

WOMEN'S PARTICIPATION IN CORPORATE HOUSES OF HARYANA STATE; A CRITICAL AND LEGAL STUDY IN PRESENT SCENARIO

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Abstract: This research report conducts a doctrinal analysis of the legal and regulatory framework governing women's corporate participation in Haryana. It evaluates the efficacy of national mandates, such as Section 149 of the Companies Act, 2013, alongside state-specific initiatives like the Haryana Enterprises and Employment Policy (HEEP) 2020 and the 2025 Industrial Policy. While legislative quotas have increased board representation, the study identifies a persistent gap between compliance and substantive inclusion, often resulting in tokenism. Key findings highlight the impact of judicial precedents from the Punjab and Haryana High Court in securing women's property rights and reinforcing the universal application of anti-discrimination principles, thereby removing structural barriers to leadership. Furthermore, the analysis addresses systemic hurdles such as the "Pink Tax" on safe urban mobility and the caregiving "double burden," noting that 31% of women view commuting as a primary barrier to work. The report also examines administrative shifts, such as the Haryana State Commission for Women's directive requiring private companies to disclose sexual harassment (POSH) compliance in their annual reports. It provides normative recommendations to shift toward value-driven governance by strengthening independent director requirements and integrating gender-responsive infrastructure, such as worker hostels, into state-led industrial planning.

Keywords: POSH, HEEP, Pink Tax and Industrial.

1.0 Introduction

The corporate landscape of Haryana, particularly centered in the burgeoning economic hub of Gurugram, presents a complex intersection of rapid modernization and entrenched socio-legal challenges. As India strives toward the "Viksit Bharat" vision, the role of women in the corporate sector has shifted from a matter of social equity to a critical regulatory and economic necessity. This report investigates the regulatory and legal challenges that shape, and often hinder, women's participation in corporate houses within Haryana, grounded in a doctrinal analysis of national and state-level frameworks.

The state of Haryana has emerged as a preferred destination for multinational corporations and industrial giants, yet the participation of women in its corporate boardrooms and executive suites remains disproportionately low compared to the state's economic output. The legislative push for gender diversity, most notably through the Companies Act, 2013, and subsequent Securities and Exchange Board of India (SEBI) regulations, has introduced mandatory quotas for women directors. However, the mere existence of these "hard laws" does not automatically translate into substantive equality. There remains a significant gap between statutory compliance and genuine inclusion, a phenomenon often categorized as tokenism.

The background of this research is rooted in the constitutional mandate of equality under Articles 14, 15, and 16 of the Constitution of India, which empower the State to make special provisions for women. In the corporate context, these provisions manifest as board diversity norms and protective labor laws. For Haryana, the challenge is amplified by the unique urban-rural divide. While Gurugram hosts global headquarters, the surrounding regions are influenced by customary laws and traditional social structures that impact women's mobility, property rights, and professional autonomy.

1.1 Research Questions

1. To provide a comprehensive doctrinal analysis, this report addresses several core research questions:
2. What are the primary national and state-level statutory provisions governing women's participation in

- Haryana's corporate sector, and how do these frameworks interact?
3. How has the judiciary, particularly the Supreme Court and the Punjab and Haryana High Court, interpreted these laws to advance or restrict women's corporate rights?
 4. To what extent have regulatory compliance mechanisms, such as those enforced by the National Company Law Tribunal (NCLT) and the Registrar of Companies (ROC), been effective in penalizing non-compliance in Haryana?
 5. What are the underlying socio-cultural and structural barriers, such as the "Pink Tax" and mobility constraints, that are not adequately addressed by the current legal framework?
 6. What normative reforms are required to move beyond tokenistic compliance toward value-driven governance and substantive gender diversity in corporate leadership?

1.2 Research Objectives

The primary objectives of this report are as follows:

1. To conduct a detailed doctrinal review of the Companies Act, 2013, SEBI LODR Regulations, and relevant labor laws affecting women in corporate houses.
2. To analyze the specific policies of the Haryana state government, including HSIIDC initiatives and the Haryana Enterprises and Employment Policy (HEEP) 2020, to identify state-level enablers and gaps.
3. To evaluate judicial precedents that have shaped the legal understanding of gender equality, property rights, and workplace safety in the region.
4. To compare Indian and Haryana-specific frameworks with international benchmarks set by the UN and ILO to identify areas for policy alignment.
5. To formulate actionable normative recommendations for regulators and corporate entities to foster a more inclusive corporate environment.

