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Gender Inequality and Tokenism in the Organization

A case study about GlaxoSmithKline Pakistan

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Abstract

This thesis aimed to explore the issue of gender inequality and tokenism in various departments of a multi-national company (GlaxoSmithKline) in a developing country (Pakistan) where most employees belong to the middle to upper classes of a patriarchal and hierarchical society. The theory of tokenism suggests that a minority group, the tokens, belonging to a largest dominant group face certain consequences simply due to their numerical imbalance.

A dataset including gender, salary, education, experience, and department data for all employees in the organization was analyzed to paint an accurate picture of gender inequality and tokenism in the organization. Then an online questionnaire, probing the consequences of tokenism and other perceptions of gender inequality, was designed and distributed among female employees within the organization. The results were then analyzed in relation to the organizational and cultural contexts that GSK Pakistan operates in.

Surprisingly, the median salary for women in the company as a whole is 60% more than that for men and the proportion of women is highest in the top two income groups while being lowest in the lowest income group, providing no evidence of a glass ceiling for women. Overall, women at the company do not consider themselves victims of gender discrimination either in the organization or in the society as a whole.

Table of Contents

1. Introduction.....	5
1.1 History of Women's Suffrage	5
1.2 Purpose	7
1.3 Research Questions	8
1.4 Challenges.....	9
1.5 Delimitation	9
2. Background.....	10
2.1 History of Feminism and Women's Rights in Pakistan	10
2.2 Women in the Pakistani Business Environment.....	12
2.3 GlaxoSmithKline.....	14
3. Methodology	15
3.1 Choice of Perspective	15
3.2 Research Approach.....	15
3.3 Research Strategy	16
3.4 Research Design.....	16
3.5 Research Method	17
3.6 A Discussion about the Quality of Research Design.....	21
4. Literature Review	24
5. Empirical Data	35
5.1 HR Data	35
5.1.1 Description of Employees at GlaxoSmithKline Pakistan	35
5.1.2 Data Analysis	37
5.2 Questionnaire on Tokenism at GlaxoSmithKline Pakistan	44
5.2.1 Description of Questionnaire Respondents	45

5.2.2	Gender-based Discrimination	46
5.2.3	Pressure of Gender Representation.....	47
5.2.4	Personal Feelings about Tokenism.....	48
5.2.5	Gender-based Discrimination (in general) and Job Satisfaction.....	49
5.3	Informal Interviews	51
6.	Discussion and Observations.....	53
6.1	Kanter's Tokenism	53
6.2	Tokenism beyond Numerical Imbalance	55
6.3	Organizational Context.....	56
6.4	Cultural Context.....	57
7.	Limitations and Further Research	62
7.1	Data Limitations.....	62
7.2	Suggestions for Further Research.....	63
8.	Conclusion	65
9.	List of References	68
	Appendices	74
	Raw Employee Data from GSK Pakistan.....	74
	Measures of Central Tendency – Department wise.....	96
	Questionnaire on Gender-Based Tokenism	98

1. Introduction

This section provides a brief introduction to the topic of gender, the motivation behind the thesis, the research questions to be answered, the challenges associated with the pursuit of this thesis, and a delimitation of the scope of this thesis.

1.1 History of Women's Suffrage

The journey towards women's suffrage (extending beyond the right to vote) has been long; it started in the late eighteenth century and is still a matter of concern today in the twenty-first century, albeit to different degrees in different countries. In 1790, Mary Wollstonecraft's "Vindication of the Rights of Women" examined the position of women in the light of preceding civilizations, demanding access to education, industry, political knowledge, and the right of representation, accurately establishing these as the corner stones of women's equality with men. (Stanton, Anthony, Gage, & Harper, 1969)

While the general perception today is that the goals set forth in historic documents such as that have been achieved, the situation varies from region to region and even within the developed world, thorough analysis reveals persisting gender inequalities or inequities. Women have been graduating with advanced professional degrees, sometimes even at a higher rate than men. They have a higher representation in managerial ranks and companies have diversity and inclusion programs to eliminate biases. Still, women represent just 3 percent of Fortune 500 CEOs, and 15% of board directors at these companies (Carter & Silva, 2010). They face slower career advancement from the very first professional jobs and have a lower career satisfaction. On average, women are paid \$4,600 less than men in their first job, and this difference is not due to different aspirations or even parenthood. Not only that, women also start at lower ranks in their first assignments. Men are twice as likely as women to be at the CEO/senior executive level and we are only talking about the more developed of countries here; the situation is far worse in under-developed countries such as Pakistan, which is the focus of this thesis. (Carter & Silva, 2010)

The 26 September 2011 issue of the Newsweek magazine published a study on the status of women in countries around the world, taking into account such factors as health and healthcare, economic opportunity, education, political empowerment, and legal justice.

According to this study, Pakistan (the focus of this thesis) ranked 158th out of 165 countries listed, making it the 8th worst place for women in the world. (Streib, 2011)

The ranking is not surprising as Pakistan ranks 0.504 on the Human Development Index, falling under the lowest category of human development. The country ranks 145 on the Gender Inequality Index, out of 187 countries. Only 21.7% of the female population participates in the labor force, only 23.5% of the female population has access to at least secondary education, and only 30% of females between the ages of 15-49 have access to contraceptives. (United Nations Development Programme, 2011) (World Bank, 2011)

The issue of domestic violence against women has been in the news and the spotlight for various human rights organizations for a while now with occasional reports of acid-attacks and use of violence. Earlier this year, one of the country's most high-profile victims of acid attacks committed suicide in Rome where she was undergoing cosmetic surgery to reconstruct her face (Nelson, 2012). Few observers in the developed world would have guessed that the introduction of the Domestic Violence Protection (Prevention and Protection) Bill 2009 in the country's parliament would turn into a controversy.

The bill defines domestic violence as "all intentional acts of gender-based or other physical or psychological abuse committed by an accused against women, children, or other vulnerable persons, with whom the accused is or has been in a domestic relationship..." Such intentional acts include but are not limited to assault, criminal force, criminal intimidation, deprivation of economic resources that the aggrieved is entitled to use or enjoy as part of the domestic relationship, entry into aggrieved person's residence without his or her consent, harassment, hurt, physical abuse, sexual abuse, verbal and emotional abuse, and stalking. (Domestic Violence (Prevention and Protection) Act, 2009, pp. 3-4)

This attempt to give women legal protection against domestic violence was deemed un-Islamic and the proponents were accused by opposing parties of pursuing a "western agenda". Zakia Abid (female), belonging to the JUI-F (a far-right-wing and religious conservative political party), opined that the freedom associated with the bill would "abolish the sanctity of marriage and the dominance of the husband". She further elaborated that threatening such dominance of the husband, where according to her a woman tries to become the head of the household, is exactly what leads to domestic violence. While there

was support for the bill from the ruling political party, the resistance was strong enough for the government to defer the bill and it has not been passed to date. (Bari, 2012)

While the country's level of gender inequality is quite clear, it also has a relatively high degree of income inequality; the Inequality-adjusted HDI is even lower at 0.346. The Gini coefficient of income distribution is around 0.327 and the richest 20% of the population controls 50% of the country's resources (Hussain, Chaudhry, & Mahmood-ul-Hasan, 2009). The city of Karachi itself, where one of the authors of this thesis is from, generates 20% of the GDP and generates more than 50% of the collections of the Federal Board of Revenue. It is a major industrial and business hub where many multi-national organizations such as Unilever, P&G, KPMG, PepsiCo, GlaxoSmithKline, Pfizer, Novartis, etc. operate from. These organizations recruit the best of talent, both male and female, coming from the best private schools and universities and representing the middle to upper class in the country, a very interesting demographic for gender research.

While there are no doubts about the degree of gender inequality in Pakistan as a whole, how that impacts the management of multi-national organizations where women often form a minority group is unclear. The theory of tokenism suggests that a minority group, the tokens, that is part of a larger dominant group in an organization can suffer various consequences simply owing to their numerical imbalance in the organization. (Kanter, 1993)

The second chapter of this thesis will delve deeper into the historical context of feminism and the business environment for women in Pakistan.

1.2 Purpose

This thesis aims to examine the issue of gender inequality and tokenism in various departments of such a multi-national company, where much of the management personnel is highly educated and belongs to the upper echelons of a patriarchal and hierarchical society. Does the company face the same gender issues (e.g. tokenism, glass ceiling, income inequality, etc.) in Pakistan, as do companies in the developed world?

A point often raised in relation to this purpose is that GlaxoSmithKline is not a typical Pakistani organization and hence not representative of Pakistani companies. However, this is intentional on part of the authors. Considering the general state of gender and income inequality in the country (described in detail in the next chapter), a case study based on a

typical Pakistani organization could have led to predictable results. The purpose of this thesis is not to form conclusions about the presence of gender-based tokenism at Pakistani organizations in general but to study how gender-based tokenism affects a multi-national organization where employees are highly educated, belong to the middle to upper classes, and are part of a male-dominated national culture.

The authors believe that such a thesis would be more unique and not simply validate the idea that gender discrimination exists in the average Pakistani company but explore whether such a global organization and a somewhat cosmopolitan work force are in line with the greater presence of gender inequality in the country.

1.3 Research Questions

The research questions of this thesis can be divided into two parts. Firstly, it aims to address questions regarding the gender representation, presence, educational level, and salary differences. These questions are as follows:

1. Are women equally represented in the organization as a whole?
2. Are women equally represented in all income groups (as a proxy for all positions in the hierarchy) of the organization? Is there a glass ceiling?
3. Are there any departments where women are more clustered?
4. Is there a significant difference between salaries of males and females?
5. Does the group with the significantly higher salaries have them because of more work experience, better education, higher age, or gender?

It is important to answer these questions in order to paint an accurate picture of the current situation at the organization. Having established the issue of gender at GSK Pakistan as discovered by the analysis of data, this thesis delves deeper into the issue of gender-based tokenism and perceptions of gender discrimination among female employees at GSK Pakistan. These questions, which are presented as follows, follow logically from the previous ones:

1. If they are a token group in certain departments, do their perceptions differ from women in those departments where they are not a token group?
2. Do they show the expected consequences of tokenism?
3. Do they believe in a glass ceiling?

4. Do they believe they are victims of gender discrimination in the organization and in the country as a whole?
5. How can the apparent anomalies in their perceptions and data gathered for GSK Pakistan be understood in light of the greater organizational and cultural contexts?

1.4 Challenges

There are a series of challenges to be overcome in conducting this thesis. Firstly, while the authors are based in Europe, the organization to be examined is in Pakistan. The distance would mean limited opportunities in terms of face-to-face interaction; any such meetings would have to be planned much earlier with short time windows, and be subject to financial and time constraints. Secondly, there might be organizational resistance to providing such extensive information on the salary, education, and experience data of employees; obtaining such sensitive information for such a large pool of employees might be a challenge. Thirdly, while interviews with selected personnel can be conducted via telephone, a very high response rate to any online questionnaire cannot be guaranteed because it would be voluntary and paper questionnaires would not be possible to conduct.

Despite these challenges, a study about gender in an organizational, cultural, and socio-economic setting such as this is unprecedented and can lead to some extremely interesting findings.

1.5 Delimitation

As mentioned in the purpose, this thesis does not aim to reach conclusions regarding the gender equality status of women in Pakistan or a Pakistani organization in general. As mentioned above, the purpose is to explore the issue of gender inequality and tokenism at a multi-national organization in a developing country where personnel is highly educated and belongs to the upper echelons of a patriarchal and hierarchical society. Due to time and resource limitations, this thesis does not get into detailed inter-departmental comparisons of perceptions, salaries, education, or work experience.

2. Background

This section provides a brief history of feminism and women's rights in Pakistan, a description of the business environment for women in Pakistan, and a short background on GlaxoSmithKline.

2.1 History of Feminism and Women's Rights in Pakistan

Within the context of employment, women in Muslim majority countries remain disempowered and disadvantaged. These countries have an average rank of 69.4 amongst a total of 78 countries surveyed on the Gender Empowerment Measure; Pakistan is ranked 71. There is very low female economic activity in the formal sector - 36.7% in Pakistan. Of these, 73% work in Agriculture, 18% in Services, and 9% in Industrial sectors of the economy. Women's participation in technical and professional jobs is also low at about 26%. Furthermore, women only draw 34% of the average male income in Pakistan. These facts make sense under the light of the ideological position of Pakistan in its historical context. (United Nations Development Program, 2005)

Islam was the *raison d'être* of Pakistan and ever since its inception, has increasingly been the cornerstone of its national ideology. However, it is helpful to consider the evolution of Muslim feminist thought since before the partition of the Indian subcontinent in 1947. From the perspective of feminism as we understand it today, men were the pioneers of women's rights in India. This stemmed from their concern, idealism and a desire to harmonize their private and public lives. By the end of the nineteenth century, there were signs of a social movement for gender reform. Increasing numbers of Muslim women from the upper and middle classes attended modern schools and colleges. While they were historically kept away from the public and social spheres, they were increasingly involved in political activities. Upon partition, the two women representatives in the first legislature of Pakistan, along with other elite Muslim women, advocated women's political empowerment through legal reforms. Right upon the country's creation, women attained voting rights and rights to own property. The class origins of these women played an extremely important role in the discussion of gender issues at the political level. While these educated and urban upper and middle class women have worked towards women's emancipation since Pakistan's creation, they have done so without challenging their prescribed roles within society. This is

sometimes described as being a result of a greater consideration: the importance of the family unit and social order. (Minault, 1998) (Jalal, 1991)

As a result of the efforts of these early stalwarts of women's rights, several articles in the Constitution of Pakistan serve to protect the rights of women and prevent gender discrimination. Similarly, Articles 25 and 27 ban any discrimination on the basis of gender. Article 34 calls for steps to be taken to ensure the participation of women in all spheres of life. Article 37 (e) calls for a provision of secure and humane working conditions, ensuring that women are not employed in vocations ill-suited for them. There are also special provisions for women within Labor Law. Section 23 (C) of The Mines Act 1923 and Section 45 of The Factories Act 1934 protect women from working "unsuitable hours" (from sunset to sunrise). There are also provisions to prohibit women's work in particularly hazardous areas such as chemical factories. (The Universal Periodic Review, 2008)

