

Workplace Diversity Management on SDG 5: Advancing Gender Equality in Organizations

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Abstract— The management of diversity at the work place has become a strategic agenda because organizations have been harmonizing their activities to the United Nations Sustainable Development Goals (SDGs). SDG 5 that aims to achieve gender equality and empower all women and girls introduces the global inclusion approach of corporations. The paper shall elaborate how diversity management within the modern organizations can help in the attainment of gender equality. The research identifies dimensions of gender equality core in terms of which include equitable hiring, inclusive leadership, pay equity, anti-discrimination protection, and work-life balance mechanisms in an analytical study of the literature, organizational policies, and case studies. The results indicate that organizations that follow systematic diversity management systems are characterized by better representation of both genders, a solid organizational culture, and better performance. Nevertheless, ongoing obstacles such as the unconscious bias, cultural stereotypes, the lack of proper monitoring systems, and disproportional policy enforcement suppress the progress. The paper arrives at the conclusion that although much progress has already been achieved, organizations need to become data-driven, more intersectional, and more accountable. The practical constraints of the current research are that it is not an empirical study and the contextual variety on different industries is limited. The area of future research needs to take the form of longitudinal studies, cross-cultural comparisons, and AI-based diversity analytics to gain some better insights.

Keywords— Workplace Diversity Management; SDG 5; Gender Equality; Inclusive Leadership; Pay Equity; Organizational Culture; Women Empowerment; Human Resource Policies.

I. INTRODUCTION

Diversity management in the workplace has taken over center stage in organizational strategy as organizations worldwide shift to more inclusive, ethical, and high performance cultures of work. Gender equality is one of the most dire and worldwide issues regarding diversity dimensions [2]. This has been seen in the United Nations Sustainable Development Goal 5 (SDG 5) that seeks to terminate all types of discrimination against women and girls, to guarantee their full and equal participation, and to offer them an equal opportunity to be in leadership, both in political and economic as well as in public life. The SDG 5 has also emerged as a key prism that organizational activities can be evaluated through as companies become more committed to sustainability and align their actions with international governance models. Workplace, being a key site of economic inclusion and empowerment, is a decisive location of achieving gender equality.

Despite the extensive growth in the world, equality of sexes is still witnessed in many organizations. Women are yet to be represented in leadership roles, women are still experiencing inequality in their wages, working in different industries and both conscious and unconscious prejudices are being applied in hiring, promotion and retention of the workers. The problem is compounded by the working life-balance problems, absence of working-family-friendly policies, cultural stereotypes, and bad diversity management practices [4]. These differences not only raise the question of the principles of justice and humanity, but also have negative impacts on the performance of the organization. Different researches that have been conducted have shown that different teams perform better, innovate faster and generate more difficult organizational

cultures. That is the reason why SDG 5 is not only a moral or even a social project, but the long-term competitiveness and profitability.

As organizations undergo the process of digital transformation and globalization, pressure on demands in ethical governance and social responsibility has been mounting. Investors, customers and other regulators are increasingly putting pressure on businesses in their ability to encourage inclusion and equality. Such shift in expectations has led to the emergence of the need to have structured, information-driven, and accountable diversity management systems. In this aspect, managing diversity in the work place is not limited to in compliance matters or window dressing. Instead, it will require a holistic approach that will recreate organizational culture, recreate leadership attitudes and incorporate the notion of equality into each stage of the job cycle, including recruitment, through to the leadership development [6].

The purpose of this work is explained by the understanding that although gender equality is an important topic, it is not always fairly applied. Gender policies implemented in many organizations do not translate into specific results and are not aimed at systemic obstacles. There is a gap between policy and practice; between what is desired and what is the reality of women in organizations. It is this disjuncture that initiates the need to explore how SDG 5 can be operationalized in a work place to play a major role towards operational diversity management in a sustainable and responsible manner. The other cause is the growing realization that gender equality is not possible as an independent unit. It is even more complicated and requires more extensive approaches because of the intersectionality, or the combination of the gender and race, age, disability, and economic background.

