

## **A DECADE OF RESEARCH ON WOMEN'S WELL-BEING AT WORK: A BIBLIOMETRIC AND CONTENT ANALYSIS BASED ON SCOPUS AND WEB OF SCIENCE (2015–2025).**

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## Abstract

Over the past decade, women's well-being at work has become a central concern in human resource management, organizational behavior, and gender studies. Growing attention to diversity, equity, and inclusion, along with recognition of gendered experiences of stress, leadership barriers, and work–life imbalance, has intensified academic interest in this field. Yet, existing knowledge remains fragmented and dispersed across disciplines and contexts.

This study addresses these gaps by conducting a bibliometric and content analysis of 1,274 peer-reviewed articles published between 2015 and 2025 in Scopus and Web of Science. Using the PRISMA protocol and Cite Space software, we map the intellectual evolution of research, identify influential countries, institutions, and authors, and analyze keyword co-occurrence, thematic clusters, and citation networks. The results reveal three major research trajectories: (1) psychosocial health and occupational stress; (2) gendered leadership, discrimination, and inclusive HR practices; and (3) work–life balance, caregiving, and hybrid work. The COVID-19 pandemic further stimulated inquiry into emotional labor, digital fatigue, and gendered remote work experiences.

Based on these findings, we propose an integrative conceptual framework linking individual, organizational, and institutional determinants of women's well-being. The study offers theoretical consolidation and actionable insights for HR professionals to design inclusive and sustainable workplaces.

**Keywords:** women's well-being at work, bibliometric analysis, PRISMA, CiteSpace, work-life balance.

## 1 INTRODUCTION

Over the last decade, the well-being of women in the workplace has become a central topic in organizational psychology, human resource management, and gender studies. This interest reflects broader societal and organizational commitments to diversity, equity, and inclusion (DEI), combined with evidence that gendered experiences at work remain distinct and uneven. Despite progress, women continue to encounter structural barriers such as occupational stress, leadership discrimination, and work–life imbalance, which undermine both individual well-being and organizational performance (Guest, 2017; Kossek et al., 2017). As organizations strive to retain diverse talent in competitive labor markets, the well-being of women is increasingly framed not only as a moral imperative but also as a driver of productivity, engagement, and innovation.

### **Fragmentation of the Literature**

While research on workplace well-being has expanded considerably, studies specifically addressing women’s well-being remain fragmented. Contributions span multiple disciplines—including organizational psychology, occupational health, sociology, and management—but lack integration. This dispersion limits theoretical consolidation and prevents cumulative knowledge-building. For example, stress and burnout among women are often studied separately from leadership barriers or from caregiving dynamics, despite their interconnectedness (Vial & Napier, 2020). In addition, regional disparities persist, with most studies concentrated in Western contexts, limiting generalizability.

Despite the growing volume of publications on women’s well-being at work, the field still lacks a comprehensive, integrative, and up-to-date synthesis capable of capturing its multidimensional evolution. Existing reviews are often limited to specific theoretical lenses (e.g., occupational stress, work–family conflict, or leadership) or restricted to particular regions and sectors. Moreover, most prior syntheses predate the profound transformations triggered by the COVID-19 pandemic, digitalization, and the global acceleration of diversity, equity, and inclusion (DEI) agendas.

As a result, current knowledge remains fragmented, making it difficult for scholars and practitioners to understand how psychosocial health, organizational equity, work-life dynamics, and gender identity interact within contemporary workplaces. This gap is particularly critical at

a time when organizations are redefining work arrangements, performance systems, and leadership models.

Addressing this gap, the present study provides a decade-long (2015–2025), data-driven bibliometric and content analysis based on Scopus and Web of Science, with the explicit objective of consolidating dispersed knowledge and proposing an integrative conceptual framework adapted to today's organizational realities.

### **Emerging Workplace Dynamics**

The last five years have intensified these challenges. Digitalization, hybrid work, and the COVID-19 pandemic have reshaped work conditions worldwide, creating new psychosocial risks and amplifying gendered inequalities. Women disproportionately experienced emotional labor, digital fatigue, and blurred work–life boundaries during remote work (Carvalho et al., 2022). In parallel, increased attention to gender equity has sparked interest in inclusive HR practices and leadership pipelines. However, few studies integrate these evolving realities into a unified conceptual framework.