However, the Pakistani society as a whole went through radical changes in 1979 when General Zia-ul-Haq toppled the democratic government and introduced Islamic sharia laws. The *Hudood Ordinance* sanctioned flogging for adultery and rape, with the requirement of 4 witnesses to prove rape. The Islamic Law of Evidence reduced a woman's testimony to half that of a man. These laws adversely impacted women's role outside their households. (Chhachhi, 1988). The Inquiry Report on the Status of Women Empowerment in 2003 states that almost 50% of interviewed females working in the public sector reported at least one act of sexual harassment (NCSW, 2003). These trends were mitigated to some extent after the election of Benazir Bhutto in 1988 as the first female Prime Minister of Pakistan and the regime of General Pervez Musharraf from 1999 onwards which introduced the idea of enlightened moderation, focusing on gender inequality and empowerment. (Musharraf, 2004)

Nevertheless, there are four critical themes that account for gender inequality in Pakistan. Firstly, there is a struggle between Islamic and secular perspective of gender equality. While the likes of Benazir Bhutto and Pervez Musharraf promoted the rights of women, there are mainstream religious scholars who have a more radical approach to gender e.g. Dr. Israr Ahmed, a religious scholar, came on TV in the early 1980s and declared that women should wear a *chadar* (a type of veil) and stay in a *chardiwari* (the four walls of the house). While

there was a great backlash against his statement, such ideas are not strange to the Pakistani society. There is a parallel judicial system of sharia laws and secular laws that worsen the situation. Secondly, religion and culture are intermixed, resulting in patriarchal traditions that make it difficult to achieve gender equality in employment unless there is a radical transformation in cultural and religious perspectives on gender. The main reason why women often leave work life early is not because of their careers but because of family responsibilities and domestic duties. This links back to the idea that although women in such societies are aware of their rights, they have been careful not to challenge family values, social order, and the gender roles that Islam has prescribed for them. (Jalal, 1991) (Syed, Özbilgin, Torunoglu, & Ali, 2009)

Thirdly, there is a gap between rhetoric and implementation. There is a lot of talk about gender equality and awareness but implementation is not as common. Finally, there is a polarization of feminists. Because there are differences in religious and secular interpretations of gender equality, women have not come together to gain their rights. All in all, it is found that gender equality practice in Pakistan is dependent on institutional and relational contexts. As gender discriminatory practices become institutionalized, they become normal in a respective society and are adopted for religious and not efficiency reasons. (Syed, Özbilgin, Torunoglu, & Ali, 2009)

2.2 Women in the Pakistani Business Environment

While little is known about the employment of women in urban formal sector in Pakistan, some research has been conducted into Pakistani female entrepreneurs in this sector (Shabbir & Gregorio, 1996) (Roomi & Parrott, 2008). While these women are not in the same situation as women working for existing multinational businesses, their study highlights challenges that women face in the general business environment in Pakistan.

Existing research shows that women do not have access to the same opportunities as men. There is social and hierarchical control over women, economic dependence on men and restrictions in mobility that limit women's access to education and key supporting services. While the status of women is not homogenous and depends on religious prescriptions, social norms and cultural practices, arguably, in comparison to a man's, a woman's position is that of subordination determined by forces of patriarchy. Women are considered protectors of a family's *izzat* (honor). Hence, women entrepreneurs have to overcome structural immobility

issues and require support from their families. They are competitively disadvantaged as men are able to move more freely in the society and interact with peers. It is harder for them to secure bank loans. They find it more difficult to deal with the less educated male dominated work force. There can be rudeness, a lack of support, or the refusal to accept the authority of a woman. Suppliers and customers can sometimes take them non-seriously too. The result is that they face a lack of social capital and essential informal networks required to successfully operate in a business environment. (Roomi & Parrott, 2008)

Women want to start a business to fulfill three types of goals: personal freedom, security, and satisfaction. Almost half of all women interviewed in the referenced study seek freedom to choose their own kind of work, hours, environment and co-workers. This often resulted from frustration or dissatisfaction from previous paid employment. The reasons for such dissatisfaction varied with age e.g. a young woman, after working at a bank for 8 years, could not cope with the attitude of men in her workplace and thought it was hard to compete with men in such a male environment. Older women felt frustrated due to a lack of recognition of their contributions instead. Household responsibilities such as child-bearing and child-raising can also be behind this need for freedom and flexibility. Some other women (9 out of 33) in the same study wanted to start a business to maintain or improve their family's social and economic status. In many cases, such need was triggered by a mishap e.g. the death or retirement of the primary male bread-earner of the family. Entrepreneurship and even employment for women in such situations seems to be secondary and dependent on the health and will of the primary male head of the family. The third group of women (8 out of 33) in the same study wanted to start a business to prove that they can be useful and productive members of the society. These were all relatively older women in their forties and fifties with little formal work experience but a desire to be more than just a housewife. What's interesting to note is that these goals do not include notions of financial independence and individual ambition that could threaten a man's role as the primary bread earner of the family. (Roomi & Parrott, 2008)

Apart from that, there are three groups of structural factors that influence the starting of a business: *internal* resources (work experience and academic/technical qualifications), *external* resources (finance and location), and *relational* resources (family, employees, suppliers, and customers). As discussed above, while women might possess the internal

resources required to start a business, they have limited access to finance and mobility and need support and cooperation from family, employees, suppliers and customers). In fact, the two key structural factors that had a major impact on a woman's ability to start-up a business are previous work experience/technical qualifications and family support. For security seekers, even the husband's support appears essential. (Shabbir & Gregorio, 1996)

It is this national, legal, and cultural context that women working at GlaxoSmithKline Pakistan come from and these are the challenges that they face working in the business environment of Pakistan. While these are more linked to entrepreneurship, the same factors do impact women who seek employment at existing organizations. For example, family support, mobility, and cooperation from employees, suppliers, and customers, are all factors that have an impact on women operating in the Pakistani business environment.

However, they are highly educated, belong to the middle-upper class and are perhaps also influenced by the organizational culture of GSK Pakistan.

2.3 GlaxoSmithKline

GlaxoSmithKline is the fourth-largest pharmaceutical company in the world, according to 2009 prescription drug sales (Reuters, 2010). Headquartered in the UK, the company has offices in more than 100 countries and markets medicines for major disease areas such as asthma, anti-virals, infections, mental health, diabetes, and cardiovascular and digestive conditions. In addition to that, the company also markets consumer products including over-the-counter drugs such as Gaviscon and Panadol, dental products such as Aquafresh and Sensodyne, smoking control products such as Nicorette, nutritional healthcare drinks such as Lucozade and Horlicks, and skincare products manufactured by Stiefel Laboratories (Our Company - About GSK, 2012). In 2011, the company had revenues of about £27 billion (€33 billion) and a net income of more than £5.4 billion (€6.7 billion).

In Pakistan, GlaxoSmithKline is the largest pharmaceutical company in the country, leading the industry in value, volume, and prescription market shares. It was created in 2001 through the merger of SmithKline and French of Pakistan Limited, Beecham Pakistan (Private) Limited, and Glaxo Wellcome Limited. It has four manufacturing sites in the country, three of them being in Karachi, with a total annual volume of 338 million packs of products. (About GSK in Pakistan, 2012)

3. Methodology

This section explains the methodology and research framework used to answer the research questions identified in the previous section.

3.1 Choice of Perspective

It is complex and difficult to precisely measure how gender-based tokenism affects GSK Pakistan. However, potential short-comings of the study have been minimized and mitigated through an extensive review of contemporary literature and a strict adherence to academic norms and procedures.

3.2 Research Approach

Within the field of social science research, there are two commonly used theoretical approaches when connecting theory with empirical findings - the inductive method and the deductive method (Bryman & Bell, 2011).

Using the inductive method, the researcher starts with a single set of cases and develops a theory after data has been collected and analyzed (Saunders, Lewis, & Thornhill, 2009). This method can be rather risky as the researcher concludes with a general truth based on single set of facts (Alvesson & Skoldberg, 2009). Using the deductive method, a researcher uses a general rule to explain an individual case (Blumberg, Cooper, & Schindler, 2011). This means that the validity of one or several hypotheses from existing research is checked against collected empirical data.

The method of deduction is therefore often used for theory testing, as is the case in this thesis (Saunders, Lewis, & Thornhill, 2009). Although deduction is less risky than induction, deduction can still be misleading when underlying patterns and tendencies are missed (Alvesson & Skoldberg, 2009).

A combination of both the inductive and deductive methods results in the abductive (Alvesson & Skoldberg, 2009), retroductive (Hanson, 1958) or iterative (Bryman & Bell, 2011) method. This approach gives the researcher an opportunity to maximize the strengths and minimize the weaknesses of both methods at the same time. This method is the most suitable for the purposes of this thesis as an existing theory (tokenism) is being tested on a

real case (deduction) while at the same time, the intention is to challenge and improve existing theories by analyzing collected empirical data and observations (induction).

3.3 Research Strategy

The vast business research literature available mainly agrees on the existence two distinct research strategies - qualitative and quantitative. Although some authors such as Layder (1993) do not accept a distinction between the two, most authors such as Bryman & Bell (2011) believe this classification is still useful when conducting business research. There is also a variety of diverse definitions of the two terms, just as there is disagreement on which is superior to the other.

A quantitative strategy is one that involves the use of statistical methods to analyze collected data while a qualitative strategy involves other non-statistical methods for analysis (Bryman & Bell, 2011). It is difficult to categorize this thesis into the given framework as the study involves both quantitative and qualitative elements. The study analyzes both empirical data such as age, gender, salary, department, level of education, and total work experience, and qualitative data from questionnaires. The supplementary informal employee interviews and the authors' personal observations fall into the qualitative category as well (according to the framework).

3.4 Research Design

A single case study was used as a primary qualitative method for the purpose of this research. The unique strength of the case study is its ability to deal with a full variety of evidence which ranges from artifacts over interviews to observations. Moreover, case studies typically combine data collection techniques such as observations, interviews, questionnaires and document and text analysis from both qualitative and quantitative methods.

Qualitative data collection is concerned with words and meanings whereas quantitative data collection is concerned with numbers and measurement (Yin, 2009). Case studies support the researcher in dealing with complex social phenomena, especially when the "boundaries between phenomenon and context are not clearly evident" (Yin, 2009, p. 18). It gives the researcher the opportunity to produce research with depth and give holistic descriptions of causal relations within an organization (Fisher, 2010). Case studies are especially useful

when the researcher tries to answer what, how and why questions (Marshall & Rossman, 2010) (Yin, 2009), has little or no control over behavioral events which are to be studied (Yin, 2009) and the circumstances of the studied phenomenon should optimally be contemporary and in a real life context (Yin, 2009). As this study focuses on the phenomenon of gender-based tokenism in a contemporary operating organization, which gives it a real life context, the case study approach was considered the best possible method to understand the prevailing gender dynamics within the organization in the best way possible.

Although the authors consider a single case study as the best option for the research design of this study, the experimental design was also considered at first. Unfortunately, this idea has not proven to be practical as the variables that need to be observed require a high level of control. This means it would have been necessary to spend a significant amount of time at the organization in Pakistan and be tolerated by the management which certainly would have been concerned about employees getting distracted from daily business. This is probably a common problem and one of the reasons why experimental design is not very commonly used in business research (Bryman & Bell, 2011).

3.5 Research Method

The research method describes the way a researcher collects data for the underlying study (Bryman & Bell, 2011). As described in research strategy already, this thesis follows both a quantitative and qualitative approach. Through personal relationships thanks to a past employment of one of the authors, an extensive dataset which includes the variables "gender", "age", "qualification", "qualification type", "income group", "monthly rate", "experience in years at GSK", "prior experience", "total experience", "department name" and "department type" of all employees at the GSK Pakistan was retrieved. This allowed us to make concrete statistically valid conclusions about gender differences in the organization.

This first set of raw data for all the 921 employees in the management of GlaxoSmithKline Pakistan were analyzed statistically to answer the following questions:

- What's the proportion of women to men in the organization?
- Are women more or less uniformly spread out throughout the organization or are they significantly more concentrated in some departments?

- Are women more or less uniformly spread out throughout the various income groups within the organization or is there a glass ceiling? (income groups are a proxy for employee 'grade' within the organization)
- How large, if any, is the income gap between men and women at the organization?
- How much of the income gap is attributable to differences in experience and education?

The proportions of women in the organization as a whole and in various departments were considered to identify how they are spread throughout the organization. Their status as a token group was probed in both the organization as a whole and within departments. Income groups, used as a proxy for position along the organizational hierarchy, were used to ascertain whether there is a glass ceiling for women in the organization. Salary data was then examined using a variety of statistical measures, in increasing order of complexity.

The first part of the analysis revolves around frequencies and simple measures of central tendency such as mean and median. As the monthly salary follows a skewed distribution, the median (rather than mean) was used. The mean/average monthly salary would have been distorted as some values that are disproportionately high can impact the mean and render it an accurate representation of the majority of the cases. While this provides a good description of the dataset, more complex statistical methods were required to establish linkages between the various variables.

Correlations between various variables were then calculated to identify dependency trends in the data. The goal was to identify which variables have the highest correlation with the monthly salary. Pearson correlation was used for correlation among quantitative variables (age, total experience, and monthly salary). The correlation between these quantitative variables and level of education (which is an ordinal qualitative variable), Spearman's correlation was used. The eta correlation was used between gender (a nominal qualitative variable) and other quantitative variables, and also for gender and level of education. While correlation can establish strong links between variables, it does not imply causation. Two linear regression models were tested to determine how much of the variation in the monthly salaries of men and women can be explained through total experience and gender. Finally, a Mann-Whitney test was conducted to test the statistical significance of the differences

detected in the preceding analysis. (UCLA: Academic Technology Services, Statistical Consulting Group)

Once these questions were answered, the study took a more explanatory shape through interviews, observations, and a questionnaire which was sent to all the 76 women working at the organization. The questionnaire aimed at figuring out how much of the differences identified in the data analysis can be attributed to the fact that women are a token group at the organization i.e. less than 15% of those 921 employees are women. Considering the level of gender equality in the country as a whole (Streib, 2011), do these women feel disadvantaged by the very fact that they are women? What is their perception of the surrounding gender environment and how does that influence them?