1.3 Doctrinal Research Design: This report utilizes a doctrinal research methodology, which involves a systematic study of legal doctrines, statutes, and judicial pronouncements. Unlike empirical research, which relies on field observations, doctrinal research focuses on the "law as it is" and seeks to interpret legal principles through the analysis of authoritative texts. This approach is essential for understanding the hierarchical structure of laws governing corporate participation in Haryana, from constitutional provisions to specific state notifications.

1.3.1 Primary Legal Materials: The foundation of this analysis rests on primary sources of law. At the national level, the Constitution of India serves as the overarching framework, specifically Article 15(3), which permits positive discrimination in favor of women. The Companies Act, 2013, particularly Section 149 and its associated rules, provides the specific statutory mandate for women directors. The SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, are analyzed to understand the higher standards of governance required for listed entities.

Furthermore, labor laws such as the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH Act), and the Maternity Benefit (Amendment) Act, 2017, are examined for their role in creating a safe and enabling professional environment. At the state level, the report analyzes notifications from the Haryana Industries and Commerce Department and the policies of the Haryana State Industrial and Infrastructure Development Corporation (HSIIDC).

1.3.2 Secondary Sources: To supplement the analysis of primary materials, the report draws on a wide range of secondary sources. These include reports from the Ministry of Corporate Affairs (MCA), the National Company Law Tribunal (NCLT) orders, and handbooks for women directors published by professional bodies such as the Institute of Chartered Accountants of India (ICAI). These sources provide insights into the practical challenges of implementation and the nuances of regulatory enforcement. Economic surveys and labor force data from the Periodic Labour Force Survey (PLFS) are integrated to provide context on the actual participation rates and the economic impact of gender-focused regulations. Additionally, law reviews and academic journals focusing on corporate governance and gender diversity are consulted to identify theoretical gaps, such as the debate between "hard laws" (quotas) and "soft laws" (voluntary targets).

The research sources analyzed in this report span several categories to ensure a comprehensive understanding of the legal landscape. National statutes, including the Companies Act 2013, the POSH Act 2013, and the Maternity Benefit Act 2017, provide the overarching legal mandates for all corporate houses. State-level policies such as HEEP 2020, Make in Haryana 2025, and HSIIDC notifications act as specific enablers for

industrial and corporate hubs. Judicial precedents from the Supreme Court and the Punjab & Haryana High Court offer localized interpretations of constitutional and labor rights, while regulatory reports from SEBI, the NCLT, and the ROC, alongside ICAI Handbooks, provide evidence of enforcement trends and practical compliance guidance. Finally, international norms from the UN CEDAW, ILO Conventions, and EU Directives serve as global benchmarks for gender diversity in governance.

2.0 Legal Framework (National Context)

The national legal framework for women's participation in corporate houses is a multi-layered system designed to increase representation while ensuring workplace safety and welfare. This system is anchored in the Companies Act, 2013, which replaced the 1956 Act and introduced modern governance standards that prioritize board diversity.

2.1 The Companies Act, 2013: Section 149 and Beyond: Section 149(1) of the Companies Act, 2013, read with Rule 3 of the Companies (Appointment and Qualification of Directors) Rules, 2014, is the cornerstone of gender diversity in Indian boardrooms. It mandates that certain classes of companies must appoint at least one woman director. This requirement applies to all listed companies and public companies meeting specific thresholds of paid-up share capital or turnover.

The threshold criteria for these appointments are strictly defined. For all listed companies, the appointment of a woman director is mandatory for every entity and must have been completed within one year of the provision's commencement. For unlisted public companies, the requirement is triggered if the paid-up share capital is \geq INR 100 Crore or the turnover is \geq INR 300 Crore, with a compliance period of one year. Newly incorporated companies that meet these financial criteria are granted six months from the date of incorporation to achieve compliance.

The legislative intent behind Section 149 was to move away from the traditional "boys' club" model of corporate boards and to integrate diverse perspectives that could improve decision-making and ethical oversight. However, the law has been criticized for being too narrow. By requiring only "one" woman director, it may encourage tokenism rather than substantive representation. Furthermore, for unlisted public companies, the law does not specify that the woman director must be an *independent* director, allowing companies to appoint female relatives of promoters to fulfill the requirement.