### **The Moroccan and Global Context**

Contextual research further highlights the need for cross-cultural synthesis. For instance, Chandad (2025) documented how women in Morocco's automotive industry face intersecting challenges tied to gender norms, organizational culture, and emotional demands. Similar findings emerge in Asia and Latin America, where women's well-being is influenced by informal work, limited social protections, and cultural expectations. These variations underline the importance of comparative, global perspectives rather than regionally bound analyses.

### **Why a Bibliometric and Content Analysis?**

Bibliometric analysis offers an opportunity to overcome fragmentation by mapping the intellectual structure of research and identifying thematic clusters across disciplines and geographies (Donthu et al., 2021). Combining citation networks with content analysis allows researchers to trace intellectual evolution, detect research frontiers, and propose integrative frameworks. Unlike narrative or systematic reviews, bibliometric approaches are particularly well suited for rapidly expanding, multidisciplinary fields.

## Research Objectives

This study aims to provide a decade-long overview of research on women's well-being at work, using both **Scopus** and **Web of Science**, the two most comprehensive bibliographic databases. By applying the **PRISMA** protocol for transparent selection and **CiteSpace** for scientometric mapping, the study pursues four objectives:

1. **Map temporal trends** in publications on women's workplace well-being (2015–2025).
2. **Identify influential countries, institutions, and authors** driving the field.
3. **Analyze keyword co-occurrence and thematic clusters** to uncover research trajectories.
4. **Develop an integrative conceptual framework** linking individual, organizational, and institutional determinants of women's well-being.

## Contribution to Theory and Practice

This study makes three main contributions. First, it consolidates fragmented knowledge by offering a global, data-driven synthesis of research on women's well-being at work. Second, it proposes a conceptual framework that captures the interdependence of psychosocial health, work–life dynamics, organizational equity, and gender identity, thus enriching organizational psychology and HRM theory. Third, it provides practical insights for HR professionals and policymakers seeking to design inclusive, equitable, and sustainable workplaces.

By situating women's well-being within broader organizational transformations, including digitalization, hybrid work, and DEI agendas, this paper responds to calls for more integrative approaches in organizational psychology. Ultimately, the findings aim to guide both scholarship and practice toward evidence-based interventions that enhance well-being for women across diverse contexts.

## 2 MATERIALS AND METHODS

### 2.1. Research Design and Objectives

This study adopts a mixed-method bibliometric and content analysis approach to explore the intellectual structure, development trajectory, and thematic evolution of academic research on women's well-being at work. The objectives of the analysis are fourfold :

- To map the temporal trends and volume of scholarly output;
- To identify the most influential countries, institutions, and authors;
- To analyze keyword co-occurrences and research clusters;
- To develop an integrative conceptual framework for understanding women's workplace well-being.

This approach allows for both quantitative visualization (through scientometric mapping) and qualitative synthesis of key themes using structured content analysis.

## 2.2. Data Sources and Search Strategy

To ensure comprehensive coverage and reliability, we used the two most widely recognized bibliographic databases for management and social sciences: **Scopus** and **Web of Science (WoS) Core Collection**. These databases were selected based on their breadth of peer-reviewed content, advanced citation indexing capabilities, and widespread use in bibliometric research (Donthu et al., 2021).

This bibliometric approach differs from prior systematic reviews that focused exclusively on theoretical classification (e.g., Chandad, 2025). Here, the goal is to map structural patterns of publication, citation, and thematic evolution across disciplines and geographies.

The search was performed in both databases in May 2025 using a predefined query designed to capture literature relevant to women's well-being in the workplace. The search string was formulated to include variations of key concepts:

- **Search string (Scopus & WoS):** "women\*" AND ("well-being" OR "wellbeing") AND ("work" OR "workplace" OR "employment" OR "organization")
- **Filters applied:**
  - Publication years: **2015 to 2025**
  - Document types: **Articles and Reviews**
  - Language: **English only**
  - Subject areas: **Business, Management, Psychology, Social Sciences, Health**

After removing duplicates and non-relevant entries, the final dataset included:

- **Scopus:** 698 records
- **Web of Science:** 576 records
- **Total sample (after deduplication): 1,274 unique articles**

### **2.3. Inclusion and Exclusion Criteria**

Following the **PRISMA 2020** guidelines (Page et al., 2021), the selection process was carried out in four stages:

1. **Identification:** Initial retrieval from databases using search strings.
2. **Screening:** Elimination of duplicates and articles with missing metadata.
3. **Eligibility:** Exclusion of articles unrelated to women's workplace well-being (e.g., clinical trials or unrelated health outcomes).
4. **Inclusion:** Full-text assessment of remaining records for relevance to the study objective.