The online questionnaire was designed to be sent to all female employees of the organization (to their work email addresses). The questionnaire was kept short to maintain the respondents' interest and attention, and a logical and sequential structure was given to make it easy for the respondent to understand what it is about. The more "boring" demographic questions about the respondent were kept till the end to keep the respondent's interest alive. Easier questions were asked first and the hardest ones last. Personal questions were also kept towards the end of the survey. (Fisher, 2010)

The questionnaire included 37 different questions which were categorized into the subtopics of "general discrimination", "personal discrimination", "gender representation pressure", "job satisfaction" and "tokenism". Some of the questions used for this questionnaire have their origins in studies with the same or similar research scope, namely (Kobrynowicz & Branscombe, 1997), (Reid, 1987) and (King, Hebl, George, & Matusik, 2010). The authors composed the remaining questions themselves by analyzing research findings in the field of tokenism as well as follow-up research on the topic (Kanter, 1993) (Yoder J. D., 1994), (Spangler, Gordon, & Pipkin, 1978) (Fairhurst & Snavely, 1983), Assumptions from these studies were used and applied to the questionnaire with the intention to check their validity in this case study. All questions were measured with a 6-point Likert scale anchored with 1 "strongly disagree" to 6 "strongly agree". A 6-point scale was used in order not to give the respondent a neutral answer opportunity but rather take position either way. In total, this questionnaire was sent to 76 female employees across different divisions and positions.

Throughout the data collection, problem formulation, and thesis writing process, the authors had informal interviews with three key employees in different parts of the organization: an HR manager, the Country Manager for Consumer Healthcare products, and a Brand Portfolio Manager for Oncology Products. This was a part of another important source of information in qualitative research and beneficial to understand the survey results better as well as possibly find any deviations from it (Merriam, 1998) (Yin, 2009). Such interviews allow the researcher to make adjustments along the interview and gather data in a more broad setting. In particular, this can mean the ability to add or remove questions or to examine an important aspect raised by the interviewee during the course of the interview. The latter is particularly important in emphasizing certain aspects in more detail with different interviewees, allowing the authors to understand certain research outcomes better than simply “reading in between the lines” of the survey results. In general, all the measurements of open-ended semi-structured interviews leave more room for reflections and interpretations and help to obtain more nuanced answers (Bryman, 2006). Nevertheless, the interview research method has also its disadvantages which should not be left out. Some of the challenges Leonard-Barton (1990) mentions and are applicable in our case are that interviewees may use post-rationalization to explain decisions and events or may not remember them at all. It is therefore inevitable to conduct several “control interviews” with a variety of different employees across division, salary level and age. Once again, the author leveraged his contacts within the organization to have regular personal conversations with the three managers throughout this case study.

On top of all this, one of the authors spent two summers working for the organization and has spent the first 18 years of his life growing up in Pakistan, bringing in both personal observations of the organization and experience with national culture as a whole. The participant-observation technique is a very popular method in anthropological studies when studying different cultural or social groups or in more everyday settings, such as large organizations or informal small groups. As in every research method this technique offers opportunities but also major problems. A distinctive strength is the opportunity to have access to events or groups which are otherwise rather inaccessible. It also facilitates the researcher to collect first hand evidence from the inside of the organization and gives him the ability to manipulate minor events such as convening a meeting of a group of persons.

Contrary to other research methods such as interviews, the use of archival records or documents which all are passive investigation methods, the researcher takes an active role here and can produce a bigger variety of situations for the purpose of collecting data (Yin, 2009). The major flaws of the participant-observation are the potential biases produced (Becker, 1958). Good scientific practice cannot always be applied, as the observer sometimes has to assume positions or advocacy roles. Besides the researcher might follow a commonly known phenomenon and be a part of the group or organization. Additionally the researcher might simply require too much attention or may find it difficult to be at the right place at the right time to properly conduct his/her observation role.

In our case, the observer's experience with the organization is dated in the past without having foreseen the type of this study coming up which limits the outcomes of this method for our study to a certain extent. Nevertheless, we believe that the inside knowledge and experience collected during this time does not only strongly contribute to understand the organization better but also helps to better interpret the results collected from our various other research methods better. In particular, the personal observations and experiences increase the authors' ability to correctly interpret the results of the study.

The aim is to minimize uncertainty as much as possible by combining all the described research methods. Any of the discussed methods could in theory be the sole basis for an entire study like this but it is believed that the triangulation method, the rationale for using multiple sources of evidence, is the best way to conduct this thesis in order to derive our conclusion from several evidence bases (Yin, 2009).

3.6 A Discussion about the Quality of Research Design

Four tests are considered relevant in judging the quality of a research design: "construct validity", "internal validity", "external validity" and "reliability" (Yin, 2009). For proper research, validity is the most important criterion as it concerns "the integrity of conclusions that are generated from a piece of research" (Bryman & Bell, 2007, p. 41). Before we come to the topic of reliability, we will discuss the validity aspects relevant for our thesis.

When conducting a thesis, construct validity is crucial during the data collection process. It refers to "establishing correct operational measures for the concepts being studied" (Kidder & Judd, 1986, p. 26). Once again, there is debate among social scientists as to whether case

studies would fail to develop a sufficiently operational set of measures and whether they would use subjective judgments for data collection. Independent from this debate, Yin (2009) concludes that construct validity can be increased by using multiple sources of evidence. By basing conclusions on the data set, the survey, the interviews, and the observations, these doubts are to be refuted and mitigated.

Internal validity ensures that the researcher measures what he actually intends to measure (Bryman & Bell, 2007). In other words, when the researcher says X leads to Y, he/she should make sure that there is no other factor Z which only combined with X leads to Y. Nevertheless, this logic is inapplicable to descriptive or exploratory studies, be they case studies, surveys or experiments (Yin, 2009). Another concern when addressing internal validity is the problem of inferences, which is always the case when an event cannot be directly observed. Therefore, a researcher should always follow the analytic technique of using logical models to build explanations and address counter explanations (Yin, 2009).

A common criticism of single case studies is that they are a poor basis for generalization, which limits their external validity. Bryman & Bell (2009) support this criticism whereas Alvesson & Sköldberg (2009) refute it by stating that case studies can at least provide a certain degree of generalizability. The different opinion on that topic is most likely to be found in the different understanding of the word *generalizability*. In case Bryman & Bell (2009) demand a research result under identical circumstances to *always* be true, we have to support their theory, as it is basically impossible to have the exact same circumstances in every other case. If we talk about a particular result to *likely* be true in a *similar* case, Alvesson & Sköldberg (2009) would seem to be right. We have to admit that our research outcomes do not hold true for *every* other random case observed either but are confident our results can be replicated to at least *some extent* to other *similar* cases and are therefore convinced that our external validity holds true according to the definition provided by Alvesson & Sköldberg (2009).

If the same study is conducted all over again with the same procedures, the researcher should be able to achieve the same results and to draw the same conclusions. When the former statement holds true, research reliability holds true (Yin, 2009). Although research reliability is particularly important for quantitative studies, it is still non-negligible for

qualitative studies. The researcher's quality, meaning his/her interview or observation skills but also his/her knowledge of the phenomenon influences the results of qualitative studies to a certain extent. Results are therefore always subject to some level of subjectivity which again can have a negative impact on reliability (Yin, 2009). Referring to the qualitative part of our study, we cannot completely exclude the lack of reliability as observations but also interviews can be subjective.

4. Literature Review

This section provides a detailed overview of the existent literature on the topic of gender and gender-based tokenism, including Kanter's original theory and subsequent development, criticism, and empirical tests.

In 1977, Rosabeth Moss Kanter made a strong contribution to the field of gender research with her study "Men and Women of the Corporation." In her book, which forms the foundation of this thesis, she introduced the concept of Tokenism which stands for the special situation that a minority group, the tokens, faces within a larger group, the dominants, and the consequences that these tokens face simply because of the fact that they are a minority. In her study, she refers to women as tokens within a male-dominated environment. Nevertheless, her theory can be applied to any minority group, be it based on race, age, or disability; the dominants are always referred to as X's and tokens as O's. (Kanter, 1993)

Over a period of five years, she interviewed employees of a 300 employee strong sales division within a large Fortune 500 company. Of these employees, only 20 were female. From these interviews, she concluded that tokens are often treated as representatives of symbols of the minority group they belong to. The interviews also revealed that many women were also judged by their physical appearance, putting additional pressure on them. Such conditions at work lead to social and psychological barriers for tokens. For example, it's not difficult for tokens to be noticed easily and they can even face difficulties if their achievements come under the spotlight. (Kanter, 1993)

By definition, tokens have an increased visibility which means that their actions automatically create attention and are difficult to conceal. The consequence of this difficulty is that many tokens find themselves on the thin line between performing too well and performing too badly. Performing too well, especially in group tasks, can make male-coworkers feel threatened and as a defense mechanism, make them exclude tokens to a larger degree. Performing too badly could obviously hamper their career progress. Tokens experience a dangerous situation where, not only do they have to overcome social and psychological barriers to appear competent but they also have to make sure that they do not appear *too* competent. This leaves a token with two options: turn the increased visibility into

an advantage, which could result in the token being labeled a troublemaker, or limit visibility, which runs the risk of them being overlooked. (Kanter, 1993)

Kanter also found that tokens are often constantly reminded of their role as outsiders in an organization. Topics that have the social perception of being more male than female, such as sexual adventures, sports, hunting, fishing, and even inappropriate jokes, are emphasized in the presence of women to maintain the male exclusivity of such topics. Tokens are not welcome to “join the club”. In more formal settings, tokens can even be reminded of their role as outsiders with questions and statement such as “Can we still use technical jargon?” and “I probably should not say this in a mixed company”. The token is automatically excluded as she interrupts the “regular” conversation. By making these statements and undermining their dominance, the majority group also indirectly explains the rules the token has to follow to participate in the conversation and at the same time, creates a high entry barrier for the token to become accepted. (Kanter, 1993)

Often, tokens find themselves in situations where they have to fight stereotypes, and their responses can ironically confirm the same stereotypes. As tokens shape their action around other people's expectations, there is a self-fulfilling prophecy in play which gives limited space for tokens to bring in their own identity but rather play limited and caricatured roles. This serves the dominant male group who sees confirmation and validation of its pre-judgment and traditional behavioral norms. Even the often respected and appreciated male “gentleman behavior” towards women e.g. stating concern for their safety or holding doors which may simply be well-intended signs of affection and respect, subordinates women as by implying that females need special protection and attention, highlighting their supposed weakness and limiting their job opportunities compared to men. In her book, Kanter gives the example of a female employee who was not invited for out-of-town meetings in which not only information on business trends and store promotion were exchanged but also important informal networks were formed; her employer believed it would be too dangerous for her to go out-of-town that late by herself. (Kanter, 1993)

As mentioned earlier, the concept of tokenism is not limited to gender issues but can be applied to any situation in which there is a minority group within a much larger majority group. Kanter's thesis is – for which we will look for evidence later on in this thesis – that

solely the fact of underrepresentation of minority persons within a majority group diminishes the former's achievements. The higher the isolation of minority groups, the higher the chance that they would not meet performance targets according to the group's standards. In contrast, the higher the proportion of the minority in the whole group, the more likely they are to contribute to the group's success. (Kanter, 1993)

In summary, there are three consequences of tokenism. First, tokens are highly visible, leading to over-observation and disproportionate *performance pressure*. The token can tackle this problem by over-achieving, threatening the dominant male group as a result, or intentionally under-performing, which allays resentment and fear of dominants. Secondly, the existence of tokens within a dominant group leads to polarization. Being a token automatically creates high salience, no matter whether there is a connection to task performance or not. This again leads to *social isolation* of the token within the group, especially when it comes to informal interaction and networks. Thirdly, there are distorted or misperceived characteristics that bring tokens back in line with stereotypes. This traps the token as the group only allows her to act in a way that conforms to the stereotype. Such *role entrapment* is hard to break, as tokens need to challenge the group's expectations on multiple occasions. As a consequence, most tokens choose, voluntarily or involuntarily, to go the easy way and accept traditional and limited opportunities instead. (Kanter, 1993)

Kanter's original text in 1977 triggered several responses from social science researchers in the following years. Despite changing interpretations of her text as well as several criticisms of her work, the core of her findings holds true even today. Nevertheless, it is important to discuss such criticism and development of her theory as it can allow us to better address the apparent flaws and shortcomings of the theory of Tokenism.

Fairhurst & Snavely (A Test of the Social Isolation of Male Tokens, 1983) tried to expand Kanter's theory in their research as they think the issue is too complex to be explained entirely using Kanter's theory of numerical imbalance which states that "the successful integration of an organizational member whose social category (e.g., sex, race) is different from the workgroup majority is an inverse function of the degree of imbalance in the numerical proportion of majority to minority members" (Fairhurst & Snavely, 1983, p. 292). The authors are convinced that the token role can also be influenced by other sources of

power and status which consequently means, “Numerical imbalance alone does not render a minority powerless” (Fairhurst & Snavely, 1983, p. 298). When a token attains power, he/she is perceived differently by the majority group. It is not the uniqueness or numerical imbalance of the token that is the most important but instead the token’s “ability to mobilize needed resources for the achievement of their own goals or those of majority members” (Fairhurst & Snavely, 1983, p. 293). However, this is just one example of how tokens can acquire power to improve their situation, other than simply increasing their number as compared to the majority group. Pfeffer (1981) considers this perspective on power to be incomplete as power can also be exercised in the decision making process. For example, individuals “may acquire power if they can affect the assumptions, basic values, or objectives on which decisions are based, control the alternatives to be considered or influence the information generated about the alternatives” (Fairhurst & Snavely, 1983, p. 296). As long as it is assumed that a token’s perceived power relative to a member of the majority is considered to be low by the token group and the majority group members, Kanter’s approach of focusing solely on numerical imbalance can be accepted. However, because this assumption does not always hold true and the characteristics of token groups can vary significantly, it is important to have a closer look at such groups to understand their power bases. Fairhurst & Snavely proposed several more empirical studies observing different token groups with different characteristics. Over the years, there has been more research on this topic and the results are interesting.

