

## A VIEW OF INDIAN WOMEN ON BOARD: A MYTH OR REALITY

**Dr. Alka Harneja\***

\*Associate Professor,  
Department of Commerce,  
Lakshmibai College,  
University of Delhi  
Delhi, INDIA

Email id: alka@lb.du.ac.in

**DOI: 10.5958/2249-7323.2021.00023.7**

---

### ABSTRACT

*Gender Diversity Benchmark Asia report (2014) found that Indian women are poorly represented in corporate world and India ranked the lowest among China, Hong Kong, India, Japan, Malaysia and Singapore in terms of the average representation of women at different levels across multinational organisations. The average representation of women in the total workforce is 26.6 percent as against the regional average (RA) is 47.5 percent, while the female participation rate at senior levels are 10.6 percent (24.3 RA) respectively. In order to make women a part of the corporate boards, regulatory push has been made towards gender diversity through changes in the Corporate Act.*

**KEYWORDS:** Diversity, Representation, Struggling, Participation, Regulatory, Norwegian Parliament, Corporate.

---

### REFERENCES

1. Carter, D., Simkins, B. J., & Simpson, W. G. (2003)., Corporate governance, board diversity, and firm performance, *Financial Review*, 38(1), 33–53
2. Catalyst, *Quick Take: Women on Corporate Boards* (March 13, 2020). <https://www.catalyst.org/research/women-on-corporate-boards/>
3. Cincinnati Law Review, Vol. 71, 2003. Retrieved on 24 January, 2021
4. Companies Act, 2013, section 149, available on [www.mca.gov.in/MinistryV2/ companies' act](http://www.mca.gov.in/MinistryV2/companies%20act). Website of Ministry of Corporate Affairs, India
5. Creary, S.J et al (2019)., When and Why Diversity Improves Your Board's Performance *Harvard Business Review* <https://hbr.org/2019/03/when-and-why-diversity-improves-your-boards-performance>
6. Davies of Abersoch (2011). "Women on Boards," Retrieved January 2021: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/31480/11-745-women-on-boards.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31480/11-745-women-on-boards.pdf)
7. <http://www.legalservicesindia.com/article/1774/The-need-for-women-directors-in-Indian-companies.html>
8. [https://economictimes.indiatimes.com/news/company/corporate-trends/many-nse-listed-companies-yet-to-appoint-women-independent-director/articleshow/74450113.cms?utm\\_source=contentofinterest&utm\\_medium=text&utm\\_campaign=cppst](https://economictimes.indiatimes.com/news/company/corporate-trends/many-nse-listed-companies-yet-to-appoint-women-independent-director/articleshow/74450113.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst)

9. <https://www.businesswire.com/news/home/20120731005481/en/GMI-Ratings-Releases-Research-Findings-on-Gender-Diversity-on-U.S.-Boards-of-Directors>  
<https://www.thehindubusinessline.com/companies/half-of-the-nifty50-companies-yet-to-induct-one-woman-in-their-leadership-team-study/article30298126.ece>
10. <https://www.catalyst.org/research/women-in-the-workforce-india/> Catalyst, *Quick Take: Women in the Workforce – India* (October 28, 2020).
11. <https://www.credit-suisse.com/about-us-news/en/articles/news-and-expertise/cs-gender-3000-report-2019-201910.html#:~:text=The%20CS%20Gender%203000%20report%20provides%20unique%20research%20on%20the,factors%20are%20now%20in%20focus.>
12. <https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/women%20at%20the%20top%20of%20corporations%20making%20it%20happen/women%20at%20the%20top%20of%20corporations%20making%20it%20happen.pdf>
13. <https://www.prnewswire.com/in/news-releases/zinnov-intel-india-gender-diversity-benchmark-study-released-841386549.html#:~:text=Large%20companies%20have%20the%20highest,and%20non%20DMNCs%20C%2031%25>
14. <https://www.rfmlr.com/post/the-women-directors-conundrum-how-to-improve-the-quota>
15. <https://www.telegraphindia.com/opinion/economic-survey-2020-60-per-cent-of-women-in-india-in-the-productive-age-bracket-of-15-59-years-are-engaged-in-full-time-housework/cid/1762953>
16. Labour statistics on women, <https://ilostat ilo.org/topics/women/>
17. O'Connor M. (2003). *The Enron Board: The Perils of Groupthink*. University of
18. Rao, Dasari Sreenivasa, *Women On Boards: India Inc Lags In Real Gender Parity* <https://www.thefinapolis.com/exclusive-news/women-on-boards-india-inc-lags-in-real-gender-parity/artmid/1134/articleid/5462/categoryid/83>
19. Sharma, Sonia. (2014). Gender diversity on corporate boards – A study of NSE listed companies, *International Journal of Applied Research and Studies*, Volume 3, Issue 2 (Feb - 2014).
20. SSRN: <http://ssrn.com/abstract=1791848>