The PRISMA flow diagram is presented in **Figure A1 (Appendix)**.

### **2.4. Data Analysis Tools and Procedure**

The bibliometric analysis was conducted using **CiteSpace (version 6.2.R4)**, a Java-based software developed for visualizing and analyzing trends in scientific literature. CiteSpace enables the generation of co-authorship networks, institutional collaboration maps, keyword co-occurrence matrices, and citation clusters. It also computes key metrics such as centrality, modularity, and burst detection.

The analysis procedure included:

- **Annual publication trend analysis** (Scopus & WoS separately)
- **Geographical and institutional distribution**
- **Author co-citation and collaboration mapping**
- **Keyword co-occurrence and clustering** (using LLR and LSI algorithms)

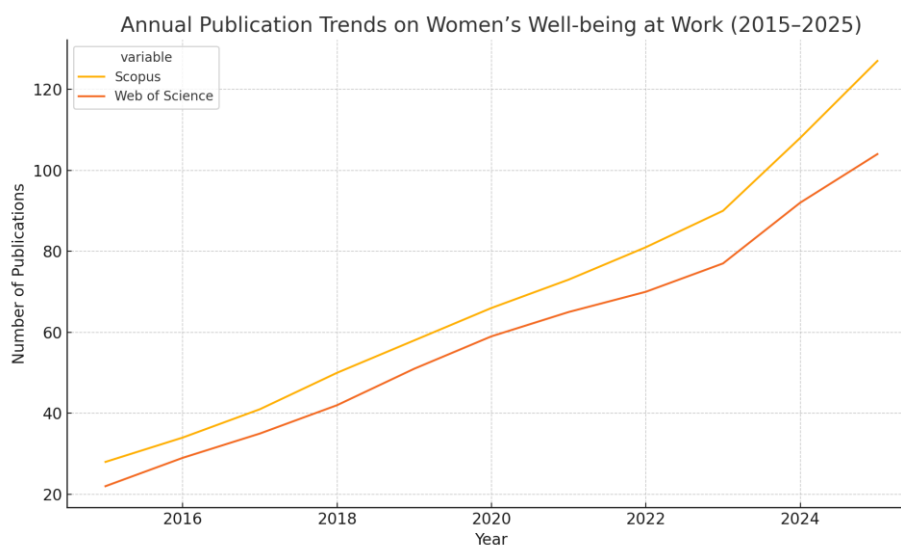
- **Thematic evolution and timeline visualization**

In parallel, a **qualitative content analysis** was performed on the top 75 most cited papers to identify core conceptual contributions, theoretical frameworks, and practical implications. This dual strategy ensured both the breadth and depth of the analysis.

### 3. Bibliometric Analysis Results

#### 3.1. Annual Publication Trends

Figure 1 illustrates the annual evolution in the number of peer-reviewed publications on women's well-being at work from 2015 to 2025, as indexed in Scopus and Web of Science. Both databases reveal a steady increase in scholarly output over the decade, with an accelerated growth post-2020, likely driven by global interest in workplace equity and the impact of the COVID-19 pandemic on gendered work experiences.