In 2002, Yoder offered a critique of Kanter’s original theory of tokenism. According to her, the context of tokenism still holds true but the gender-neutrality of Kanter’s X’s and O’s is questionable. In other words, she argued that a minority or token group’s under-representation within a majority group of dominants is not necessarily responsible for all the disadvantages that they might face; the nature, type, and characteristics of the token group might play a significant role too. In order to test her hypothesis that the context matters, meaning it depends whether the token group is male or female, she conducted an experiment at the St. Louis Zoo (Yoder & Sinnett, 1985). The group composition of three concession stands at the zoo was excellent to test the theory of tokenism; one of the groups consisted of 2 men and 16 women, another consisted of 1 woman and 6 men and the third had an equal balance of males and females. One insider observed all the groups throughout

the summer and all employees filled in surveys about their relationships and experiences with coworkers. The results were very favorable for Yoder as they confirmed her expectations. Indeed, the lone token woman in the group of 6 males never found her place within the group and spent as much free-time as possible with the gender-balanced group. Although her performance evaluation was very good, she was not promoted and consequently quit at the end of the summer. The 2 token males in the group with 16 females experienced the opposite. Not only did they report high levels of satisfaction, their evaluation was also quite favorable. On top of that, the 2 male employees were the only ones who were promoted from the larger group of employees that year. Christine Williams' study – which will be discussed later in this text – confirmed this research outcome and called it the glass escalator (referring to and opposite of the popular term glass ceiling). Proportional scarcity does not seem to be gender neutral. In general, Yoder's work confirmed some elements of Kanter's theory: the construct of tokenism, the outcomes, and the solutions to tokenism. However, Kanter did not consider the broad societal context of women in jobs that are perceived to be male. For example, female firefighters were not simply O's in an X group but they rather brought a different status to the job and violated normative expectations from society regarding who enters burning houses and tries to extinguish them under dangerous circumstances. According to Judith Long Laws, these tokens double deviate, first from "androcentric norms by their gender" and second "by virtue of the gender non-congeniality of their occupational pursuits". Based on this, she proposes to differentiate tokenism into gendered definitions of tokenism, gendered outcomes and gendered solutions. (Yoder J. D., 1994)

Yoder also offers criticism on several other studies of tokenism. In order to find tokens within a dominant group, tokenism researchers have mainly focused on females in rather male-perceived jobs to find the rather hard to find tokenism condition. As a consequence, women in their role of tokens were studied as coal miners (Hammond & Mahoney, 1983), autoworkers (Gruber & Bjorn, 1982), policewomen (Gerber, 1996); (Martin, 1994) (Ott, 1989) or transit workers (Swerdlow, 1989) amongst others, which means occupational norms were violated. In yet another experiment (Yoder & Schleicher, 1996), which was based on an experiment by Cherry & Deaux (1978), occupational deviance was indeed perceived negatively, but unlike in the original experiment, this was only valid for women.

UW Milwaukee students in the experiment heard a short scenario describing John leading in his nursing class and Anne being top notch in engineering and vice versa. Anne was indeed perceived more negatively if she was described as best in the non-expected engineering occupation. She was described as less attractive and less likeable as well as socially distanced from the other students. Interestingly enough, it did not matter what career John was pursuing. In both situations, as a nurse and an engineer, he was perceived favorably. This led Yoder and Schleicher to the conclusion that the social isolation Kanter's tokens were facing was not solely based on their numerical minority but was also influenced by gender and other people's perceptions of the token's occupational deviance.

Based on the conclusion that there are different social contexts for men and women and that gender acts as a schema that gives society a way to organize and think about people (Bem, 1993), Yoder conducted two more experiments involving a) manipulating the status of tokens and b) exploring the intersection of status. In the first experiment, female undergraduate students were recruited and told that they were randomly selected to lead a six-headed group on a decision-making task. Before each of the respective meetings, the female leader was shortly briefed about examples of the problem sets they would be facing and the profile sheets of the other group members she would interact with. Three scenarios were developed: a) a non-token situation with an all-female group of same age and education, b) a token situation with a female leader and all male group members of same age and education, and c) another token situation with a female leader and all male group members who were younger and less educated as they were still in high school. As anticipated, both token groups expected to be stereotyped and to stand out in the group, more so than in the non-token group. Nevertheless, the experiment had an interesting outcome: the higher status tokens were as confident, as comfortable and as little frightened to lead the group as the non-token leaders. Based on this outcome, the conclusion lies close that the negative situation of a female token can be improved by increasing the token's status in the group.

The second experiment conducted by (Yoder, Aniakudo, & Berendsen, 1996) aimed to better understand whether race or ethnicity, as a marker for difference in status, would change the results obtained in the first experiment. Four conditions were created – non-token, token by virtue of gender alone, token by virtue of race alone, and token by virtue of both gender and

race. African American and White female undergraduate students were asked to project the outcomes. On top of the rather clear and expected results that collegueship and atmosphere were less favorable for tokens than for non-tokens, it was interesting to see that the situation worsened when race was combined with gender. Moreover, African American women projected more negative outcomes for the African women targets than White women did. It can be concluded, from this experiment, that not only the gender effect but also the race/ethnicity effect may influence a token's situation.

It's not just Kanter's condition of O's and X's that is responsible for the difficulties that a token group may face; other elements come into play as well and the situation depends on who these O's are. An African American female O would certainly face more difficulties in a group of white X's than both a White female would in the same dominant group and a White male O would in a dominant group of female X's. The context matters and this aspect of the theory of tokenism was overlooked by Kanter and later introduced by Yoder.

The idea that the context of a token group matters as much as its numerical imbalance is also found in the work of Williams (1992). The author challenged Kanter's theory by testing whether men in female-dominated professions face consequences similar to those faced by women in male-dominated professions. Works of Zimmer (1988) and Martin (1980) have already concluded that the effects of sexism can outweigh the effects of tokenism when men enter non-traditional jobs. For her study, Williams conducted in-depth interviews with 76 men and 23 women at 4 different locations in 4 female-dominated occupations. Librarians, nurses, elementary school teachers and social workers were asked questions based on four rather broad topics: motivation to enter this occupation, career progress, general view about men's status and prospects within these occupations as well as experiences in training. The conclusion that men also face discrimination when they are a token group in non-traditional jobs is in line with Kanter's research but the type of discrimination they faced was different from that faced by women in token roles. Interestingly, the discrimination faced by men in female-dominated professions comes mainly from those outside the profession. Token men in such professions are sometimes considered to be failures or sexual deviants by people not associated with the same field of occupation. This might lead to fewer men choosing such jobs. In contrast to this, from within the occupation, token men are given fair if not preferential treatment in hiring or promoting decisions, are accepted by colleagues and

supervisors, and are well-integrated into the work place subculture. While there is talk of a glass ceiling for token women, for men, it is more of a glass escalator as the disadvantages faced by token women simply turn to advantage when men are a token group. There is therefore reason to doubt the gender neutrality of Kanter's theory and Williams offers support to Zimmer's theory that women's occupational inequality exists more due to sexist practices and beliefs in the labor market than due to numerical imbalance. In other words, context matters.

In separate studies by Fairhurst & Snavely (1983), the idea that the context matters was confirmed by examining the role of male tokens in occupations perceived to be female. In the first study, the authors limited themselves to only one of Kanter's three study outcomes – social isolation (besides role entrapment and increased performance pressure). The idea behind is as follows: in certain conversations that involve the exchange of political information such as how to get around formal organizational rules, and how to impress a superior coworker, dominants exclude tokens on purpose and therefore, isolate them from the group. This is due to either a lack of trust in the tokens or a desire to provoke failure of tokens if they are seen as a threat to the existing dominant group. The socialization process is therefore slowed down as, by withholding information, secrets are preserved. As existing research has already observed successfully the phenomenon of social isolation in both work and professional school settings for female tokens (Kanter, 1993) (Spangler, Gordon, & Pipkin, 1978) (Wolman & Frank, 1975), Fairhurst and Snavely saw a gap in research to confirm the same phenomenon for male tokens in a dominant female group (Fairhurst & Snavely, 1983). To test this, a questionnaire was distributed amongst 322 Midwestern nursing students of which 41 were males and 281 females. To diminish other effects such as race or age as discussed earlier, the average age amongst men was 22.5 and 22.4 for females and the sample was predominantly of Caucasian origin. The result of the study was rather surprising, as an increased social isolation – as experienced by token women – could not be proven. One possible explanation of this outcome could be the higher status of males in the societal sex hierarchy. As organizations tend to reflect the cultures that they operate in, a sex-based status difference that is rooted in non-organizational culture can add to the structuring of control within the organization. This means that higher status male tokens, despite being a minority group, can have a large enough power base to resist assertions of

control such as social isolation. Meanwhile, for female tokens, the lower sex status only worsens their lack of power. (Fairhurst & Snavely, 1983)

Spangler, Gordon, and Pipkin (1978) took on the challenge of finding support for Kanter's hypotheses by conducting an empirical test. For this purpose, data from two law schools with an unequal female to male ratio was evaluated by comparing achievements of male and female students. School A, according to Kanter's terminology, a tilted female to male ratio with 33% females; School B, an elite school with 20% females, has a skewed ratio. Questionnaires were handed out to students of both schools to gauge the presence of the three consequences for tokens put forth by Kanter: performance pressure, social isolation, and role entrapment.

Performance pressure was measured by grades earned, volunteering to speak in class and contemplation of withdrawal from school. Two indicators were used to examine social isolation; respondents' statement of how much leisure time they would spend with their fellow law students were taken into account as well as extracurricular memberships which serve as a measure of integration. To measure role entrapment, the authors had to use a less straight forward approach involving two methods. Firstly, the authors investigated how female students would employ strategies that would limit contact to the almost entirely male staff by raising one question: "When you have difficulties understanding a topic in class, would you ask the lecturer to discuss further in class, would you ask the lecturer after class or later outside of class?" The answers were coded as sometimes or never and evaluated accordingly. Secondly, the authors tried to figure out how often women select traditionally feminine practice areas by grouping three choices of practice interests into four categories: corporate law, general practice, public law and "feminine" specialties which included specializations such as juvenile, family or poverty law.

After evaluating the results, the authors could indeed prove their hypothesis that female achievements increase with an increasing female ratio of the student body as the tilted group's females (school A) outperformed the skewed group's females (school B). In school B, the performance difference between men and women is greater than at school A which leads to the conclusion that performance pressures caused by a token situation lower women's achievements. Compensatory overachievement, on the other hand, could not be

found in the data. Moreover, women in school A earn more often outstanding grades whereas in school B, men seem to be outperforming women in that respect. Performance pressure seems to appear more often in school B in which female students indicated to speak less in class than their peers in school A. Remarkably, half of school B's female students admitted to never speaking in class at all. Almost logical based on the previous two statements is the third study outcome that women at school B contemplate withdrawing or dropping out from school more often.

The results of the investigation of social isolation were not as clear. One remarkable hypothesis supporting result is the difference between men and women, which is greater in the skewed school B than it is in the tilted school A. At school B, compared to school A, a greater number of female responses can be found on the extreme ends of the scale, indicating that women either feel a very high or very low integration; school A contained more answers around the medium integration part of the scale.

Although not relevant statistically, it seems that women at school B tend to either compensate by overachieving and associate with their fellow law students a lot or tend to go the exact opposite way and spend no time at all with their fellow peers. Relatively identical results can be found in the formal peer integration survey. Again, school B has more extreme results by showing that female students either participate a lot (two or more than two clubs) and therefore overachieve or do the exact opposite and not participate in other social clubs at all.

The results of the examination on role entrapment are pretty much in line with previous findings. In skewed school B, compared to men in the same school, women are less likely to ask their lecturer for clarification on issues that are unclear. In contrast with this, at school A, there is no difference between the likelihood of asking for such clarification between males and females.

When it comes to selection of a professional specialization, again a clear trend emerges. In non-elite and tilted school A, there do not seem to be big differences between men and women when it comes to choosing a professional specialization. General practice careers have the same popularity amongst men and women, public sector jobs are slightly more popular with women than men and typical "feminine" specialties involving low-status and

low-paying jobs are more popular among women. In elite and skewed school B, women still opt for “feminine” specialties a lot more than men in the same school but much less than women at school A:

In conclusion, the empirical research shows strong support for Kanter's theory. All three negative outcomes associated with tokenism (performance pressure, social isolation, and role entrapment) were confirmed by the study. The authors also showed that the situation for women improves when their relative number within the whole group increases. This was arguably demonstrated by the more positive results of school B's tilted population against school A's skewed ratio between males and females.

This literature review, including some of the most outstanding contributions to theories of tokenism and gender inequality in general, has shown that there is strong evidence for Kanter's original hypotheses regarding tokenism. Nevertheless, it is evident that her concept of token O's in a group of dominant X's does not take into account complex and difficult circumstances. Further research on the topic in reaction to her study has shown that several other factors and characteristics such as gender, race, education, power, and status can also have a great deal of influence on a token's role in a dominant group. We can therefore conclude that it is important to consider the broader picture when analyzing social and behavioral group dynamics and, as Yoder (2002) would put it: context matters.

5. Empirical Data

This section provides an analysis of the quantitative and qualitative data collected to answer the research questions associated with this thesis.

One of the authors' experiences working at GlaxoSmithKline Pakistan both guided the analysis in terms of personal observations and conversations with employees, and ensured internal support when it came to data collection. First, the HR department allowed access to valuable data for all the 921 employees employed in the Management of the organization. Secondly, a questionnaire exploring tokenism among female employees at GlaxoSmithKline Pakistan was designed. Because none of the authors could be physically present in Karachi at the time, the questionnaire was distributed online and it was a challenge to get enough female employees to respond. Several actions were taken to overcome this challenge. Firstly, the HR department sent an e-mail to all the female employees at the organization, requesting and encouraging them to partake in this research. Secondly, female contacts within the organization were personally requested to answer the questionnaire and important male contacts were requested to forward the questionnaire to their female counterparts.

5.1 HR Data

5.1.1 Description of Employees at GlaxoSmithKline Pakistan

The first set of data received included the gender, age, qualification, income group, salary, department name, experience at GSK Pakistan, and total work experience of all of the 921 employees at the organization.

The qualifications were then coded into qualification types such as Bachelor's, Master's, MBA, Doctorate, Professional Qualification, etc. To facilitate statistical analysis to be conducted using SPSS, these were re-coded once again into numbers e.g. 1 being for High School education and 6 being for a doctorate degree.

The organization has a grading system for all employees and their salaries and perks depend on these income groups. In order to maintain anonymity, the HR masked the original income group names and named them from I to IX and X, with I being the highest income group. Once again, to enable statistical testing on SPSS, these were re-coded such that the highest

income group was 10 and the lowest became 1. The salaries were monthly and in PKR (Pakistani Rupees). As of 2nd April 2012, 1 euro is worth approximately PKR 120.