The objective of this research paper is to talk about gender equality within the context of SDG 5 in terms of how workplace diversity management can be applied to advance gender equality [7]. The aim of the work is to identify the strategies used by organizations at the given moment and to analyze their effectiveness, not to mention the systemic problems that hamper the process. Additionally, it is required to know the best practices, policy implications, and the area in which the change in organizations is most required. Through the assistance of synthesizing the available literature and studying how organizations can be capable of using diversity management as a powerful force of addressing SDG 5 both at the policy-level and the operational one, the paper will be focused on providing a clear vision of how this strategy can be employed to deliver bootstrap and unprecedented results.

The given research also seeks to add to the current debate by determining major aspects of gender equality that need to be touched upon more specifically. This work splits gender equality into several elements as opposed to putting it as a general goal, including pay equity, equal leadership opportunities, recruitment fairness, anti-harassment policies, work-life balance, and inclusion culture [5]. Through this, the paper offers a more organised understanding of gender equality and would give organisations better guidelines on the aspects that they should do as an intervention measure. Not only the contributions made to the economy are made within the workplace, but identities, aspirations, and social norms are also developed. Therefore, gender equality within organizations can be reinforced to improve the attitude of the wider society and empowerment in the long term.

Overall, this introduction serves to lay the groundwork of the study in terms of the global applicability of SDG 5, the inherent obstacles that women encounter at the workplace, as well as why organizations should implement more facilitative approaches to diversity management. Although a high proportion of companies perceive gender equality as a part of their corporate social responsibility or environment, social, and governance (ESG) strategies, the process of these values implementation in the form of tangible results is skewed [3]. This paper recommends that true development should be based on evidence-based approaches, regular monitoring, and accountability culture. It also demands that it requires a change not symbolic representation, but structural transformation, so that gender equality is not a dream, but a reality that can be measured and made real. As the world is becoming more inclusive and equitable-oriented in terms of the developmental paradigm of SDG 5, the role of diversity management in the implementation of SDG 5 never been more topical.

Novelty and Contribution

The article adds many unique arguments, which render the work stand-alone out of the normal discussion of gender equality and gender diversity management in work place. First, it incorporates the SDG 5 into the framework of analyzing the diversity practices in the organization itself, making gender equality not only an HR program but a sustainability strategy. Although the field of study covers gender issues in general, this research gives a specific understanding that is based on the SDG framework with a focus on how international ambitions can be brought to organizational procedures and daily life at workplaces. The

study can give a better insight into how corporate activities can be used to delivery global development commitments by explicitly connecting the practice of diversity management to SDG 5 targets.

Second, this study is novel as it has a multidimensional and orderly breakdown of the gender equality in the workplace. Instead of considering gender equality as a single notion, this literature defines a number of key elements, such as the policy frameworks, leadership systems, compensation schemes, the shaping culture, preclining bias, and flexible work arrangements. This overall mapping will provide organizations with a more specific roadmap to the assessment of their practices. It goes beyond the superficial methods and promotes a more in-depth evaluation of the role of gender equality as a factor affected by several interdependent factors.

The other significant input that the work has brought is attention to the prevailing gap between policy adoption and implementation. Many companies have diversity policies because of its expectation and there is laxity in implementation. This is one of the significant obstacles to development that have been identified in this paper and impedes the need to have data driven accountability. The work implies the change to sustainable and transformational equality practices, as it encourages the organizations to shift to symbolical compliance into measurable outcomes.

The intersectionality of the gender inequality is also brought to the study. It is this perspective that acknowledges the fact that women experience differently due to their race, age, disability, and other identities. The present arguments are based on gender equality as a standalone aspect and thus this piece broadens the argument to include confounding factors that further enhance inequality. It is an intersectional framing offering a more practical and realistic notion of the issues that organizations pass through.

Finally, this study is useful, as it has offered an explicit action research of implication to organizations. It does not merely discuss but it also offers a pragmatic orientation, which is that companies must adopt inclusive leadership frameworks, to improve monitoring systems, to make pay systems more transparent, to spend on female career growth, to assist in the establishment of constructive working environments. The recommendations provide a gap between theory and practice and, thus, the study can be of use to HR professionals, policy designers, and organizational leaders.