2.2 SEBI Listing Obligations and Disclosure Requirements (LODR): Recognizing the limitations of the Companies Act, SEBI introduced more stringent norms for listed entities. Regulation 17(1)(a) of the SEBI LODR Regulations, 2015, mandates that the board of directors must have an optimum combination of executive and non-executive directors with at least one woman director. Following the Kotak Committee report, SEBI intensified this requirement for the largest companies.

Effective April 1, 2019, the top 500 listed entities by market capitalization were required to have at least one **independent** woman director. This mandate was extended to the top 1,000 listed entities by April 1, 2020. The inclusion of an independent woman director is a crucial regulatory shift, as it ensures that the appointee is not part of the promoter group and can provide unbiased oversight. For corporate houses in Haryana, many of which are top-tier listed entities, this SEBI regulation is the actual driver of professional female advancement in boardrooms.

2.3 Labor and Welfare Laws: POSH and Maternity Benefits: The participation of women in the corporate sector is also contingent on the legal framework governing their day-to-day work environment. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH Act), provides a robust mechanism for redressal. Every establishment with ten or more employees is mandated to constitute an Internal Committee (IC) to handle complaints of sexual harassment. In Haryana, the State Commission for Women (HSCW) has even mandated that private companies include disclosures regarding POSH compliance in their annual reports, adding an extra layer of transparency.

Similarly, the Maternity Benefit (Amendment) Act, 2017, significantly increased the duration of paid maternity leave from 12 weeks to 26 weeks for the first two children. While this is a progressive step, it has introduced a regulatory challenge: the potential for "recruitment bias." Without social insurance schemes to cover these costs, private employers may perceive women of childbearing age as high-cost employees, leading to indirect discrimination in hiring. This highlights a gap where protective laws can inadvertently create barriers if not supported by broader social security frameworks.

3.0 Legal Framework: Haryana State

While national laws set the baseline, Haryana's state-specific policies and the role of its industrial bodies like HSIIDC create the operational environment for corporate houses. These policies are increasingly recognizing the need for gender-responsive infrastructure and incentives.

3.1 Haryana Enterprises and Employment Policy (HEEP) 2020 and 2025: The Haryana Enterprises and Employment Policy (HEEP) 2020 and the draft 2025 Industrial Policy emphasize creating a "future-ready talent ecosystem". A significant enabler for women's participation is the focus on "local employment." The state provides incentives for companies that employ bonafide residents of Haryana, and women who are residents of the state are primary beneficiaries of these employment-linked subsidies.

One of the most innovative aspects of the "Make in Haryana" 2025 policy is the inclusion of workers' hostels and dormitories within the definition of "Fixed Capital Investment" (FCI) and "Eligible Capital Expenditure" (ECE). This is a strategic regulatory move. In regions like Gurugram, Dharuhera, and Bawal, the lack of safe and affordable housing is a major deterrent for women seeking corporate or industrial roles. By allowing companies to claim tax incentives for building onsite hostels, the state is using fiscal policy to address a physical barrier to women's participation.

3.1.1 The Role of HSIIDC and Infrastructure Development: The Haryana State Industrial and Infrastructure Development Corporation (HSIIDC) is responsible for developing industrial model townships and clusters. HSIIDC's mandate has expanded to include socio-economic considerations. For instance, the corporation is tasked with providing world-class industrial clusters that must now incorporate "gender-responsive budgeting" (GRB). GRB ensures that infrastructure projects such as street lighting, safe transport corridors, and common facility centers are designed with the safety and convenience of women workers in mind.

HSIIDC policies also include provisions for concessions for industrial and commercial use for various disadvantaged groups, and there is a growing push to include women entrepreneurs and corporate houses with high female representation in these concession categories. The state's commitment to "Antyodaya" (upliftment of the poorest) further extends to ensuring that women from marginalized communities are integrated into the corporate supply chain through targeted skilling and procurement policies.