The department names were also inconsistent and seemed to be written ad-hoc by the HR; hence, they were re-grouped according to the greater departments they belonged to. For example, R&D, Medical Administration and Medical Administration Asia Pacific all came under "Research and Development".

Table 1 - Description of Employees at GlaxoSmithKline Pakistan

Variable	Frequency n=921	(%)
<i>Gender</i>		
Female	76	(8.3)
Male	845	(91.7)
<i>Age</i>		
20 – 30	121	(13.1)
30 – 40	327	(35.5)
40 – 50	330	(35.8)
> 50	143	(15.5)
<i>Department</i>		
Administration	4	(0.4)
Consumer Healthcare	5	(0.5)
Engineering	37	(4.0)
Environment Health & Safety	6	(0.7)
Finance	41	(4.5)
Human Resources	14	(1.5)
Information Technology	6	(0.7)
Legal & Regulatory Affairs	6	(0.7)
Marketing	11	(1.2)
Procurement	21	(2.3)
Production	108	(11.7)
Quality Assurance & Control	83	(9.0)
Research & Development	17	(1.8)
Sales & Distribution	562	(61.0)
<i>Level of Education</i>		
High School	9	(1.0)
College	23	(2.5)
Diploma	27	(2.9)
Bachelor's Degree	596	(64.7)
Master's Degree/Professional Qualification	254	(27.6)
Postgraduate/Doctorate	12	(1.3)

<i>Income Group</i>	
1	35 (3.8)
2	16 (1.7)
3	357 (38.8)
4	203 (22.0)
5	147 (16.0)
6	72 (7.8)
7	57 (6.2)
8	21 (2.3)
9	6 (0.7)
10	7 (0.8)

As can be seen in the table above, women constitute only 8.3% of the workforce of the organization. While there are employees of all ages, the majority of the workforce is middle-aged; the age ranges from 24 to 60, with the mean being around 40. An overwhelming majority of the workforce (93.6%) has at least a Bachelor's degree, representing the high level of education. Sales & Distribution represents the largest department, employing 61% of the workforce.

5.1.2 Data Analysis

The low percentage of women in the organization (8.3%) could be linked to the fact that such a large portion of the organization works under Sales & Distribution, where there are only 6 women representing about 1% of the department. Similarly, the proportion of women varies significantly from one department to another.

The figure below summarizes this:

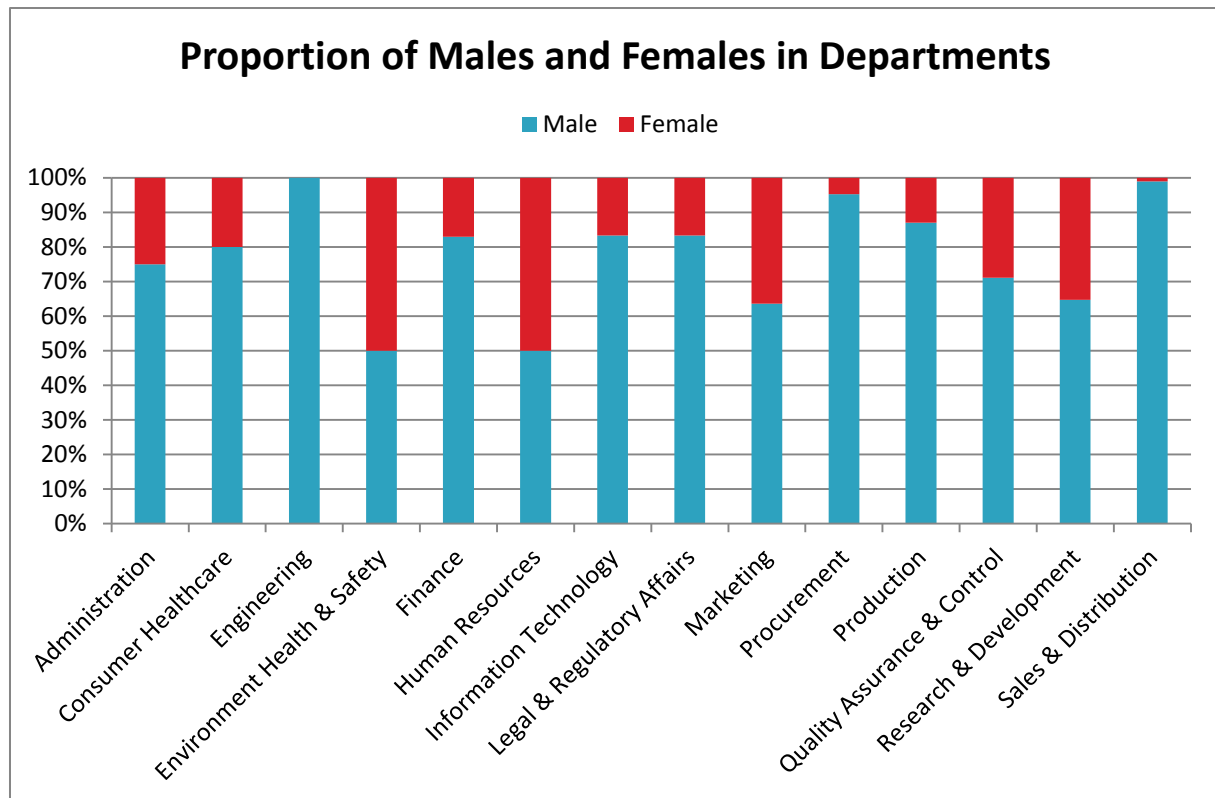


Figure 1 - Departments by Gender (except Sales)

Departments with the highest proportion of females are Environment Health & Safety (50%), Human Resources (50%), Marketing (36.4%), Research & Development (35.3%), and Quality Assurance & Control (28.9%). There is no department in which there are more than 50% women and even in the departments mentioned above, women constitute 30-50% of all employees. In absolute numbers, the Quality Assurance & Control has the highest number of female employees (24).

While it is clear that women are a token group in the organization as a whole, they are not a token group in every department, and the overall proportion of women in the organization, as mentioned earlier, is impacted disproportionately by the Sales & Distribution department. For the purpose of this analysis, women are considered token groups in departments where their proportion is less than 20%. According to this criterion, women are a token group in the following departments: Engineering, Finance, Information Technology, Legal & Regulatory Affairs, Procurement, Production, Consumer Healthcare and Sales & Distribution. In the Engineering department, there are no women at all. Refer to the table below for details (departments where women are token groups are highlighted).

Table 2 - Proportions of Men and Women across Departments

Department			Gender		Total
			Male	Female	
	Administration	Count	3	1	4
		%	75.0%	25.0%	100.0%
	Consumer Healthcare	Count	4	1	5
		%	80.0%	20.0%	100.0%
	Engineering	Count	37	0	37
		%	100.0%	.0%	100.0%
	Environment Health & Safety	Count	3	3	6
		%	50.0%	50.0%	100.0%
	Finance	Count	34	7	41
		%	82.9%	17.1%	100.0%
	Human Resources	Count	7	7	14
		%	50.0%	50.0%	100.0%
	Information Technology	Count	5	1	6
		%	83.3%	16.7%	100.0%
	Legal & Regulatory Affairs	Count	5	1	6
		%	83.3%	16.7%	100.0%
	Marketing	Count	7	4	11
		%	63.6%	36.4%	100.0%
	Procurement	Count	20	1	21
		%	95.2%	4.8%	100.0%
	Production	Count	94	14	108
		%	87.0%	13.0%	100.0%
	Quality Assurance & Control	Count	59	24	83
		%	71.1%	28.9%	100.0%
	Research & Development	Count	11	6	17
		%	64.7%	35.3%	100.0%
	Sales & Distribution	Count	556	6	562
		%	98.9%	1.1%	100.0%
Total		Count	845	76	921
		%	91.7%	8.3%	100.0%

As shown in the next table, the median salary for women in the organization is 60% more than that for men; however, this might be due to the fact that there are hardly any females in the Sales & Distribution department where the median salaries are lower (see

Measures of Central Tendency – Department wise in Appendices). Nevertheless, there are no significant differences between the age and total work experience of men and women in the organization.

Table 3 - Measures of Central Tendency - Male vs. Female

Gender		Age	Total Experience	Monthly Salary
Male	Mean	40.696	15.922	
	Median			PKR 43,392
Female	Mean	39.309	14.100	
	Median			PKR 71,591
Total	Mean	40.582	15.772	
	Median			PKR 45,275

These numbers do not suggest any particular glass ceiling for women in the organization as a whole, an idea supported by the proportion of males and females in various income groups. The highest income group has the highest proportion of females (28.6%) while the lowest income group has the lowest (2.9%). The second highest income group also has a high proportion of females (16.7%) compared to their proportion in the organization as a whole (8.3%). The proportion of females to males is certainly higher at the very top of the organization.

Table 4 - Proportions of Men and Women across Income Groups

Income Group		Gender			
		Male	%	Female	%
1		34	97,14	1	2,86
2		14	87,50	2	12,50
3		342	95,80	15	4,20
4		177	87,19	26	12,81
5		134	91,16	13	8,84
6		65	90,28	7	9,72
7		49	85,96	8	14,04
8		20	95,24	1	4,76
9		5	83,33	1	16,67
10		5	71,43	2	28,57

Having established some basic statistics, it is important to explore whether there is a significant correlation between gender and salary, income group, education level, and experience.

The table below summarizes the correlations among the various variables discussed above. While there is no significant correlation between gender and age, level of education, or total work experience, there does seem to be a significant positive correlation between gender and monthly salary. As striking as it is, this might be because these correlations do not take into account the fact that salary levels vary across departments. The “Sales & Distribution” department, which has a low mean salary of around Rs. 40,000 per month, comprises 61% of the organization and is dominated by males.

Table 5 - Correlation Summary

	Age	Total Experience	Monthly Salary	Level of Education
Gender	0.045	0.055	0.104*	0.024
Significance	0.177	0.094	0.002	0.469
Total Experience	0.905*	x	0.248*	-0.091*
Significance	0.000	x	0.000	0.006
Monthly Salary	0.324*	0.248*	x	0.092*
Significance	0.000	0.000	x	0.005
Level of Education	-0.054	-0.091*	0.092*	x
Significance	0.100	0.006	0.005	x

Legend:
 Eta
 Pearson
 Spearman
 * Correlation is significant at the 0.01 level (2-tailed)

There is a significant positive correlation between age and total experience and monthly salary. However, age correlates negatively (albeit not significantly) with level of education, meaning that older employees are likely to be less qualified than their younger counterparts. Monthly salary correlates significantly with all of the following variables (listed in order of strength of correlation):

1. Age
2. Total Experience
3. Gender
4. Level of Education

However, because correlation does not imply causation, these statistics must be interpreted carefully. While the difference in salary could technically be because of the level of education or experience, there is no significant correlation between gender and any of the other variables. Two linear regression model (refer to the table below) with Monthly Salary as the dependent variable were tested. The first one had only Total Experience as a predictor variable and the second one had both Gender and Total Experience as predictor variables.

Table 6 - Summary of Linear Regression Models

Model	R Square	R Square Change	Sig. F Change
1	.062	.062	.000
2	.075	.014	.000

a. Predictors: (Constant), Total Experience
b. Predictors: (Constant), Total Experience, Gender

Model	Unstandardized Coefficients		Standardized Coefficients		95,0% Confidence Interval for B		
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	22845.487		3.449	.001	9846.893	35844.081
	Total Experience	2826.271	.248	7.764	.000	2111.849	3540.694
2	(Constant)	18023.346		2.688	.007	4863.956	31182.737
	Total Experience	2900.460	.255	8.010	.000	2189.852	3611.067
	Gender	44257.416	.118	3.707	.000	20828.302	67686.530

a. Dependent Variable: Monthly Salary

The first table above shows that 6.2% (see R Square) of the variation in the distribution of monthly salaries between men and women is because of total experience only. This increases to 7.5% when gender is taken into consideration as well. This means that gender alone accounts for 1.4% (see R Square Change) of the variation. However, this is statistically insignificant at the 0.01 level. This also means that 92.5% (100 – 7.5) of the difference in monthly salaries between men and women is attributable to factors other than gender and total experience.

Model 1 shows that with a 1 year increase in total experience (with all other variables held constant), the monthly salary of an individual rises by Rs. 2826. Model 2 shows that on average, the monthly salary of female employees is higher by Rs. 44,257.

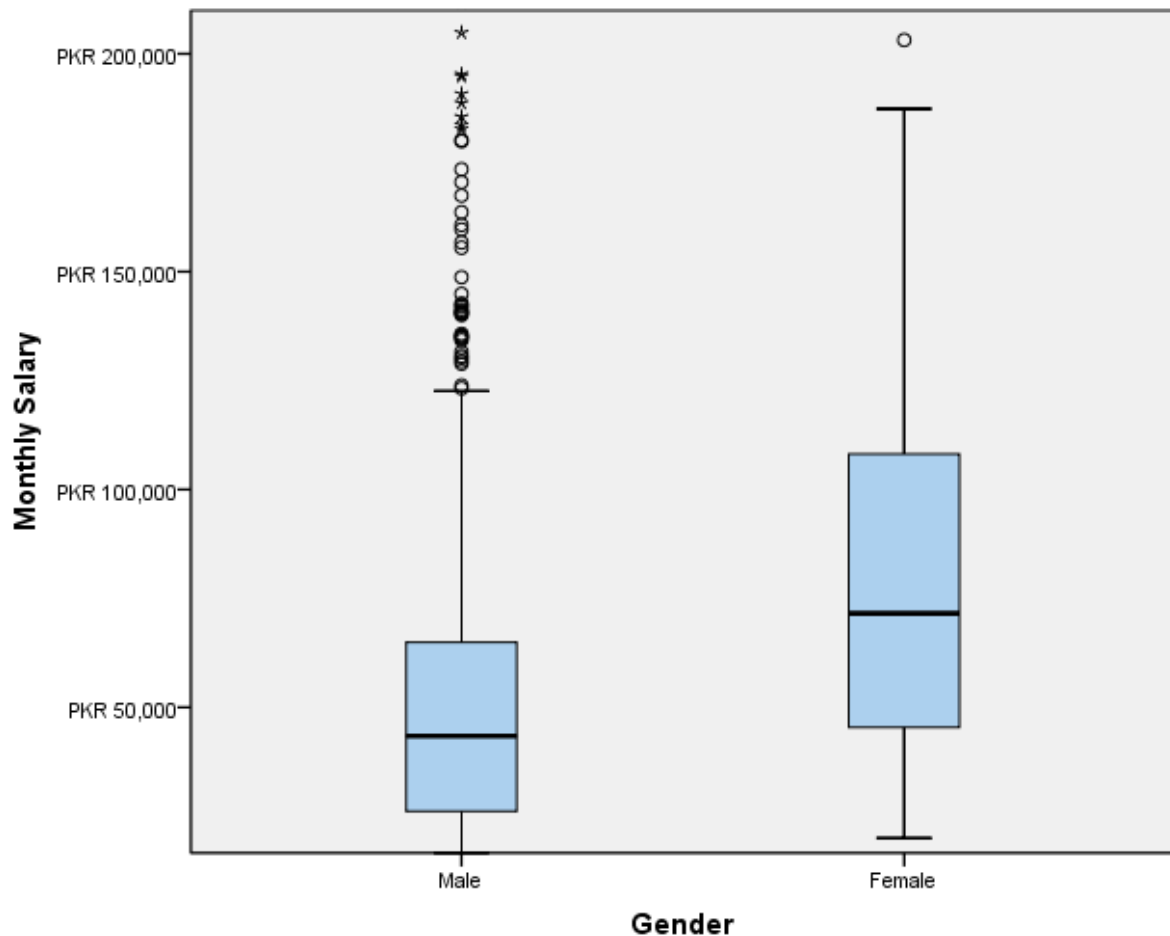


Figure 2 - Boxplot - Monthly Salaries of Men and Women

The boxplot figure above summarizes the difference in monthly salaries between men and women. Not only is the median salary higher but the interquartile range is also significantly higher.