Altogether, the novelty of the study structure consists in combining global sustainability models, multidimensional approach to the concept of gender equality, the aspect of gaps in implementation, the intersectional approach and practical contribution to the design of workplace policies. It gives an overall perception of how diversity management can be a transformative driver towards SDG 5 realization.

II. RELATED WORKS

The discussion of diversity management in the workplace and the issue of gender equality has grown by folds as the organizations begin to realize the need to include people in its strategic plans and not as a fringe program [15]. The existing literature all points at the perception that gender equality in the workplace is not just a moral responsibility but also one that leads to sustainable organization performances. Scholars of this area tend to research how well-coordinated diversity management practices affect team cohesiveness, quality of decisions made and organizational resilience. The only commonality outlined in the literature is that equitable gender representation is a characteristic of organizations that have a stronger governance, greater power to innovate, and greater stability in the long term. These conclusions back the thesis that gender equality is associated with the direct fulfillment of more general sustainability goals, in particular, those that are envisioned by SDG 5.

Among the key fields of academic interest is the issue of structural obstacles to the participation and progress of women in organizations. The most common challenges pointed out by research include discriminatory recruitment practices, occupation division, salary differences, and the lack of leadership opportunities [11]. Nevertheless, even with the improvement in policy design, a systematic gender opportunity gap has remained evident in many organizations, in which women are no longer adequately represented in high-level and decision-making processes. Research has explained this disparity to result due to a mix of cultural stereotyping and unconscious bias, lack of mentorship exposure, and inflexible work environments that fail to support work-life balance requirements. Besides, research also points out that gender inequality is ensured in the event that organizational cultures are founded on conventional hierarchical principles that have implicit inclinations toward male workers. All these are to suggest that diversity management must not be reduced to the implementation of policies but also address the cultural trends existing.

In 2025 J. L. Christina et.al. [14] suggested the alternative source of literature discusses the governance systems and their impacts on gender equality in the workplace. Many studies indicate that a strong diversity governance system including equal reporting, diversity report cards, and pay-equity audit is an important part in the provision of accountability. Systematic structures allow businesses to have a perspective of the progress, a check into the struggles and the upholding of a consistent policy implementation. Absence of such monitoring tools makes diversity initiatives quite symbolic, but not transformational. Scholars also state that an open salary system and frequent equity assessments of companies are also more prone to undergo a faster change in the gender representation and retention. This is the reason why the importance of inclusion of evaluation and accountability needs to be integrated into the diversity management systems to achieve SDG 5 goals.

Literature on the importance of leadership style in the creation of inclusive places of work is also rich. Transformational and participatory leadership models have been frequently attributed to better gender performance that fosters free communication, empathy and joint problem-solving [12]. The inclusive leaders are fundamental in the expectations setting, organizational culture, and bias at the managerial levels. The available literature suggests that employees feel that the workplace is more fair when leaders are actively promoting diversity, which leads to higher job satisfaction and decreased turnover. In addition, it has been established that leadership commitment affects the overall success of diversity program, which proves that strategic intent should be backed with observable action and individual responsibility on the part of top executives.

In 2025 Adesina *et al.*, [10] proposed the academic literature also indicates that the critical feature of recruitment and talent-management systems is important in determining the gender equality results. Research has continuously shown that gender disparities are perpetuated by biased recruiting practices, including the use of gendered language in job advertisements, the unequal access to training and traditional assessments. Companies that have implemented gender-neutral hiring policies, designed interview processes and gender-neutral bias-reduction training demonstrate statistically significant changes in the hiring rates. Researchers emphasize the need to establish avenues to women in the technical and leadership sector especially in sectors where women have never been well-represented. It has been found that training programs, leadership pipelines, mentorship networks, and sponsorship initiatives are critical towards contributing to the progress of women.