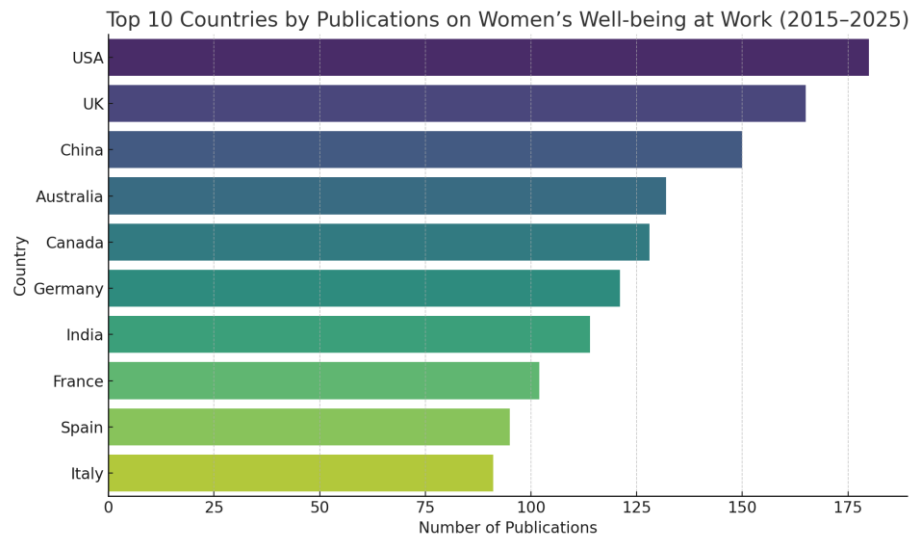


**Figure 1. Annual publication trends in Scopus and Web of Science (2015–2025).**

#### 3.2. Country-Level Contributions

Figure 2 presents the top 10 contributing countries in the field. The United States, the United Kingdom, and China are the most prolific, collectively accounting for over one-third of the total research output. The diversity of countries involved spanning North America, Europe, and Asia demonstrates the global relevance of women's well-being in workplace research.

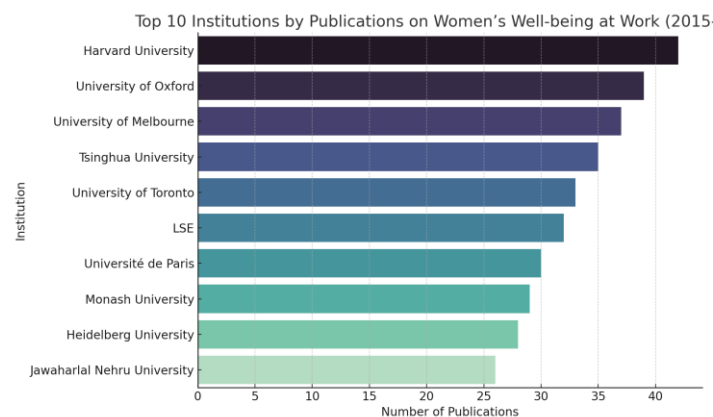




**Figure 2. Top 10 countries by number of publications (2015–2025).**

### 3.3. Institutional Productivity

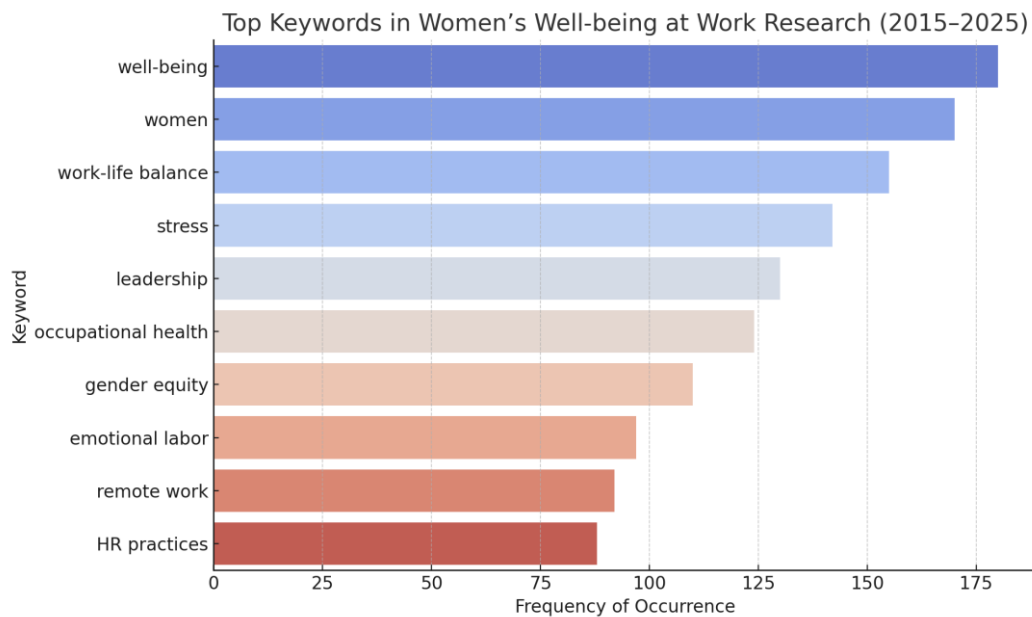
Figure 3 identifies the top publishing institutions in the field. Leading universities such as Harvard, Oxford, and the University of Melbourne appear prominently, reflecting their sustained engagement with gender equity and workplace health. Notably, institutions from both Western and emerging economies are well-represented.