The Whitney-Mann U Test was then conducted (results can be found in the tables below) to compare monthly salaries between men and women, with a significance level of 95%. At this significance level, it was conclusively found that women do have higher salaries than men at the company.

Table 7 - Mann-Whitney Test Ranks

	Gender	Mean Rank	Sum of Ranks
Monthly Salary	Male	446.32	377140.50
	Female	624.22	47440.50

Table 8 - Mann-Whitney Test Statistics

	Monthly Salary
Mann-Whitney U	19705.500
Wilcoxon W	377140.500
Z	-5.584
Asymp. Sig. (2-tailed)	.000
<i>a. Grouping Variable: Gender</i>	

In conclusion, analysis of the data reveals certain trends:

1. Women are a token group in the organization as a whole, representing only 8.3% of all employees, but not in all departments.
2. Women are token groups in the Engineering, Finance, Information Technology, Legal & Regulatory Affairs, Procurement, Production, and Sales & Distribution departments.
3. There is no department where men are a token group.
4. Departments with the highest proportions of females are Environment Health & Safety (50%), Human Resources (50%), Marketing (36.4%), and Research & Development (35.3%)
5. There are higher proportions of females in the highest income groups in the organization.
6. Monthly salary correlates significantly with Age, Total Experience, Gender, and Level of Education (in order of magnitude).
7. Gender and Total Experience together explain only 7.5% of the difference in salaries.
8. It can be said with a statistical significance of 95% that at GSK Pakistan, on average, women earn 60% more than men.

5.2 Questionnaire on Tokenism at GlaxoSmithKline Pakistan

The overarching goal of the questionnaire was to determine how belonging to a token group shapes the perceptions of female employees at the organization. The questionnaire contained questions asking the respondent to rate a series of sentences on a scale of 1 to 6 (1 being Strongly Disagree and 6 being Strongly Agree). These questions were divided into five sections dealing with: gender discrimination at GSK Pakistan, the pressure of gender representation at GSK Pakistan, personal feelings about being member of a token group at

the company, and job satisfaction. Respondents were also asked their age, department, education, work experience, and salary range.

5.2.1 Description of Questionnaire Respondents

Despite an official send-out along with reminders and unofficial internal send-outs from one of the author's contacts within the organization to ALL female employees, the response rate was only satisfactory. Out of the 76 female employees at the organization, 28 responded to the survey, a response rate of 36.8%.

Table 9 - Description of Questionnaire Respondents

Variable	Frequency (n=28)	(%)
<i>Age</i>		
20 – 30	22	78.6%
30 – 40	2	7.1%
40 – 50	3	10.7%
> 50	1	3.6%
<i>Department</i>		
Administration	1	3.6%
Consumer Healthcare	1	3.6%
Finance	3	3.6%
Human Resources	1	3.6%
Information Technology	1	3.6%
Legal	2	7.2%
Marketing	14	50.0%
Research & Development	1	3.6%
Sales & Distribution	2	7.2%%
<i>Level of Education</i>		
High School	1	3.6%
Bachelor's Degree	16	57.1%
Master's Degree/MBA in Pakistan	10	35.7%
Foreign MBA	1	3.6%
<i>Monthly Salary in PKR</i>		
< Rs. 25,000	3	10.7%
Rs. 25,000 - 50,000	4	14.3%
Rs. 50,000 - 100,000	16	57.1%
Rs. 100,000 - 150,000	4	14.3%

As the table above shows, by far, most of the respondents came from the Marketing

department. In fact, most of the respondents are from departments where women are not a token group. For this reason, analysis will not be on a departmental or organizational level but based on token group vs. non token group i.e. the median scores given by women in departments where they are a token group will be compared to that in departments where they are not a token group.

In addition to that, the majority of respondents also belong to the age group of 20 to 30 with 4 respondents being over the age of 40. They have at least a Bachelor's degree with a large proportion of them having Master's degrees or MBA degrees from Pakistan. This distinction between local MBAs and foreign MBAs is necessary because the MBA degree has a different meaning in Pakistan than it has in the rest of the world. While the MBA is primarily a post-experience management degree globally, in Pakistan, many students have historically pursued MBA degrees right upon graduation with little or no work experience. In fact, while there are great business schools in Pakistan offering quality undergraduate degrees, there is no MBA program that is accredited by the Association of MBAs and often entry-level jobs require MBA degree holders. Ideally, such a distinction should also have been made in the previous section; however, data regarding educational institutions attended by employees was not available to the HR.

Finally, most of the respondents to the questionnaire earn between Rs. 50,000 and 100,000. From the previous section, it is known that the median salary for women is Rs. 71,591.

5.2.2 Gender-based Discrimination

This section explored themes such as promotion rates of men vs. women, frequency of occurrences of gender-based discrimination, difference in opportunities available to men vs. women, ability of females to realize their full potential, perceived differences in salary differences, and the encapsulation of women into stereo-typed roles.

Table 10 - Median Scores for Gender-Based Discrimination

Gender-Based Discrimination	Token Group		
	No	Yes	Total
<i>Men are promoted at a better rate than women</i>	2	2	2
<i>Women have been prevented from attaining their full potential because of their gender</i>	2	2.5	2
<i>There are frequent occurrences of discrimination against women</i>	2	2	2
<i>Men are often given opportunities instead of women based on gender</i>	2	2	2

<i>I believe men with comparable education and performance are paid more than women are</i>	2	1.5	2
<i>I feel women are encapsulated into stereotyped gender roles</i>	2	2	2

Both the token and non-token groups showed disagreement with statements related to gender-based discrimination at GSK Pakistan. Women do not believe that men are promoted faster than them. They do not believe that women have been prevented from attaining their full potential because of their gender. They do not agree that there are frequent occurrences of discrimination against women. They disagree that men are given opportunities instead of women based on their gender. They strongly disagree with the idea that men with comparable education and performance are paid more. Finally, they do not feel encapsulated in stereotyped gender roles.

5.2.3 Pressure of Gender Representation

This section of the questionnaire explores perceptions related to pressure of gender representation, acceptance by male colleagues, spending of leisure time with colleagues, discussion of topics such as politics with colleagues, and visibility due to gender.

Table 11 - Median Scores for Pressure of Gender Representation

Gender Representation Pressure	Token Group		
	No	Yes	Total
<i>People at the company look at me as a representative of my gender</i>	2.5	3	3
<i>I feel I have to represent the perspective of my gender at the company</i>	2.5	4	2
<i>I often feel accepted as a person by my male colleagues</i>	4.5	5	5
<i>I often spend leisure and social time with my male colleagues</i>	3.5	2.5	3
<i>I often spend leisure and social time with my female colleagues</i>	5	5.5	5
<i>I often discuss topics such as politics with my male colleagues</i>	2	3	2
<i>I feel I am more visible to my colleagues and superiors due to my gender</i>	2.5	4	3

In this section, some variation between the perceptions of tokens and non-tokens were found. While non-tokens do not agree that people at the company look at them as representatives of their gender, tokens show neither agreement nor disagreement. While non-tokens deny feeling that they have to represent the perspective of their gender at the company, tokens feel they have to do so. Both groups agree with the idea of feeling accepted by their male colleagues. In departments where women are a token group, they disagree that they often spend leisure and social time with their male colleagues and very strongly agree with the statement about doing the same with female colleagues. Non-tokens

agree that they often spend leisure and social time with their female colleagues but neither tokens nor non-tokens agree nor disagree with doing the same with male colleagues.

Interestingly, where women are not a token group, they do not often spend time discussing topics such as politics with their male colleagues but show neither agreement nor disagreement in departments where they are a token group. As expected, where women are a token group, they feel they are more visible to their colleagues and superiors because of their gender. Non-tokens disagree with this idea of higher visibility.

5.2.4 Personal Feelings about Tokenism

This section of the questionnaire deals with issues such as feelings of gossip, questioning, and scrutiny, performance pressure, men fearing females getting benefits for being a minority, deliberate underperformance to avoid threatening the dominant group, the existence of a glass ceiling, isolation from social networks, feelings of disconnect due to gender, influence of physical appearance, stereotyping of women, and over-all impact on self-esteem.

Table 12 - Median Scores for Personal Feelings about Tokenism

Tokenism	Token Group		
	No	Yes	Total
<i>I feel I am often the subject of gossip, questioning and careful scrutiny</i>	2	3	2
<i>I feel I speak for women in general rather than only for myself</i>	2	4	2
<i>I feel I have greater performance pressure compared to my colleagues simply based on my gender</i>	1.5	3	2
<i>I think men fear that women get quicker promotions and more job responsibilities simply because they are a minority and hence more noticeable</i>	2.5	5	3
<i>I often find myself in a situation where I under perform on group tasks to make sure I am not seen as challenging the dominant group (men)</i>	1	4	1
<i>I believe a glass ceiling, an invisible barrier restricting promotion opportunities and better salaries, exists for women</i>	2	2	2
<i>I often feel isolated and excluded from informal social networks due to my gender (e.g. conversations about sports, typical "male" hobbies like hunting, fishing etc.)</i>	1	2	1
<i>I frequently feel like an outsider due to my gender</i>	1	2	1
<i>I often feel the need to fight stereotypes by tailoring my actions to the desires and tastes of those around me</i>	1	3.5	1
<i>I often feel eclipsed by my physical appearance</i>	1	2	1
<i>I feel that men in the organization exaggerate differences between themselves and women</i>	2	4	2
<i>I feel women are often encapsulated into stereotyped sex roles</i>	1	5	1
<i>I feel being a minority group (women) in the organization has impacted my self-esteem negatively</i>	1	1.5	1

Both tokens and non-tokens deny feeling like the subject of gossip, questioning or scrutiny. While non-tokens do not feel they speak for women in general rather than for themselves, tokens do feel so. Both groups deny feeling greater performance pressure compared to their colleagues simply based on their gender, but the disagreement is much weaker for tokens. However, the token group shows clear agreement with the thought that men fear that women get quicker promotions and job responsibilities simply because they are a minority and hence more noticeable; the non-tokens did not agree with this. While non-tokens strongly deny under-performing deliberately on group tasks to make sure they are not seen as a threat to the dominant group, tokens erred towards agreeing.

Neither of the groups believes that there is a glass ceiling, an invisible barrier restricting promotion opportunities and better salaries for women. Similarly, both tokens and non-tokens deny feeling excluded from informal social networks due to their gender. Both of them deny feeling like outsiders due to their gender. While non-tokens do not admit to feeling the need to fight stereotypes by tailoring their actions to the desires and tastes of those around them, tokens show some agreement. Both tokens and non-tokens deny feeling eclipsed by their physical appearance. Similarly, both of them deny that being a minority group in the organization has impacted their self-esteem negatively.

However, the token group agrees that they feel women are often encapsulated into stereotyped sex roles. They also agree that they feel men in the organization exaggerate differences between men and women. The non-tokens do not agree with these ideas.

5.2.5 Gender-based Discrimination (in general) and Job Satisfaction

The last two sections deal with over-all feelings of being victimized because of gender, and an assessment of how satisfied female employees at GSK Pakistan are with their jobs. The latter included over-all satisfaction, meaning of the organization to the individual, stress level in the job, and the likelihood of looking for other jobs in the year to come.

Table 13 – Median Scores for Gender Discrimination in General and Job Satisfaction

Gender Discrimination in General and Job Satisfaction	Token Group		
	No	Yes	Total
<i>I feel like I am personally a victim of society because of my gender</i>	1	1.5	1
<i>I consider myself a person who has been deprived of the opportunities that are available to others because of my gender</i>	1	2	1

<i>I personally have been a victim of gender discrimination</i>	1	1	1
<i>All in all, I'm satisfied with my job</i>	5	4.5	5
<i>This organization has a great deal of personal meaning to me</i>	5	4.5	5
<i>My job is extremely stressful</i>	4	4	4
<i>I will probably look for a new job in the next year</i>	2.5	3	2

Both tokens and non-tokens strongly disagree with the idea of being victims of gender discrimination. They do not believe that they are victims of the society due to their gender. They disagree with the idea that they have been deprived of opportunities that are available to others simply because of their gender. They do not consider themselves victims of gender discrimination at all.

Finally, while both the groups report high overall satisfaction with their jobs, the token group reports slightly higher satisfaction. The organization has a great deal of personal meaning for both tokens and non-tokens. Regarding the possibility of looking for a new job in the coming year, both the groups express uncertainty, but closer towards disagreement. Both tokens and non-tokens find their jobs slightly stressful.