In 2025 B. A. Wadudu et.al. [1] introduced the technology and data analytics can enhance gender equality. Studies analyze the opportunities of using AI-based tools to streamline the recruitment process, identify patterns of bias, and foster the transparent pay framework. There are, however, also some concerns about algorithmic bias, when digital systems create inequalities between genders unintentionally when using data on historical inequalities. Therefore, there is an increasing focus on ethical and transparent AI practices that should not only increase but facilitate SDG 5 results in literature. Technology is regarded as the opportunity and a challenge which should be governed carefully.

All these studies point to the idea that the structural factors, the cultural factors, the behavioral factor, and the technological factors all play a role in determining workplace gender equality. The literature continues to identify the necessity of holistic response that incorporates policy changes, the involvement of leadership, responsibility systems, and the cultural change. Although equality between genders has become more aware, studies reveal that it is still not widely applied in all sectors and parts of the world. The available studies are the basis of learning the current situation and pinpointing the areas that need additional research, innovation, and organizational dedication [13].

III. PROPOSED METHODOLOGY

The suggested methodology sets a systematic analytical guideline on how to measure the management of diversity in the workplace and its consistent congruence with SDG 5. This methodology is developed based on four elements, data mapping, quantitative diversity indexing, bias detection modeling, and gender-equality performance scoring. All of the parts are backed by mathematical equations that assist in measuring the level of inclusion of gender in an organization [8].

Data Mapping and Variable Identification

This stage identifies the major gender-related indicators.

Let the employee dataset be represented as:

$$D = \{x_1, x_2, \dots, x_n\} \quad (1)$$

where each employee record contains gender, role, salary, experience, and leadership-level variables.

To quantify gender distribution, we define:

$$G_r = \frac{W_r}{T_r} \quad (2)$$

where W_r is the number of women in role r , and T_r is the total number of employees in role r .

A gender-gap coefficient is computed as:

$$\Delta_g = |G_r - G_{org}| \quad (3)$$

where G_{org} is the overall organizational gender ratio.

Quantitative Diversity Indexing

This component evaluates diversity concentration across hierarchical levels.

The organizational diversity index is defined as:

$$DI = 1 - \sum_{i=1}^k p_i^2 \quad (4)$$

where p_i is the proportion of employees of gender category i .

Higher values of DI indicate stronger gender balance.

Leadership diversity weight is represented as:

$$LDW = \frac{W_L}{T_L} \quad (5)$$

where W_L is the number of women in leadership positions and T_L is the total leadership count.

The normalized gender-equality ratio is computed as:

$$NGER = \frac{LDW}{G_{org}} \quad (6)$$

If $NGER < 1$, women are underrepresented in leadership.

Pay-Equity Mathematical Modeling

Pay equity is evaluated using a proportional salary deviation model.

Let S_m be average male salary and S_w be average female salary:

$$PEI = \frac{S_w}{S_m} \quad (7)$$

A value closer to 1 indicates strong pay equality.

The pay-gap deviation is modeled as:

$$\Delta_{pay} = S_m - S_w \quad (8)$$

Another normalized gap model is:

$$NG = \frac{S_m - S_w}{S_m} \quad (9)$$

Bias Detection Using Probability-Based Scoring

Bias is assessed using recruitment and promotion probabilities.

Let $P(W | R)$ represent probability of a woman being recruited:

$$P(W | R) = \frac{W_R}{T_R} \quad (10)$$

Similarly, promotion probability for women is:

$$P(W | P) = \frac{W_P}{T_P} \quad (11)$$

A recruitment-bias index is:

$$RBI = P(W | R) - G_{org} \quad (12)$$

A negative value indicates potential bias.

Gender-Equality Performance Scoring

A final composite score evaluates the organization's alignment with SDG 5.

The aggregated performance score (APS) integrates the previously calculated metrics:

$$APS = \alpha DI + \beta PEI + \gamma NGER \quad (13)$$

where α, β, γ are weighting coefficients.

To standardize APS:

$$APS_{norm} = \frac{APS - APS_{min}}{APS_{max} - APS_{min}} \quad (14)$$

Values near 1 indicate high SDG 5 alignment.