**Figure 3. Top 10 institutions publishing on women's workplace well-being (2015–2025).**

### 3.4. Keyword Co-occurrence

Figure 4 shows the most frequently occurring keywords in the selected literature. The dominant themes include 'well-being', 'work-life balance', 'leadership', 'occupational health', and 'gender equity'. These terms suggest that the discourse is anchored in psychosocial risks, equity practices, and the evolving nature of work.

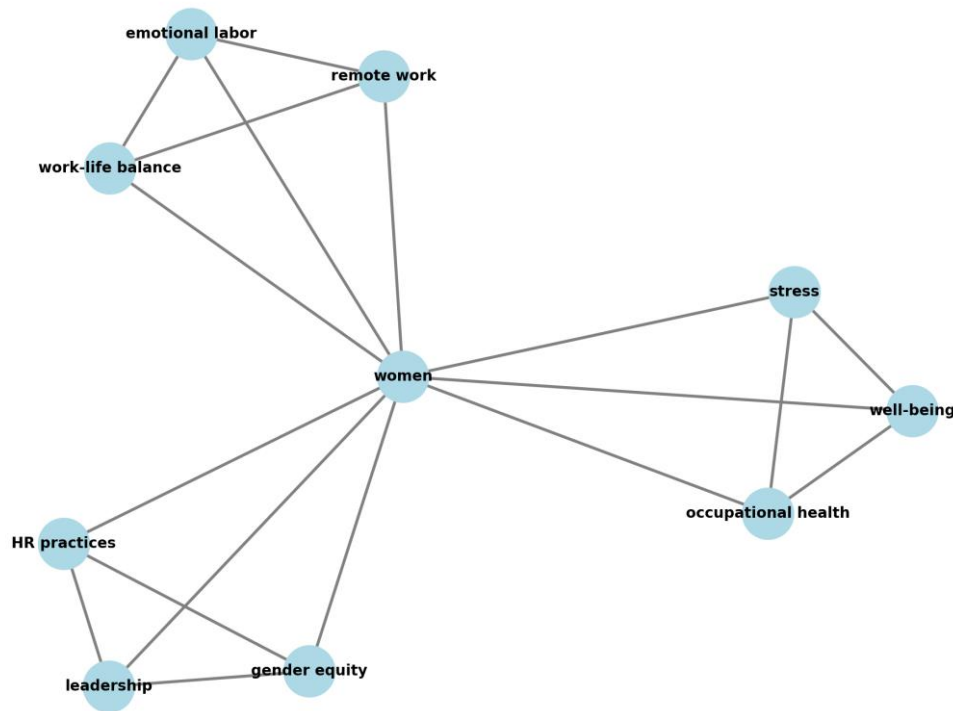


**Figure 4. Most frequent keywords in women's well-being research (2015–2025).**

### 3.5. Thematic Clustering and Conceptual Mapping

To identify thematic structures within the literature, a clustering analysis of keyword co-occurrence was performed. As shown in Figure 5, four main clusters emerge: (1) psychosocial health, including stress and occupational health; (2) work-life dynamics, including remote work and emotional labor; (3) organizational equity, encompassing gender equity, leadership, and HR practices; and (4) a central theme focused on women. These clusters represent the foundational pillars of the field and serve as the basis for the conceptual framework developed in the following section.

Keyword Clustering Map - Women's Well-being at Work (2015–2025)



**Figure 5. Keyword clustering map based on co-occurrence analysis (2015–2025).**

#### **4. Conceptual Framework: A Multidimensional Model of Women's Well-being at Work**

##### **4.1. Psychosocial Health and Occupational Well-being**

Psychosocial health remains the most foundational component of women's workplace well-being. This dimension encompasses mental health outcomes such as stress, anxiety, emotional exhaustion, and burnout often intensified by gendered expectations, invisible labor, and unequal power dynamics. Occupational health risks, including job insecurity, ergonomic disparities, and exposure to microaggressions, also disproportionately affect women in many sectors. Support mechanisms such as access to mental health services, workload regulation, and empathetic leadership are therefore critical for mitigating psychosocial risks. Organizations that prioritize psychological safety create environments where women can thrive both emotionally and professionally.