3.1.2 Haryana State Commission for Women (HSCW): The Haryana State Commission for Women (HSCW) acts as a statutory watchdog, monitoring the implementation of constitutional and legal protections for women in the state. Beyond its role in investigating complaints of harassment and discrimination, the HSCW provides essential guidance for corporate houses through its manuals on the POSH Act and the Maternity Benefit Act. The Commission's recent directive requiring private companies to include POSH compliance details in their annual reports is a significant regulatory development in Haryana. This move towards "disclose or comply" forces boards to take internal committee reports seriously and integrates gender safety into the broader corporate governance discourse in the state. However, the Commission has noted that many smaller corporate houses in districts outside Gurugram still struggle with basic compliance, indicating an uneven implementation of these mandates across the state.

4.0 Judicial Interpretation

The judiciary has played a defining role in interpreting the scope of gender-based laws in India. Both the Supreme Court and the Punjab and Haryana High Court have issued landmark judgments that influence the corporate standing of women, particularly concerning employment rights, property inheritance, and workplace safety.

4.1 Supreme Court: Equality as a Mandatory Policy

The Supreme Court of India has consistently held that gender equality is a core constitutional value that cannot be diluted by legislative inaction or customary practice. In the case of *Secretary, Ministry of Defence v. Babita Puniya*¹, the Court famously ruled that the blanket exclusion of women from command appointments in the Army was "indefensible" and based on "gender stereotypes". This judgment is highly relevant for the corporate sector, as it challenges the "glass ceiling" in leadership roles. The Court observed that female officers work "shoulder to shoulder" with their male counterparts, a principle that applies equally to women in corporate boardrooms and executive management.

In another significant decision regarding Section 498A (domestic cruelty), the Supreme Court emphasized that while the potential for misuse of protective laws exists, it cannot be a ground to strike down laws meant to protect vulnerable sections. The Court cited Article 15(3) as the “constitutional anchor” for positive discrimination, reaffirming the state’s power to make special laws for women’s advancement. This reasoning provides the legal justification for the mandatory quotas for women directors in the Companies Act.

4.2 Punjab and Haryana High Court: Customary Law vs. Constitution: The Punjab and Haryana High Court has been at the forefront of dismantling patriarchal customary laws that impede women’s economic autonomy. In the case *Mohd. Ashraf and Another v. Sadiq (Since Deceased) through his LRs and Others*ⁱⁱ the Court struck down a 40-year-old customary restriction in the Gurgaon district (Riwaj-i-Am) that prevented widows from selling land without the consent of their husband’s relatives. Justice Virinder Aggarwal stated that any limitation founded solely on gender or marital status violates Article 14 of the Constitution and is “constitutionally impermissible”. Recent rulings from the High Court have further clarified the interaction between localized issues and corporate participation. In cases involving property alienation rights, the Court has consistently found that customary restrictions on women’s property are unconstitutional; this empowers women by securing the financial assets needed for investment or entrepreneurship.

Regarding infrastructure developments, such as the stilt-plus-four (S+4) floor construction in Gurugram residential areas, the Court’s decision to appoint a panel to examine ground realities like road width has direct implications for urban mobility and the safety of women commuting to work. Additionally, in tax disputes concerning reinvested land, the Court has denied exemptions if the new agricultural land was purchased in the name of a spouse rather than the seller; this underscores the regulatory necessity for women to hold independent titles to property to benefit from tax deductions. The High Court’s stance on property rights is crucial because many women in Haryana use inherited land as collateral for business loans or as a base for corporate ventures. By securing their right to alienate and manage property independently, the Court is removing a major financial barrier to women’s corporate participation. Additionally, the Court’s intervention in urban planning cases in Gurugram, such as the “stilt-plus-four” floor construction, directly affects the quality of life, traffic density, and safety of the urban environment where most of the state’s female corporate workforce resides.

4.3 NCLT and ROC: Enforcing Board Diversity: The National Company Law Tribunal (NCLT) and the Registrar of Companies (ROC) have transitioned from being passive regulators to active enforcers of board diversity. Recent orders from the ROC for NCT of Delhi & Haryana indicate that penalties for failing to appoint a woman director are being strictly applied.

In the case of *M/s S. S. Forgings and Engineering Limited*, the ROC imposed a penalty of INR 1.85 Lacs on the company and INR 1 Lac on its Managing Director for non-compliance with Section 149. Crucially, the adjudicating authority held that “financial distress” or “sick company status” does not exempt a company from the statutory requirement to have a woman director. This suggests that the woman director mandate is now viewed as an essential governance requirement rather than a flexible policy.