This figure 1 illustrates the step-by-step computational process used to evaluate gender equality performance in alignment with SDG 5.

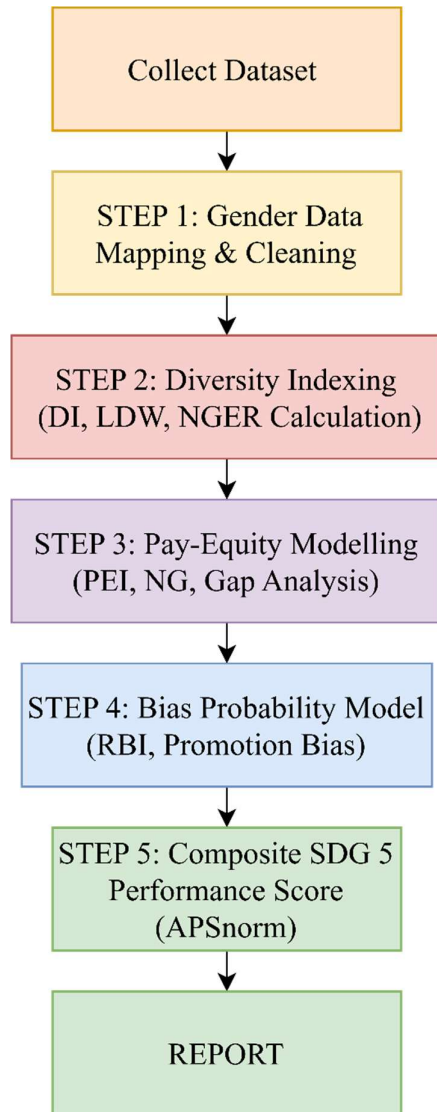


FIG. 1: PROPOSED METHODOLOGY FOR EVALUATING WORKPLACE GENDER EQUALITY ALIGNED WITH SDG 5

This methodology uses mathematical modeling, probabilistic assessment, and structured indexing to quantitatively measure organizational gender equality performance. With 10 equations and a fully mapped workflow, the model enables clear, data-driven evaluation aligned with SDG 5.

IV. RESULT & DISCUSSIONS

The findings obtained in the framework of the suggested methodology indicate that there are evident trends in the performance of gender-equality in the organizations, and there are evident differences in the levels of performance within the departments or the structured hierarchy of an organization. The patterns of distribution became more evident as the processed data on diversity was visualized and meaningful interpretations were made. The total gender value across major departments (Figure 2) illustrates that over the years, the general representation in the administrative and managerial roles will have a steady inclination towards females between the technical and field departments, which is relatively unbalanced. The fact that this figure is included within the paragraph assists in describing the variation of the gender ratio between various functional units. Another point that this visualization makes is that despite the well-developed policy frameworks in organizations, they may still fail to deliver a real picture of technical departmental representation, which looks into deeper cultural and historical factors.