It is both striking and understandable that female employees at GlaxoSmithKline over all show such a clear denial of any gender discrimination (both within the organization and in the society as a whole) or negative impact of tokenism. While there was some evidence found for tokenism, over all, the tokens do not feel victimized by the society in general and often agree with the perceptions of women in those departments where they are not a token group. It is striking because of the overall level of gender inequality in the country. As mentioned in the Introduction to this thesis, Pakistan is number 115 on the Gender Inequality Index of the United Nations Development Programme. Only 21.7% of the labor force in Pakistan is female (United Nations Development Programme, 2011).

At the same time, it is also understandable in the light of the analysis done in the previous section. At GlaxoSmithKline, on average, women actually seem to earn more than men and are more than proportionally represented in the two highest income groups. While the linear regression model did not explain the higher median salary to a large extent, there was no indication on significant influence of gender in the organization as a whole. Yet, the analysis raised certain questions and the responses of the questionnaire demand further explanation.

5.3 Informal Interviews

While the quantitative data received from HR and qualitative input received from individual female employees offers valuable insights into the organization, literature on gender-based tokenism, and personal observations from the authors' experience there can help understand the findings in more detail.

Informal conversations/interviews with various employees at different levels and departments within the organization were conducted throughout the process of thesis writing. The positions of the employees were as follows: Country General Manager (male), HR Manager (female), and Product Manager – Oncology Portfolio (female). During the process of data collection at the organization, the authors' contacts at the organization expressed surprise at the idea of conducting such a study at the organization. According to the Country Manager, who the first point of contact in the organization even for data collection from Human Resources about a year ago, "if you are interested in exploring gender discrimination, you should consider other options because employees at such a multi-national organization as GlaxoSmithKline Pakistan are not representative of the country." He also talked about the great and safe working conditions for women in the organization. While he was right, the goal of the thesis was never to simply find gender discrimination in Pakistan. As mentioned in the introduction, that is already known. The HR manager expressed even greater confidence in the treatment of gender at the organization. The Product Manager for the Oncology Portfolio expressed similar beliefs about the issue of gender in the organization. In fact, she alluded to the idea that on her floor, there might even be more women than men and that they "loved" working there.

While these employees did not have an idea about possible salary differences between men and women, they did not expect any differences and did have knowledge of which departments are more male or female dominated. In general, they did not believe there was any gender discrimination or glass ceiling in the organization. Nevertheless, the mentioned employees and some of the others that requested to partake in the questionnaire showed interest in being informed about the findings of this case study.

Over all, discussion with these employees often converged to two ideas: that the perspective of gender rights and equality in Pakistan is defined by the overall cultural and religious

context, and that within this, GSK Pakistan provides a good and fair working environment for women.

6. Discussion and Observations

This section takes the findings from the empirical data and provides a discussion on them in the light of relevant literature on gender-based tokenism and one of the author's personal observations and experiences with GSK and Pakistan.

6.1 Kanter's Tokenism

Kanter's theory of tokenism referred to the issues women face when they are a minority in a male-dominated environment and the findings of this case study seem to be in line with the theory. The responses varied between tokens and non-tokens, but in some cases, there was agreement. It would help to take a look at how tokens and non-tokens fared on the three conditions of tokenism highlighted by Kanter: performance pressure, social isolation, and role entrapment. (Kanter, 1993)

While non-tokens denied feeling more visible to their colleagues and superiors due to their gender, tokens showed a degree of identification with such a feeling. Tokens also suspect that men fear that women get quicker promotions and more job responsibilities simply because they are a noticeable minority. As a result of such higher visibility, women can either over-perform and confront, or under-perform to make sure they do not threaten the dominant group. While non-tokens strongly disagree with the necessity to under-perform, tokens showed a degree of acceptance with the idea of under-performing on group tasks simply to not threaten the dominant group. Considering the fact that an average token female employee would often consider under-performing out of fear, even a score of 4 (on a scale of 1 to 6) is a sign of performance pressure.

Another important issue Kanter highlighted was the possible exclusion of women from conversations and the idea of them having an "outsider role", leading to social isolation. Both tokens and non-tokens denied feeling isolated and excluded from informal social networks due to their gender. They also denied feeling like an outsider in the organization. They agree that they often feel accepted as a person by their male colleagues. They do not believe in the existence of a glass ceiling for women, an invisible barrier restricting promotion opportunities and better salaries.

While there are definitely male networks and same-gender social interaction is higher than mixed gender, the motivation of the dominant group is not a lack of trust or a perception of

threat; it stems from the overall concept of gender segregation in the national culture. Because such segregation is a part of culture, both genders perhaps accept it as a norm and do not perceive male networks as a sign of exclusion. This could be why, despite the fact that token women feel men in the organization exaggerate differences between themselves and women; this does not lead to social isolation.

Non-tokens deny that people at the company look at them as representatives of their gender and do not feel they have to represent the perspectives of their gender. In contrast, while tokens also do not feel that people look at them as representatives of their gender, they feel they have to represent the perspective of their gender. On the question of feeling they speak for women in general rather than only for themselves, tokens showed clear agreement while non-tokens showed clear disagreement. Neither group feels like an outsider due to their gender. Yet, while non-tokens deny the need to fight stereotypes by tailoring actions to the desires and tastes of those around them, tokens show neither disagreement nor agreement with this idea. Women in departments where they are a token group also feel that they are often encapsulated into stereotyped sex roles. This is particularly interesting because when asked about the encapsulation of women in general into stereotyped gender roles, both groups disagreed! While responses are mixed, there is some evidence for role entrapment among token group women in the organization.

Furthermore, there were no departments where men were a token group. However, there is an undeniable difference between what department an employee belongs to and the employees he or she is surrounded with. For example, according to the data, 50% of the Marketing department is female but a quick walk down the cubicles on the second floor reveals a greater majority of females. (Kanter, 1993)

In summary, while there is evidence for higher visibility and role entrapment, there is little evidence for social isolation, perhaps due to organizational and cultural factors described in later sub-sections. The fact of being a minority group within a larger dominant group, being a token, does seem to impact women at GSK Pakistan but not in all the three ways described by Kanter (1993). In fact, the findings are in line with those of Spangler et al. (Spangler, Gordon, & Pipkin, 1978) who also found evidence for role entrapment and performance pressure but not social isolation. However, as mentioned above, there are other relevant

factors linked to tokenism that were explored by other researchers as a response to Kanter's hypotheses.

Kanter also argues that the performance and achievements of tokens increase as their proportions compared to the dominant group increases. While salary could technically be used as a proxy for performance, it is influenced heavily by age and total work experience and it is hence difficult to determine whether women earn more in departments where they are present in larger proportions. (Kanter, 1993)

6.2 Tokenism beyond Numerical Imbalance

Yoder points out that many case studies of tokenism have focused on disproportionately small numbers of a growing number of women in a gender-inappropriate occupation. There are four factors in total: numeric imbalance, status variables such as gender, occupational gender-inappropriateness, and changes in the gender composition of the given occupation. The argument is that while Kanter would attribute most processes to the skewed proportions alone, there are other factors that need to be considered. The authors agree with this need for consideration and believe there are indeed other factors that play a role. (Yoder J. D., 1994)

It is true that numerical imbalance itself does not generate tokenism processes. Yoder argued that gender is simply a proxy for status in the external environment. Having said that, women at GSK Pakistan are highly educated, belong to the middle-upper classes of the society, and have significant presence in key departments such as Marketing, HR, R&D, and Quality Assurance and Control. They are also well represented in the higher income groups of the organization. While gender ascribes to them a lower status in the patriarchal Pakistani society, women are perhaps not as affected by tokenism processes because their social class and education elevates their status in the society. (Yoder J. D., 1994)

Token groups at GSK Pakistan are influenced by other sources of power and status and are hence not rendered powerless simply due to the fact of being a minority group. Through their education, social class, and presence in key departments, women at GSK Pakistan are possibly shielded by their ability to mobilize resources for the success of the greater group. In fact, their proportions are actually highest in the top two income groups and lowest in the

lowest income group in the organization, indicating the absence of a glass ceiling for women. (Fairhurst & Snavely, 1983)

The gender appropriateness of an environment can play a role as well. It is possible that over the years, departments such as Marketing and HR have become more “female” and hence, the tokenism processes there are affected not only by numerical imbalance but also by the perception of the token departments. Perhaps there is a higher presence of negative tokenism processes in departments such as Finance and Sales because of a possibly male occupational perception and not due to numerical imbalance in itself.

One of the most important questions was whether the sex-based status difference outside of the organization would impact the control structure and power bases of males and females within the organization (Acker & Van Houten, 1974). The expectation was that the extremely high sex-based status difference in the Pakistani society would surely give male employees a much larger power base and a more favorable control structure within the organization. However, this did not turn out to be true as seen in the analysis of the data and questionnaire and the following sub-sections offer possible explanations for this.

6.3 Organizational Context

Many factors are involved in shaping the context that influences tokenism at an organization; the set-up of the organization itself is one of them. One of the authors worked at the headquarters for the company in West Wharf, Karachi, Pakistan. The site is huge and close to the port, presumably for strategic reasons. It hosts both production and non-production parts of the organization, with some degree of separation within the two. There is one main building where most of the management side of the organization is based. This building has two main floors. The first floor is mainly populated with Finance, Legal Affairs, Regulatory Affairs, etc. and is clearly male-dominated. The second floor hosts most of the relatively more female-dominated departments such as HR, and Marketing. This difference in gender composition between the two floors would be clearly visible to any observer. While there is occasional work-related interaction between employees working on the two floors, social ties between employees in the organization seemed to be based on departmental and physical proximity. The Consumer Healthcare department, where one of the authors worked, was based on the second floor as well and had a great degree of social interaction among its employees. Employees would often have lunch together, either at the

cafeteria or at a restaurant in the city. In the cafeteria, they would often mingle with colleagues from the HR and Marketing departments. However, interaction with colleagues from the first floor was significantly lesser. This may explain why the perceptions of those working on the second floor are so extremely positive, with only respondents from the first floor departments reporting some negative perceptions regarding gender issues at the company.

6.4 Cultural Context

While the cultural context impacts the findings in some ways, there are other ways in which the perceptions and experiences of the investigated group differ significantly from the overall landscape of gender inequality in the country.

Evidence was found for the idea that there are different social contexts and gender acts as a schema for societies to organize and divide tasks (Bem, 1993). There was a particularly and shockingly low presence of females in a few departments. Some of these are considered to be more male in various cultures across the world but the low presence in Sales & Distribution in particular has to do with gender roles in the Pakistani society. Being a conservative society, especially in the more educated and higher classes of the society, women are not encouraged to take roles in which they would have to be “out on the streets”. While the country's GDP per capita is US\$ 886.3 (equivalent to approximately Rs. 81,000), the *monthly* salary for women at GSK is very close to that, roughly indicating their income level within the country. This part of the society has relatively high incomes, and a high level of education. Nevertheless, while the target group is less conservative than the country in general, women are still influenced greatly by the gender roles and norms defined by religion and the society.

In other ways, women at GSK Pakistan are very different from Pakistani women in general. While women draw only 34% of the average male income in Pakistan as a whole, at GSK Pakistan, their median salary is much higher than that for men and there is no indication of a glass ceiling. However, these women belong to a proportionally small segment of middle to upper classes that have always been at the forefront of the discussion of women's rights in Pakistan. While the country over all is still 76% agrarian 65 years after independence, at partition, the few women from the educated classes (a couple of whom were even in the first legislative assembly) initiated the conversation about women's issues in the country.

That is the difference in gender awareness between the elite and the masses, a difference that has not been narrowed significantly if the Gender Empowerment Measure is to go by. (Minault, 1998)

Yet, an important aspect of feminist thought in Pakistan throughout history has been the careful preservation of the family unit and social order. That might explain why many women in the questionnaire do not feel as disadvantaged and over-burdened. For example, it is practically unimaginable for a husband to take care of the household and children; it is the responsibility of the woman to balance between career and household responsibilities. It makes sense, considering the cultural context, that this is not considered a gender disadvantage. It is possible that they have internalized many social disadvantages as necessary sacrifices required for family and social order, especially when within the organization, they have higher median salaries and there is no indication of a glass ceiling.

The denial of gender discrimination found among female employees at GSK Pakistan, even discrimination in the society in general, can be attributed to above and the fact that feminist discourse in Pakistan is divided. As mentioned in the background, there are significant differences between an Islamic view of gender equality and a secular view of gender equality. The Islamic view, which is consistent with what is observed today, argues that while women are created equal to men, they are different and hence more suited to certain responsibilities and roles.

To give the reader a better understanding of social perceptions of gender equality in Pakistan, allowing him/her to see the results of this thesis in context, let us analyze a debate on gender on Pakistani television. Capital Talk is a political talk show hosted by Hamid Mir, awarded the most favorite current affairs anchor in the country (Khalid, 2012). On 17th February 2011, Mir hosted a special show. He invited the best performing high school students (the highest scorers from various regions), both male and female, from across the country to debate a rather sexist topic: Are Pakistani girls more intelligent than boys? (Mir, 2011) One of the participants even held a world record on the highest number of A grades in the British GCE O Level examinations. The opinions of these high performers in the country, on one of the most popular shows on national TV, are important as they represent commonly held beliefs among the population. The starting point of the debate was the

question of why women struggle in their careers even though in many of these school examinations, they fare better than men. Even their passing rates are higher than those of men e.g. in the local matriculation exams in Karachi, the passing rate for boys is 53% while it is 60% for women.

The world record holder in the British GCE O Level examinations, a boy, talked about the difference between hard work and intelligence and attributed the lower performance of men to the fact that they have more outdoor household responsibilities (such as paying bills, getting groceries, social life, etc.) while women are supposed to stay confined at home most of the time.

A female national record holder countered by pointing out that women have household responsibilities too. Another female participant responded similarly and referred to the fact that the Quran does not mention that men have more intelligence than women. It is interesting to see how quickly this debate on gender gravitated towards religion.

Another male participant, from the Northern part of the country, went so far as to claim that women rely on memorizing texts, which is why they fare well on high school examinations but not equally well on professional exams (resulting in audience applause), pointing to a Quranic verse that says men are supreme over women.

The female participant who mentioned the Quran acknowledged this verse and responded by arguing that it only means that the man is the primary bread earner for the family while according to her, women earn only for themselves.