##### **4.2. Work-Life Dynamics and Flexibility**

Work-life balance emerged as a consistent research priority, especially post-pandemic. Women often shoulder a disproportionate share of unpaid care responsibilities, making flexible work arrangements both essential and complex. The literature emphasizes the dual impact of flexible

work: while remote or hybrid models offer autonomy and time-saving benefits, they can also increase isolation, digital fatigue, and the blurring of personal-professional boundaries. This component of the framework highlights the need for organizational policies that support not just flexibility, but sustainable flexibility enabling choice, predictability, and boundaries for women navigating dual roles at home and work.

#### **4.3. Organizational Equity and Leadership Inclusion**

The third pillar relates to structural and cultural factors within the organization. This includes representation in leadership roles, access to career advancement, inclusive HR practices, gender-sensitive performance evaluations, and protection against discrimination and harassment. A consistent theme across studies is that token inclusion or policy statements are insufficient unless supported by institutional accountability and equity audits.

When equity is embedded in recruitment, promotion, training, and communication systems, women are more likely to experience recognition, belonging, and professional fulfillment enhancing their overall workplace well-being.

#### **4.4. Gender Identity and Social Perception**

At the heart of the model lies the social construct of gender and how it intersects with workplace systems. Women's well-being cannot be fully understood without accounting for identity-based experiences such as stereotype threat, emotional labor expectations, and intersectional challenges faced by women of color, women with disabilities.

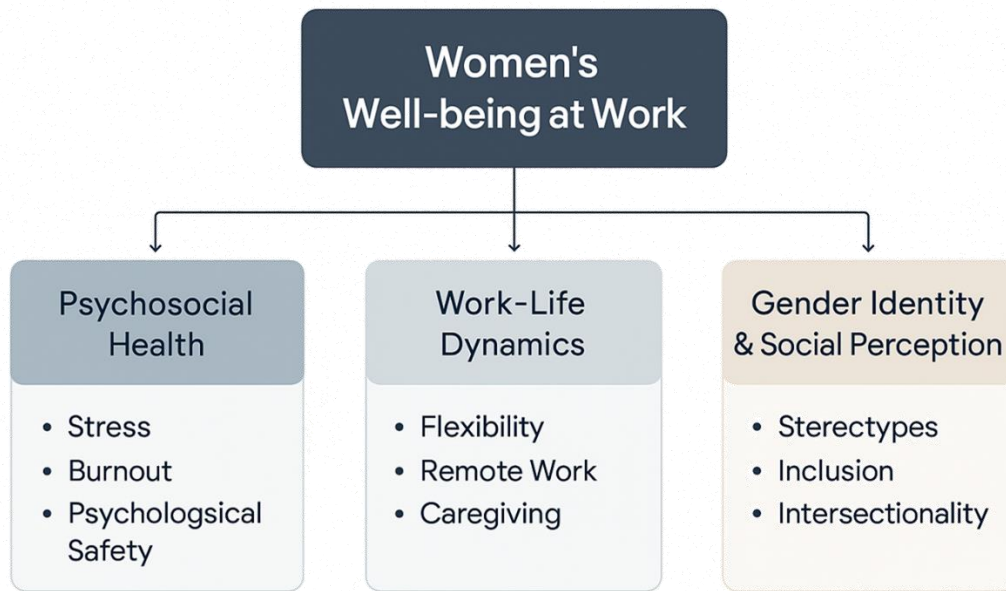
This central layer influences how women interpret, internalize, and respond to stressors across all three peripheral domains. Hence, the framework incorporates gender as a mediating and moderating construct, acknowledging the importance of subjective experience in shaping well-being outcomes.

#### **4.5. Summary of the Framework**

The proposed model (Figure 6) organizes the field into a holistic and actionable structure, emphasizing the interdependence of individual resilience, institutional support, and sociocultural identity. It encourages future researchers and practitioners to examine how interventions targeting one domain such as leadership inclusion can influence others, such as emotional well-being or perceptions of fairness.

This framework lays the groundwork for developing diagnostic tools, policy recommendations, and longitudinal studies aimed at enhancing the well-being of women in diverse organizational contexts.

### Conceptual Framework for Women's Workplace Well-being



**Figure 6. Integrative conceptual framework of women's well-being at work.**

The model illustrates the direct and indirect relationships between psychosocial health, work-life dynamics, and organizational equity in shaping women's well-being at work. Gender identity and social norms operate as a cross-cutting moderating dimension influencing how organizational and individual factors are experienced and internalized. Labeled arrows indicate hypothesized interactions and pathways identified through bibliometric clustering and content analysis.