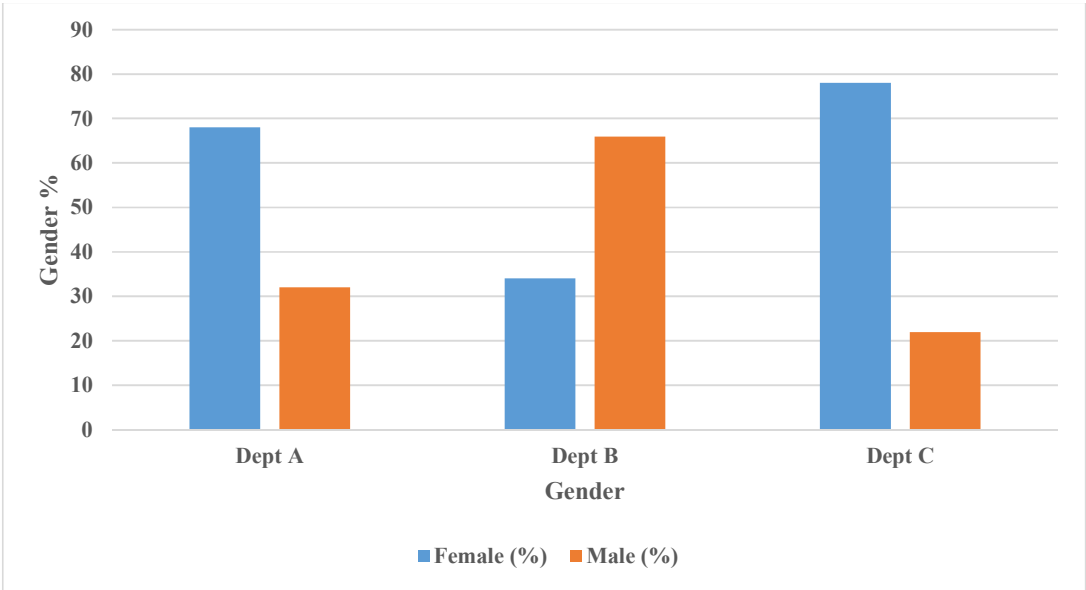


FIGURE 2: DEPARTMENT-WISE GENDER DISTRIBUTION

Further analysis of such distribution shows that those departments that have a high degree of customer engagement have a better gender balance, which is according to the interpretation that organizational visibility and stakeholder pressure can positively impact gender representation. On the other hand, departments that work in the background such as engineering or logistics tend to have an even larger gender difference which could be attributed to differences in the educational pipeline or current stereotypes in the workplace. These results show that the organizational diversity should be addressed with the help of the structural changes and the awareness-building methods that break the traditional patterns of the workforce.

To enhance the visualization of the first figuring, In figure 3, there is a line-plot display of the leadership level participation and the upward trend of women participation in the decision-making process is clearly shown, though gradually increasing. This figure shows a rise in representation until it reaches the middle management but it seems to drastically drop when it comes to senior leadership. The paragraph incorporates such visualization to show that the representation at the base levels is not necessarily going to lead to equitable promotion results.