5.0 Analytical Themes: Regulatory Gaps and Socio-Cultural Barriers

Despite a robust legal framework, several systemic challenges prevent women from achieving substantive participation in Haryana’s corporate sector. These challenges often lie at the intersection of law, economics, and social norms.

5.1 From Tokenism to Value-Driven Governance

The primary doctrinal gap in Section 149 of the Companies Act is the “one-woman” threshold. Research suggests that for board diversity to have a meaningful impact on corporate performance and ethical culture, there needs to be a “critical mass” of women usually at least three on a board to prevent them from being marginalized as tokens.

The evolution of gender representation can be understood through three distinct governance models. A tokenism-driven model is characterized by a focus on mere compliance, often appointing a single woman director who is frequently a relative of the promoters; this typically results in the marginalization of her perspective and a lack of actual influence. A value-driven model, however, focuses on merit-based appointments and ensures women are placed in key decision-making committees, which improves overall decision-making and helps prevent “groupthink”. Finally, the hard-law mandate model utilizes statutory quotas backed by heavy penalties for non-compliance, which guarantees entry into the boardroom but carries the risk of encouraging

only superficial adherence.

In Haryana, many unlisted public companies have complied by appointing female family members who may not participate actively in decision-making. This “tokenism” fulfills the letter of the law but violates its spirit. To move toward value-driven governance, regulators like SEBI and the MCA must look beyond the number of women and assess their role in key committees such as the Audit and CSR committees.

5.2 The “Pink Tax” and the Challenge of Urban Mobility: A significant barrier to women’s participation in Haryana’s corporate sector is what the Economic Survey 2023-24 describes as the “Pink Tax” on safety and mobility. Women frequently opt for more expensive but safer transport options, such as private ride-hailing services, rather than public transit due to safety concerns. This additional cost effectively reduces their take-home pay and acts as a barrier to those entering entry-level or mid-level corporate roles.

Data shows that 31% of women in India view commuting as a primary barrier to work. In the context of Gurugram, where traffic congestion is severe and public transit is limited, this mobility constraint is even more pronounced. The legal framework, while providing for internal safety through the POSH Act, does not adequately address the safety of the commute. Policies like HSIIDC’s focus on workers’ hostels and dormitories are a step in the right direction, but they must be expanded to include safer, women-centric public transportation networks.

5.3 The Care Economy and the “Double Burden” : The breakdown of joint families in urban centers like Gurugram has increased the caregiving burden on women professionals. While the Maternity Benefit Act provides for creche facilities, the lack of affordable, high-quality childcare near corporate hubs remains a structural gap. The 2023-24 Economic Survey suggests that expanding the network of “Anganwadis” and community creches is essential to sustain high GDP growth. For corporate houses in Haryana, there is a clear legal and business case for integrating employer-linked childcare facilities, yet few companies go beyond the bare minimum required by law.

5.4 The Impact of AI and Automation: An emerging regulatory challenge is the impact of Artificial Intelligence (AI) on employment patterns. New research indicates that AI-driven automation is disproportionately affecting entry-level roles, such as junior analysts and customer service positions, which have traditionally been entry points for women into the corporate workforce. In Haryana’s tech-heavy corporate sector, the rapid adoption of AI could lead to a contraction in the very roles that facilitate female workforce entry, necessitating a shift in the state’s skill development policies toward STEM and high-value technical education for women.

6.0 Comparative and International Benchmarks

To evaluate the efficacy of the Indian and Haryana-specific frameworks, it is essential to compare them with international standards set by the United Nations, the International Labour Organization (ILO), and the European Union.

6.1 UN CEDAW and ILO Conventions: The UN Committee on the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) has provided specific concluding comments for India, urging the government to strengthen law enforcement regarding sexual harassment and domestic violence. CEDAW recommendations emphasize that a “national plan of action” is required to address gender discrimination in the labor market, including the denial of property rights and lack of access to credit areas where the Punjab and Haryana High Court has made significant strides.

