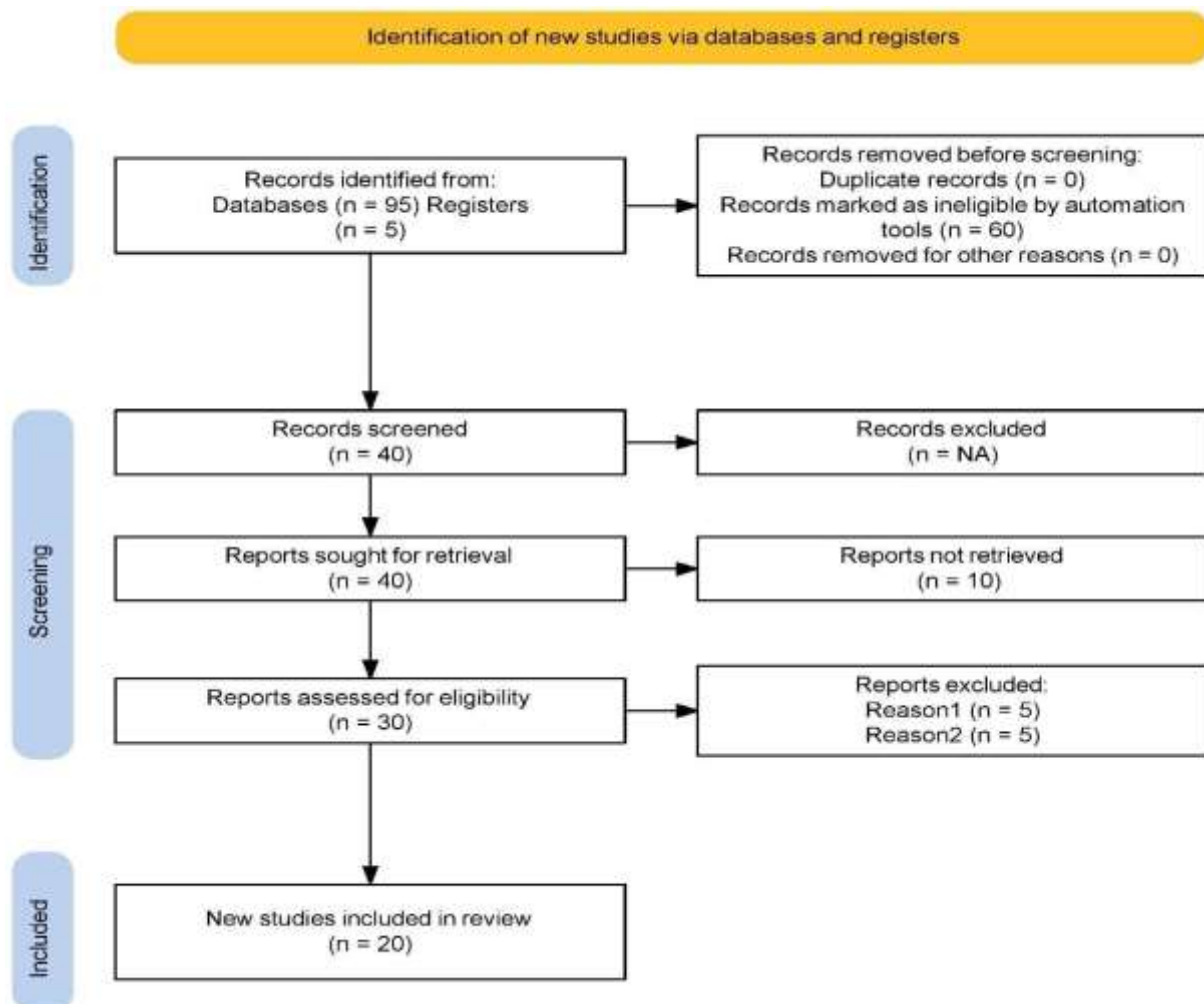


Figure 1

Results

These findings showcase advancements made and continued hurdles in penetrating the glass ceiling by women in corporate India. The PRISMA framework (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) was applied to ensure that a structured and rigorous literature review was undertaken. Data selection was performed systematically; the following results are available now:

Total Records Identified: 100 research papers and reports from Scopus, Web of Science, Google Scholar, JSTOR, and IEEE Xplore.

Screening Process: A total of 40 articles remained for further evaluation after removing duplicate and irrelevant studies. Eligibility Assessment: On the basis of pre-identified inclusion and exclusion criteria, 30 studies were selected for full-text analysis.