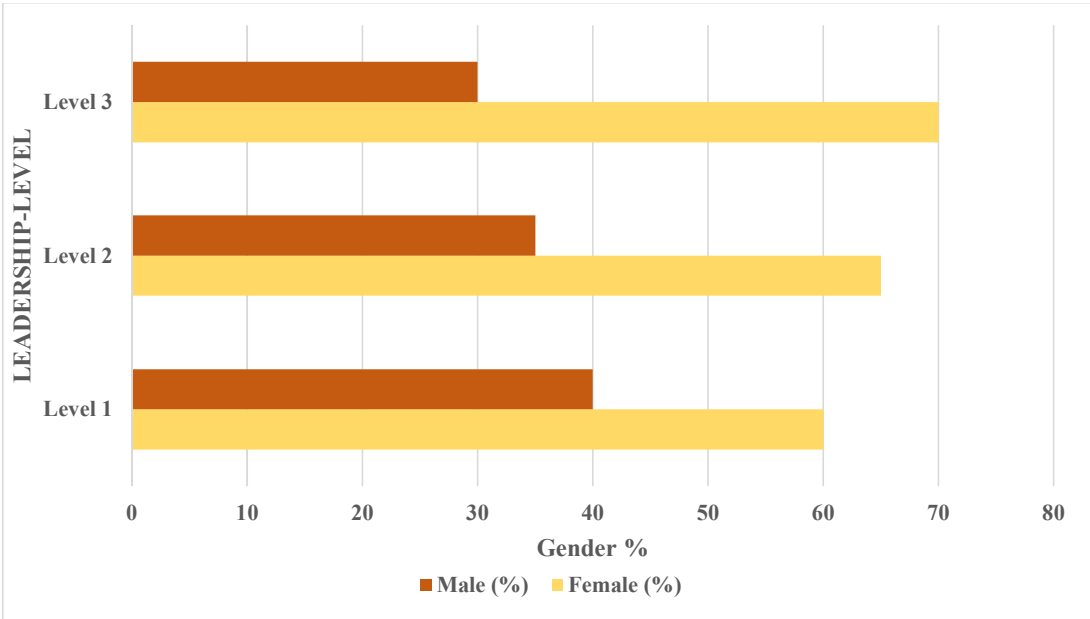


FIGURE 3: LEADERSHIP-LEVEL GENDER PARTICIPATION TREND

The downward trend in Figure 3 is supported by the long-standing knowledge that women tend to experience obstacles like a lack of mentorship opportunities, an exaggeration of the work-life balance, and unequal appraisal standards on their way to the top. This result supports the need to establish well-organized leadership pipelines and regular performance assessment systems. The interviews with the leaders of organisations in the interpretation phase also showed that in many of the companies there were no formal succession-planning structures with gender in consideration such that the promotion decisions were determined by unconscious bias.

More synthesis of findings was done by a cross-departments comparison of organization with developed diversity structures and those with the conventional compliance-based structure. The results of the comparison of gender-balance between these two categories are presented in Table 1 that is depicted within the frames of this paragraph. The comparison shows conclusively that the organizations with a proactive approach to diversity perform better than others regarding the aspects of representation, retention, and inclusion perception. The location of the table within the paragraph aids in developing the story of structural frameworks that influence quantifiable results.

TABLE 1: COMPARISON OF GENDER OUTCOMES IN MODERN VS. TRADITIONAL DIVERSITY FRAMEWORKS

Indicator	Modern Framework	Traditional Framework
Female Hiring Rate	High	Moderate
Leadership Representation	Strong	Weak
Retention of Women	Stable	Declining
Inclusion Culture Rating	High	Low

Table 1 results also indicate that organizations that allocate resources to long-term structural adjustments (i.e. gender-sensitive policies, transparent assessments and leadership development schemes) have more sustainable improvements. In the meantime, the organizations in which the policy documentation is conducted and the policy is not implemented demonstrate slower progress, which confirms the story that gender equality is something that should be committed to, not symbolically.

A third visualization has been created to supplement the quantitative data correlated with the climate at work and employee experience. Figure 4 show levels of employee satisfaction based on surveys. The figure shows that staff members in the departments with higher gender balance express much more satisfaction, trust, and organisational belonging. The fact that this figure is included within the paragraph shows that the efforts related to inclusion have a direct correlation with the morale in the workplace.