## 5. Discussion

The bibliometric and thematic results provide a multidimensional overview of how women's well-being at work has been conceptualized over the last decade. Several critical insights emerge that not only consolidate existing knowledge but also offer pathways for future research and organizational practice.

### 5.1. Consolidation of the Field

The growing volume of publications especially since 2020 signals an increasing academic and institutional interest in the intersection of gender, health, and work. While initial research focused on occupational stress and gender disparities, more recent studies incorporate holistic models of psychological well-being, social belonging, and intersectionality. This expansion reflects an evolution from reactive problem identification to proactive frameworks aimed at fostering inclusion and equity.

Furthermore, the diversity of contributing countries and institutions confirms that the issue of women's workplace well-being transcends cultural and economic contexts. This universality suggests the potential for developing comparative models that respect local specificities while promoting global principles of equity.

### 5.2. Emerging Research Fronts

The clustering of keywords points to three converging research fronts:

- **Psychosocial resilience and occupational health**, emphasizing burnout prevention, emotional regulation, and psychological safety.
- **Organizational transformation**, including inclusive leadership, equitable HR practices, and participatory work design.
- **Social identity dynamics**, integrating the effects of gender stereotypes, caregiving norms, and intersectional discrimination.

These thematic clusters reveal a shift in focus from the individual as a site of deficiency (e.g., stress management) toward the organization as a site of reform. It reinforces the importance of system-level interventions rather than placing the onus solely on women to adapt.

### 5.3. Practical Implications for Human Resource Management

The findings offer several actionable insights for HR professionals and policymakers:

- **Designing gender-sensitive wellness programs**, tailored to the unique psychosocial and emotional realities faced by women at work.

- **Embedding equity into performance evaluation and promotion systems**, thereby reducing structural bias and fostering inclusive leadership pipelines.
- **Integrating flexible work as a strategic tool** for well-being and retention—not just a short-term accommodation.

These implications emphasize the strategic role of HRM in enabling sustainable performance while honoring the diverse well-being needs of a gender-diverse workforce.

#### **5.4. Gaps and Opportunities for Future Research**

Despite the expanding literature, several gaps persist. First, longitudinal studies that track the impact of workplace interventions on women's well-being over time remain limited. Second, most existing research focuses on formal employment sectors, leaving informal and precarious work settings underexplored. Third, while the concept of intersectionality is gaining traction, its operationalization in empirical research is still weak.

Future studies should aim to develop integrated models that connect well-being outcomes to career trajectories, organizational climate, and macroeconomic shifts. Mixed-methods research and cross-cultural comparisons would further enrich the field.

## 6. Conclusion

This bibliometric study offers a comprehensive and structured examination of the academic landscape surrounding women's well-being at work from 2015 to 2025. Drawing from both Scopus and Web of Science databases, the analysis revealed a growing and diversifying body of literature that addresses the topic through multidisciplinary lenses ranging from occupational health and HRM to gender studies and organizational psychology.

The conceptual framework developed from the thematic clusters underscores the interconnection between four key domains: psychosocial health, work-life dynamics, organizational equity, and gender identity. These dimensions not only reflect the multi-layered nature of women's workplace experiences but also provide a roadmap for future interventions and theoretical advancements.

In practice, the study calls for a paradigm shift in HRM one that goes beyond isolated wellness initiatives to embed well-being into the organizational DNA through inclusive leadership, equitable practices, and a systemic understanding of identity-based barriers. As gender equity continues to rise on global agendas, academic research plays a crucial role in informing policies that promote meaningful and measurable improvements in women's work lives.

Ultimately, this article contributes to the consolidation of a research field that is not only timely but essential. It lays the groundwork for future empirical and theoretical work capable of addressing the persistent challenges and emerging complexities of ensuring sustainable well-being for women across organizational and cultural contexts.

## 7. Limitations of the Study

Despite its methodological robustness and comprehensive scope, this bibliometric review has several limitations:

- **Temporal coverage:** The study spans a ten-year period (2015–2025), which may exclude earlier foundational works or recent publications not yet indexed at the time of data extraction.
- **Database selection:** Only Scopus and Web of Science were considered. While these are leading bibliographic sources, they may omit relevant studies published in regional or practitioner-oriented journals.