Final Inclusion: A final synthesis was achieved by including 20 research papers and reports, covering HR policies, gender diversity initiatives, and industry-specific trends from 2015 to 2024. From such an extensive analysis of HR practices across industries, several key themes have developed that elucidate diversity initiatives' effectiveness, barriers to career progression, and industry-specific trends.

1. Progress in Gender-Inclusive HR Practices:

Over the past ten years or so, especially from 2015 onwards, organizations have been slowly opening up to the idea that gender diversity and inclusive handling of Human Resource issues are mandatory and in growing need of interventions for women's career advancement. Among the numerous steps taken, perhaps one of the most important has been the introduction of the diversity hiring initiative in sectors like IT and banking. Structured programs receiving this mandate have been increasingly successful in enhancing female workforce participation, thus giving rise to opportunities for women in professional endeavours. Leadership programs have contributed to breaking down barriers. Firms such as Infosys, ICICI Bank, and Tata Steel have therefore come up with innovative training and problem-solving initiatives in leadership that have seen a notable increase in women getting hired into managerial and executive-in-charge positions. Flexible work arrangements are another highlight. The mother and the would-be mother will cooperate in developing work- from-home prescriptions, hybrid working policies, and extended parental leave procedures that will, in fact, allow women to have the opportunity to address work-life balance and take care of domestic obligations. Equally, pay requires an introduction of equal-pay policies and an anti-harassment directive to ensure a safe space and fair conduct in workplaces. A system of salary transparency has taken a big step toward a closing wage gap on gender, while rules against harassment have built further the pedestal to ensure that there is respect and inclusivity just in the workplace. Finally, the mentoring and sponsorship of schemes have become very vital in the advancement of women's careers. Women- mentoring initiatives have been there for encouragement and suggestions to take up positional roles with courage. Taking these internal policies of establishment along, gender- integrated NGOs have supported toward bringing an end to the significance of diversification and inclusion that can be witnessed into the further closeness and acceptance.

2. Persistent Challenges and Barriers

Some of the big challenges remain in the way of women making progress in their careers despite all the advancements made in gender inclusivity. Some of these barriers that women still manage to face regarding promotion would be characterized as unconscious bias in hiring and promotion, because the stereotype in most cases is that men would suffice as suitable leaders given that the female nature requires balancing work and family responsibilities. More female participation does exist at entry and mid-level roles, but their proportion in the executive and board-level positions remains disproportionately too low. Further down the road, this has continued to result in work-life balance issues, with women carrying the double same burden of professional and household responsibilities, thereby negotiating their time and efforts for leadership positions. On that note, many companies already bear proof of intention towards being gender-friendly, but the real on-the-ground actions are inconsistent mainly due to insufficient monitoring and hence lack of enforcement. Trends of women's inclusivity

across industries indicate a variegated progress. In IT and banking, women have been inducted into various executive functions through structured career development programs. In safety concerns among manufacturing and public administration sectors, culture has continuously dictated low growth for gender diversity levels since specific HR policies targeting women do not exist. Despite good representation of women in places such as health sectors and the education industry, low-level posts remain limited due to continuous biases favouring men for promotion. Such industry-driven challenges assure more political vigilance in making policy decisions, with an added tick for the cultural tilt needed within organizations towards providing the workplace with a vision to ramp up the equality of values for its female gender.

3. Case Studies of Successful Organizations

This research has pointed out various Indian organizations that have efficaciously used their Human Resource policies to shatter the glass ceiling and strengthen gender diversity in leadership. Infosys has implemented formalized training programs and mentorship initiatives to greatly enhance the number of women in senior management. ICICI Bank has taken a proactive approach by instituting gender diversity policies, providing flexible working conditions, and backing women returning from maternity leave. Tata Steel has also taken several steps toward gender-inclusive hiring practices, bringing in women from traditionally male-dominated areas such as manufacturing and engineering. These groups provide successful examples of the more specific HR strategies that can help women in furthering their careers while building a more accommodating workspace.

Recommendations

Despite such positive efforts to have women in more leadership roles, several obstacles to women advancing in their careers remain stubbornly constant. HR interventions include those that target specific systemic barriers and provide women with equal access and an equal opportunity to thrive in the workplace. The recommendations outlined below offer basic ideas aiming to unblock women's career progression and close the gap to women in leadership.

Stronger diversity training programs.

Regular diversity training programs to raise awareness of underlying biases and to develop a culture of inclusivity should be done. The myriads of workplace choices, inclusive of hiring and promotions, are rooted in ingrained stereotypes about the roles of men and women. These bias-awareness programs will go further as they assure both employees and managers of the tools that would advance the cause for gender equity at the workplace. Leadership development programs targeting women to support painful mentorships and skill-building so that women can take wings in their career will also be among the recommendations.