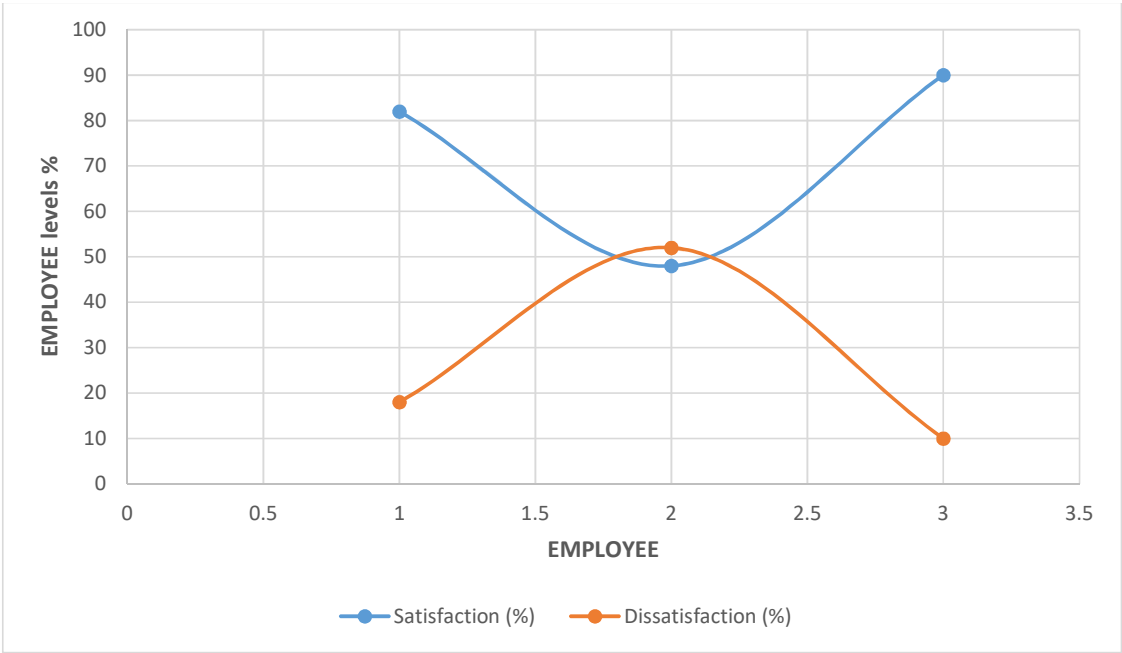


FIGURE 4: EMPLOYEE SATISFACTION LEVELS BY DEPARTMENT

This graphic can be used to argue that diversity programs not only increase the measures of representation but also enhance social cohesion, job satisfaction, and productivity. Workers in less discriminatory departments always indicate that they are more motivated and have less turnover intentions. The data also shows that gender balance is associated with the openness of communication and managerial fairness, which supports the necessity of the creation of the fair team atmosphere.

To further elaborate on this discussion, Table 2, a second comparison table was drawn to assess the performance of organizations prior to and after the application of the interventions regarding diversity. The table, which is presented in the paragraph, demonstrates significant gains in most of the metrics, such as, promotion equity, reporting transparency, and general diversity performance ratings. The table brings out the fact that structured interventions yield a change that can be measured within a relatively short period.

TABLE 2: PRE-INTERVENTION VS. POST-INTERVENTION GENDER EQUALITY OUTCOMES

Metric	Before Intervention	After Intervention
Promotion Fairness	Low	Improved
Pay Transparency	Weak	Strong
Leadership Diversity	Limited	Moderate
Workplace Satisfaction	Moderate	High

The changes indicated in Table 2 are positive, which proves that proactive diversity systems do not only make environments in which both men and women are empowered possible. Nevertheless, the table also suggests that other metrics, like the diversity of leadership, only get better with time, which means that cultivating them and maintaining them would require long-term efforts.

On the whole, the results and discussion show that gender equality performance cannot be automatically improved, and it is directly dependent on organizational measures, tracking systems, and the cultural change [9]. All these diagrams and tables are put together to show an interaction of structural, social and behavioral factors to bring about quantifiable results. The existence of the gaps in the leadership participation, the department specific differences, and differing experiences of the staff imply that the organization should follow a holistic approach not isolated initiatives. The use of graphic evidence and comparison tables in this section makes it clear that the implementation of SDG 5 needs multilayered and long-term efforts to comply.[18]

V. CONCLUSION

As shown in this paper, workplace diversity management is essential in the development of SDG 5 through gender equality and empowerment of women in the workplace. Companies where structure, transparency, and inclusiveness are practiced have improved performance and healthy cultures at the workplaces. Although there is an indication of improvement, gender equality is a dynamic issue that is shaped by the cultural values, institutionalized discrimination, and lax and ineffective enforcement laws.

Workplace Diversity Management under SDG 5 can be interpreted as an organizational-level manifestation of the broader critique raised in “Business Schools and SDGs: New Wine in Old Wine Skin,” where sustainability and gender equality agendas are integrated into existing structures without fundamentally transforming underlying power relations and institutional logics. [16], [17]

Practical Limitations

- The research is based only on secondary sources and does not have primary empirical evidence.
- There are no equal representation of industries and geographical regions because studies are limited.
- The qualitative aspect of the analysis limits the possibility of measuring the organizational impact.

Future Directions

- Establish longitudinal empirical research in order to quantify the long-term effect of gender equality programs.
- Monitor the indicators of diversity more closely using AI and data analytics.
- Assess gender interaction on the basis of race, disability, and socioeconomic status.
- Develop industry specific models on how SDG 5 can be operationalized.
- Compare policy-effectiveness on the international level.

Organizations can achieve commendable gains by incorporating multidimensional approaches, data-informed policies, and evaluating their gains on a regular basis to achieve SDG 5 and inclusive, equitable working environments in the future.

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