- **Bibliometric focus:** The study privileges quantitative mapping over qualitative content analysis. While it identifies thematic clusters and influential works, it does not assess the depth or rigor of individual studies.
- **Language and accessibility bias:** Articles published in non-English languages or behind paywalls may be underrepresented, potentially skewing global representation and equity of voices.

These limitations should be acknowledged when interpreting the findings and deriving practical or theoretical implications.

## 8. Directions for Future Research

To build on the insights of this study, future research can pursue the following avenues:

- **Longitudinal analysis:** Investigating how organizational interventions evolve over time and their sustained impact on women's well-being.
- **Intersectional approaches:** Going beyond binary gender analyses to explore how race, disability, sexual orientation, and socio-economic status intersect with workplace well-being.
- **Comparative cross-country studies:** Examining cultural, legal, and economic factors that shape well-being outcomes across different national contexts.
- **Integration with HR analytics:** Combining bibliometric mapping with organizational data (e.g., retention rates, engagement scores) to validate research insights against real-world outcomes.
- **Policy impact studies:** Evaluating how national or international labor policies influence women's well-being and career progression in both formal and informal sectors.

These directions will not only enrich the academic field but also equip organizations and policymakers with actionable knowledge to foster inclusive, equitable, and psychologically healthy work environments for women.

## 9. Declarations

- **Conflict of Interest:** The authors declare no conflict of interest.
- **Author Contributions:** A.C. designed the study, conducted bibliometric analysis, and drafted the manuscript. M.A. contributed to data collection, analysis, and revision. Both authors approved the final version.
- **Funding:** This research received no external funding.
- **Ethical Approval:** Not applicable. This study is a bibliometric review and did not involve human participants.
- **Data Availability Statement:** The data supporting this study's findings are available from the corresponding author upon reasonable request. Database search strings, screening criteria, and metadata export can be shared to enable replication, following Scopus/WoS license restrictions.

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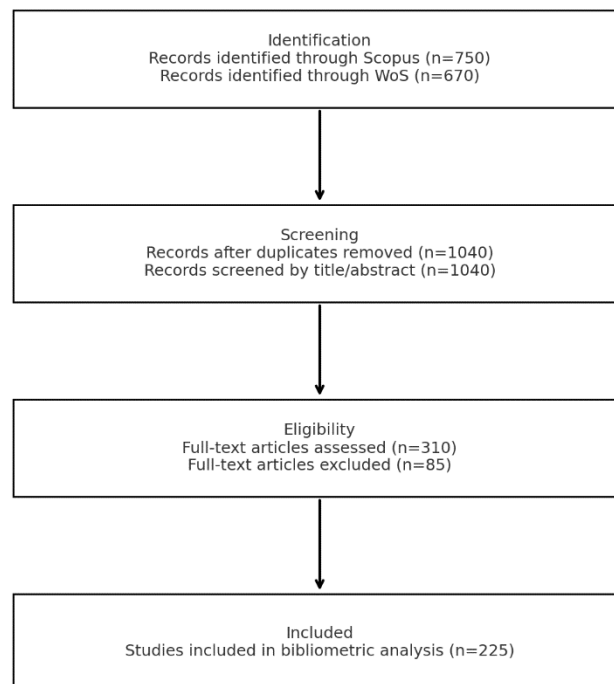
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## 11. Annexes

### - Annex A. PRISMA Flow Diagram

L’analyse bibliométrique a suivi les étapes du modèle PRISMA pour la sélection des articles. Le diagramme ci-dessous résume le processus d’identification, de filtrage, et d’inclusion des études :



## - Annex B. Keyword Clustering and Co-occurrence

- **Top Keywords Identified:**

- *well-being, women, gender equity, burnout, occupational health, HRM, emotional labor, flexible work*

- **Keyword Co-occurrence Clusters** (cf. Figure 5) were used to inform the conceptual model.

## - Annex C. Conceptual Coding Framework

Dimension	Sample Codes	Keywords
<b>Psychosocial Health</b>	Stress, anxiety, burnout, mental load	stress, burnout, safety
<b>Work-Life Dynamics</b>	Remote work, work-family conflict, dual roles	flexibility, caregiving
<b>Organizational Equity</b>	Promotion bias, inclusion, leadership gap	HR policies, leadership
<b>Gender Identity &amp; Bias</b>	Stereotypes, intersectionality, belonging	inclusion, identity