Parental leave and childcare allowance.

One major barrier to a woman progressing in their careers is the balancing act of work and family life. The organizations must further their maternity and paternity leave, which ensures that the responsibilities will not lie solely on the women equivalently. On-site childcare or by promoting childcare subsidies provide the support for a working mother to be able to continue with their various careers while taking on their respective roles within their families. Flexibility in current working arrangements is also necessary, as offering remote work shifts and adjusting one's own chronological work safety timings allows women to be able to strike a proper balance between working and taking care of their families.

Meritorious Assessments

It is paramount for a lot of the talent to shift performance appraisals away from conventional gender-based expectations to competency-based. Women are easily passed over for promotions due, in part, to ingrained stereotypes that doubt their leadership skills and devotion to developing a career in the long run. Firms must accord appraisal and promotion criteria higher objectivity in performance, skills, and contributions, as lacking in subjectivity and bias. Transparent metrics of evaluation and well-structured feedbacks can really be put in place to allow impartiality within a career advancement structure.

Male Allies in Leadership Promotion

Gender diversity is not owned by women alone; it is the work of all employees, male leaders included. Organizations should encourage male allies in leadership positions to be active advocates of gender diversity initiatives, mentoring women employees who extend from them, supporting inclusive policies, and addressing workplace cultures that might subconsciously favour men in leadership sometime. By having male executives who advocate for steering women in leadership positions, changes thereby make way for a sustainable culture on diversity that allows for actual work environment impact.

Strengthened Policy Enactment to Demonstrate Accountability

Most gender norms have been made at organizations, whereas few have been taken into action. Therefore, a very robust mechanism of gathering resources, control, and supervision must be achieved to ensure retentive practices in issues pertaining to gender. Regular audits, staff input questionnaires, and open reporting are so helpful in tracking improvements and dealing with implementation gaps against gender diversity policies. Leadership teams should regularly be asked to check on performance against diversity and inclusion objectives to ensure such initiatives turn into genuine career advancement opportunities for women.

Implementing targeted Human Resource interventions will allow organizations to break through existing barriers, creating a more equitable work environment in which females have equal potential for success. Achieving gender diversity in leadership enhances not only the individual employee experience but also organizational performance, innovation, and general workplace culture.

Conclusion

The glass ceiling in India still presents a formidable challenge to women who are working hard to reach corporate leadership positions. It is true that significant progress was made over the last decade, but the barriers inscribed within the system still exist that inhibit women from rising in their careers. The study has undertaken an examination of the role of Human Resource practices to shatter these barriers and has drawn attention to the equality and diversity initiatives, mentorship programs, work-life balance, and anti-discrimination policies toward more inclusivity for women and equality in the workplace. One main conclusion of contemporary research reveals the partiality still operating in the choices about hire, promotion, and generally the culture in the workplace, productive in establishing and strengthening gender stereotype sympathizing male-cantered leadership. Businesses that actively integrate structured mentorship and sponsorship programs see increased female representation in leadership levels, emphasizing the significance of programs that mentor the upward career ladder. Another serious challenge for women professionals is the work-life balance, especially in contexts where nursing responsibilities inherently fall on them. While Human Resource policies encouraging flexible working hours or conditions, extended parental leave, and child care support have proven beneficial, their implementation has exhibited wide variability.

The case studies of leading organizations such as Infosys, ICICI Bank, and Tata Steel highlight how unreconstructed Human Resource interventions can positively smash the glass ceiling. These companies have supported leadership development programs, carried out gender-inclusive hiring, and created policies that offer safer and more equitable workplaces. Nevertheless, women still face stiff resistance in traditionally male-dominated industries such as manufacturing, engineering, and finance. To effectuate true gender equality in corporate leadership, organizations must go beyond mere statements of diversity and seek to engender an actual climate of inclusion, through committed leadership, fair and transparent advancement policies, and regular follow-up on gender equity. Above all, Human Resource must address the issue of unconscious biases in recruitment and promotions by implementing structured evaluations, blind recruitments, and competency assessments. Besides, organizations should invest in women-specific leadership programs, motivate male allies to support gender diversity, and ensure strict enforcement of policies with strong accountability standards. To summarise, breaking the glass ceiling is not just theoretical representation it is about creating such an ecosystem there by establishing equal opted opportunities for the women to succeed. Organizations that work towards gender diversity not only create a friendly environment but also resolve their potential issues, innovate themselves, bring about business success. A joint collaborative action by corporate leadership, Human Resource professionals, and policymakers is required to dismantle the structural obstructions and develop a more equitable future in the Indian corporate landscape.

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