Comparisons with international organizations reveal varying levels of alignment with Indian law. UN CEDAW recommendations specifically call for a review of laws on harassment and property rights; these show a high level of alignment with the Indian framework through the POSH Act and recent judicial rulings. The ILO’s 2019 report emphasizes the strong business case for diversity and suggests that voluntary targets allow companies to facilitate female advancement, whereas India relies more on mandatory quotas. Furthermore, the EU’s 2022 Directive has set a 40% target for non-executive women directors, a benchmark that India lags behind, given that its current one-woman mandate typically results in only 15-20% representation in large-cap entities.

The ILO Bureau for Employers’ Activities has highlighted that gender-diverse corporate boards increase a

company's overall image and performance. While many Western nations use voluntary targets to facilitate women's advancement, the Indian experience suggests that "hard-law" mandatory quotas yield better results in the initial stages of corporate transformation, particularly in socially conservative regions.

6.2 Global Trends in Board Diversity: International benchmarks reveal that India still lags behind countries like France (44.7%) and the UK (40.2%) in terms of female board representation. These countries have moved toward comprehensive targets that cover all non-executive directors. In contrast, the Indian mandate for "at least one" woman director represents a foundational but modest requirement. Furthermore, many global jurisdictions are moving toward "intersectional diversity," requiring boards to include representation from diverse ethnic, racial, and LGBTQ+ backgrounds, a trend that is just beginning to enter the Indian corporate governance dialogue.

7.0 Normative Recommendations

Based on the doctrinal analysis and the identified gaps, the following normative recommendations are proposed for regulators and corporate houses in Haryana:

7.1. Enhancing the "Hard-Law" Quota: The Companies Act should be amended to move from the "at least one" woman director mandate to a percentage-based target (e.g., 33% female representation) for large-cap and mid-cap companies. This would align India with European benchmarks and prevent tokenism by ensuring a critical mass of diverse perspectives.

7.2. Mandatory Independent Women Directors for All Public Companies: The SEBI requirement for an *independent* woman director, currently limited to top-listed entities, should be extended to all unlisted public companies above a certain turnover threshold. This would prevent the practice of appointing female family members to board seats without granting them actual managerial autonomy.

7.3. Integrated Infrastructure for the Care Economy: The Haryana government, through HSIIDC, should make the provision of onsite creches and women's hostels a mandatory part of the "Building Plan" approvals for all large industrial and corporate developments. Fiscal incentives, such as property tax rebates, should be provided to corporate houses that exceed the minimum legal requirements for female-centric infrastructure.

7.4. Professionalizing Care Work and Urban Mobility: To address the "Pink Tax," the state should invest in "Sakhi Niwas" (working women's hostels) and "Thozhi Hostels" as scalable models for urban housing. Furthermore, corporate houses should be encouraged to provide "shuttle-to-work" services specifically designed for female employees, which could be offset against their CSR (Corporate Social Responsibility) expenditure.

7.5 Strengthening Enforcement and Transparency: The Haryana State Commission for Women should conduct periodic "Gender Audits" of private companies, moving beyond the current "disclose" model to a "validate" model. Companies should be required to report not just the presence of a woman director, but her participation in sub-committees and the outcomes of internal POSH committee hearings in an anonymized format.

8.0 Conclusion

The legal and regulatory framework for women's participation in the corporate houses of Haryana is a testament to the transformative power of law. From the mandatory quotas of the Companies Act, 2013, to the progressive judicial rulings of the Punjab and Haryana High Court, the "law in books" has established a solid foundation for gender equality. However, the "law in action" reveals persistent challenges rooted in tokenism, socio-economic barriers, and infrastructure gaps.

For Haryana to truly leverage its position as a global corporate hub, it must transition from a culture of compliance to a culture of inclusion. This requires moving beyond the "one-woman" threshold toward substantive representation in boardrooms and leadership roles. It also necessitates addressing the external barriers such as the "Pink Tax" on mobility and the lack of care infrastructure that prevent women from entering and staying in the corporate workforce.

The economic imperative is clear: integrating women into the formal workforce is not just a social goal but a cornerstone of India's \$30 trillion economy vision. By aligning state policies with national mandates and international benchmarks, Haryana can lead the way in creating a truly diverse and competitive corporate ecosystem. The recommendations outlined in this report provide a roadmap for this transition, ensuring that the women of Haryana are not just present in corporate boardrooms but are empowered to lead them.

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ⁱ AIR 2020 (SC)1000

ⁱⁱ RSA-1499-1996