A third male participant from a relatively impoverished region acknowledged that they are equal but women are more hard working in those exams and men are over confident (understandable given how empowered they are). To this, the male world record holder opined that while women work harder, men are still more intelligent. Yet another male participant from the city of Quetta opined that men are more intelligent because they keep their mind fresh and free from worries. He did, however, admit that in his region, girls are not given the right opportunities for education.

The female household responsibilities or tasks mentioned above include dishwashing, laundry, cooking, and cleaning. When one of the male participants talked about his difficult

experience of living in a hostel and doing those things alone, he was questioned on why men do not do those difficult things usually while women do? While he claimed that women who perform better do not do those, girls on the panel disagreed and claimed that they fulfill at least some of those responsibilities alongside their studies.

On the topic of equal opportunities, the male world record holder expressed the opinion that while inequality existed in the past, now women are offered the same opportunities. One of the male participants opined that women are given so many rights that men's rights are ignored.

The show moved on to questions from the audience and surprisingly, even women in the audience favored the notion that men are indeed more intelligent than women. One of such respondents was an English speaking girl from one of the best schools in the country. The other was a female school teacher.

A couple of male members of the audience attempted to argue for male superiority by pointing to the abnormally high number of male leaders and scientists throughout history, showing complete ignorance of the possibility that it might have been the case because women have not been afforded equal opportunities.

Yet another female member of the audience claimed that men have a stronger left-side of the brain, the side that deals with mathematics and logic etc., admitting that men DO have higher IQs.

Yet another female student from NUST, one of the most prestigious engineering universities in the country, agreed with the notion that women are harder working while men are more intelligent but get distracted. She did, however, concede that the IQ depends on one's genes, upbringing, and opportunities.

Another female student from the same prestigious university agreed with the idea that males have higher IQs, without arguing for equal opportunities.

It is this overall cultural context that GlaxoSmithKline Pakistan operates in. Gender roles are strongly embedded in the society and the population strongly agrees with such ideas. Men are considered to hold most of the financial responsibility and hence, women often do not have the same career ambitions, goals, and responsibilities. As one of the female

participants mentioned above pointed out, men are supposed to earn to sustain the family while women, even after performing really well at school and university, earn primarily for themselves. It is assumed that men are more intelligent and more suitable to be the primary bread earners and while women can work, they do not *need* to as their primary responsibility is to take care of the household.

This could be another potential reason (along with the high status of women at GSK Pakistan) why, despite all the evidence for gender inequality and discrimination in Pakistan, the questionnaire found no evidence regarding gender discrimination. Over all, women do not feel they have been prevented from attaining their full potential. They do not feel there are frequent occurrences of discrimination against them. They do not feel they have been deprived of opportunities. They do not feel they have been victims of the society because of their gender.

7. Limitations and Further Research

This section highlights the theoretical and methodological limitations of this thesis and presents recommendations for further research within the field of gender inequality and tokenism.

7.1 Data Limitations

There are three main limitations resulting from the data collected for this case study.

Firstly, the first set of comprehensive data from HR was received a few months before the questionnaire was launched. Therefore, it is not necessary that the questionnaire was sent to all the people in the first data set (some employees might have quit), and it might be that some of the questionnaire respondents were not in the original dataset (some new employees might have joined). This may also mean that the number of people in each department might have varied slightly. However, in such a short period of time, no major changes in gender-based tokenism at various departments of GSK Pakistan can reasonably be expected.

Secondly, while the first dataset was comprehensive, of the approximately 76 female employees working at the organization, only 28 (36.8%) responded despite multiple official and unofficial send-outs within the organization. The questionnaire was targeted towards the female employees but was sent to all employees in the organization and male recipients and managers were requested to encourage their female counterparts to participate in it. Despite this, there were many more responses from non-tokens than tokens. While this could impact the statistical significance of token responses, at least the conclusions made in departments where women are not a token group are clear, especially in the Marketing department. Considering the fact that employees could choose whether or not to participate in the questionnaire, in departments where they are a token group, women might be reluctant to participate. Despite the fact that anonymity and confidentiality was ensured, those token women with strong negative opinions might have avoided the survey due to fear of backlash. This is one area where having official support from key managers and the Human Resources might have given token women with negative experiences a perception of bias.

Thirdly, as can be understood by the analysis of the organizational and cultural contexts that GSK Pakistan operates in, Pakistani women might have an approach to gender equality and discrimination that is different from that of their Western counterparts, on whose research the questionnaire was based. Such a Western approach to gender equality might not be shared even by the most progressive of Pakistani women. As mentioned earlier, in Pakistan, rights are closely associated with gender-based roles and responsibilities which are often backed by religion and even feminists have been careful not to challenge the greater considerations for the family unit and social order. Western feminist thought seems less prone to such considerations. (Jalal, 1991)

7.2 Suggestions for Further Research

Based on the limitations described above, there is a lot of potential for future research within the topic, stemming from questions raised in this case study.

Firstly, while this study focused on the analysis of the presence of numerical imbalance and negative tokenism processes at GSK Pakistan, further research could be conducted on a departmental level. Either at GSK Pakistan or another multi-national organization in Pakistan, Kanter's original study could be replicated by directly observing (and being a regular part of) a working group where women are a minority. For example, over a period of five years, Kanter interviewed employees in a Sales department of 300 employees, out of which only 20 were female. (Kanter, 1993)

Secondly, it would be interesting to conduct a more extensive study involving in-depth interviews with a higher number of people from token and non-token departments, moving deeper from the overall organizational view that this thesis adapted. For example, Kanter's original study could be replicated at both a Sales department and a Marketing department to allow inter-departmental comparison. Also, it would be useful to investigate whether numerical imbalance and negative tokenism processes have an impact on token groups' interest and willing to participate in organization-supported studies on the issue of tokenism.

Thirdly, it would be interesting to conduct a parallel study in a similar organization in the same industry in a developed country so a clear comparison can be made between the presences of negative tokenism processes in different cultures. In such a study, the aim

would be to keep the organizational scale and industry constant while comparing the impact of cultural ideologies. This would also give interesting insights into the differences in perceptions and perspectives of gender equality between women in two different countries.

Fourthly, comparison can also be made within industries; perhaps between pharmaceutical and banking and finance. This way, the gender-appropriateness of various professions and industries could be gauged.

Finally, research could be conducted among token groups such as Western expatriates, who are generally in higher management roles, to see whether they face the same consequences for being a minority group or whether their status and context mitigates the possible consequences of their token roles.

8. Conclusion

This chapter concludes the findings of this thesis, along with the practical implications of these findings.

While the general perception today is that gender equality has been achieved and that women now have the same rights as men, the reality is that there are still many places in the world where gender discrimination is not only common but even somewhat accepted in the form of gender roles and responsibilities. The argument is that men and women are equal but different. Even in the more developed world, women have lower starting salaries, represent a small proportion of Fortune 500 CEOs and board directors, and have a lower career satisfaction. (Carter & Silva, 2010)

To remind the reader of the background and put things in perspective: Pakistan is a country where gender inequality and discrimination are almost institutionalized. It is ranked the 8th worst country in the world for women (out of 165 countries) (Streib, 2011). 78.3% of Pakistani women do not participate in the labor force, 76.5% of them do not have access to even secondary education and only 30% of them have access to contraception (United Nations Development Programme, 2011). It is a country where a legislative bill calling for the decriminalization of domestic violence is considered “controversial”. While there was support for the bill from the ruling government, the opposing voices were strong enough to make sure that women do not get the right to go to court if they are victims of domestic violence (Bari, 2012). It is a country where a debate between the highest achieving male and female high school graduates revolves around the question of whether the better performance of females in high school examinations means they are more intelligent. It is a place where even educated and elite members of the audience in this debate, males and females alike, supported the notion that men are more intelligent.

Furthermore, Pakistan has a high level of income inequality, with an inequality-adjusted HDI (Human Development Indicator) of 0.346 and a Gini coefficient of income distribution of 0.346. While a large part of the economy is still agrarian, the city of Karachi is a major industrial and business hub where various multi-national organizations such as Unilever, P&G, KPMG, PepsiCo, GlaxoSmithKline, Pfizer, Novartis, etc. are operating from. (United Nations Development Programme, 2011) (World Bank, 2011)

This is the first such research exploring the issue of gender inequality and tokenism at a multi-national organization in a developing country. Despite the prevalent gender and income inequality in the country, we found that women at GSK Pakistan actually have a median salary that is 60% higher than that for men in the organization. In fact, the highest two income groups have the highest proportions of women, indicating the lack of a glass ceiling. Yet, their presence is low (8.3% overall) and concentrated in such departments as Marketing, Human Resources, Environmental Health & Safety, and Research & Development. On the contrary, their presence is particularly low in such departments as Sales & Distribution, Engineering, Finance, IT, and Legal & Regulatory Affairs.

The overarching goal of this thesis has been to both test and challenge the theory of tokenism in a situation where context plays a very important role. The testing was done via the qualitative and quantitative data collected and in the detailed analysis of this data, existing theories related to tokenism were challenged. It is clear now that numerical imbalance itself does not drive the situation of a token group. While Yoder did theorize that when it comes to tokenism, the context matters, we did not find any research that analyzes the issue of tokenism in an organization from the more detailed lens of the greater overall organizational and cultural contexts. (Yoder J. D., 2002) (Kanter, 1993)

Resulting from an intention to challenge and improve the theory, we found that while being a token group even at a large multi-national organization results in certain consequences, social perceptions, national culture, and class dynamics define the extent to which such consequences play a role in the management of the organization.

Contextual and environmental analysis revealed that the very perspective on gender equality and discrimination in Pakistan is shaped by cultural norms and religious beliefs. For example, it is plausible that while there might be much lesser social interaction with members of the dominant group, influenced by the greater national culture, such exclusion might be considered normal; this might not result in feelings of social isolation, an idea supported by the survey findings. The context impacts the issue to the extent that the very definition of gender equality comes into play i.e. when gender roles are so strongly engrained in the society, does the general concept of gender equality even apply? Is it possible to claim gender discrimination when the female population in a country accepts

certain notions as part of their gender role? Considering the historical development of feminist discourse in the region, highlighting the emphasis on gender roles, family unit, and social order (Jalal, 1991), it is extremely plausible that women in such environments are happier with “less equality” than their Western counterparts. This is once again supported by the survey finding that women at GSK Pakistan, both tokens and non-tokens, do not feel discriminated against either in the organization or in the country in general.

While there is certainly a great deal of gender inequality in the country of Pakistan, women in the studied organization seem to be rewarded for their skills, experience, and education. Therefore, it can be argued that organizations are not only shaped by their environments but they also play a role in shaping them e.g. by offering equal opportunities and friendly working conditions to women even in countries facing persisting gender issues. (Pfeffer, 1973)

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Appendices

Raw Employee Data from GSK Pakistan

Gender	Age	Qualification	Income Group	Monthly Rate	GSK Experience	Prior Experience	Total Experience	Department Name
Male	55.7	Bachelor of Arts	I	PKR 1,889,525	19.6		19.6	General Administration
Female	57.0	FACP	I	PKR 957,261	25.5		25.5	Medical Admin Asia Pacific
Male	58.7	Doctor of Philosophy	I	PKR 837,774	24.6		24.6	Tech Directorate
Male	42.7	FCA	I	PKR 803,000	11.8	13.0	24.8	Finance / Accounting
Male	53.0	Bachelor of Engineering	I	PKR 733,952	14.1	13.0	27.1	Consumer Healthcare
Male	57.6	Bachelor of Laws	II	PKR 667,427	10.6	16.6	27.2	Legal and Secretarial
Female	43.6	Master of Arts	I	PKR 650,304	19.6	5.3	24.9	Product Management
Male	58.3	Master of Business Administration	I	PKR 602,071	36.5		36.5	Field Force Unit 2
Male	48.9	Master of Public Administration	II	PKR 537,663	19.8		19.8	Site Administration & Overheads
Male	60.0	Bachelor of Pharmacy	II	PKR 491,835	30.5		30.5	Site Administration & Overheads
Female	37.6	Master of Science	II	PKR 453,691	3.3	9.2	12.5	Personnel / Human Resources
Male	35.1	CA	II	PKR 452,992	6.9	2.8	9.7	Finance / Accounting
Male	59.3	Bachelor of Medicine	II	PKR 437,052	3.2	31.0	34.2	Medical Administration
Male	59.1	Doctor of Science	III	PKR 414,497	19.2		19.2	Site Administration & Overheads
Male	50.4	Bachelor of Engineering	III	PKR 400,000	23.5		23.5	Engineering Administration
Male	37.2	CA	III	PKR 369,563	9.3	4.0	13.3	Finance / Accounting
Male	42.4	Master of Business Administration	III	PKR 368,359	11.4	2.6	14.0	Product Management
Male	56.0	Bachelor of Commerce	III	PKR 366,644	34.3		34.3	PPIC
Male	56.0	Bachelor of Pharmacy	III	PKR 337,494	34.5		34.5	Quality Assurance
Male	54.4	Master of Arts	III	PKR 280,694	27.2	0.5	27.7	Field Force Unit 3
Male	47.1	ACMA	III	PKR 278,279	15.0		15.0	GMS Finance Common
Male	51.7	Bachelor of Engineering	III	PKR 255,981	20.4		20.4	Pencillin Manufacturing
Female	37.8	Bachelor of Pharmacy	III	PKR 243,494	9.5	7.1	16.6	Marketing Administration
Male	51.4	Master of Business Administration	III	PKR 241,557	2.5		2.5	Environment Health & Safety
Male	40.9	Bachelor of Commerce	III	PKR 241,472	10.0		10.0	GMS Finance-F/268
Male	32.5	Bachelor of Engineering	III	PKR 241,390	10.9		10.9	Engineering Administration
Male	57.4	Bachelor of Laws	IV	PKR 234,017	21.6	17.0	38.6	IR and Personnel Overheads
Male	47.6	Master of Science	III	PKR 229,098	22.0		22.0	Prod Planning and Inv Control
Male	41.2	Bachelor of Medicine	III	PKR 226,025	15.2	3.3	18.5	Regulatory Affairs
Male	49.6	Master of Public Administration	IV	PKR 225,876	1.4	7.2	8.6	Marketing Administration
Male	37.4	Master of Business Administration	III	PKR 223,096	6.0	5.0	11.0	Product Management
Male	39.6	Master of Business Administration	III	PKR 219,798	5.7	3.0	8.7	Field Force Unit 3
Male	34.4	CA	IV	PKR 211,788	2.7	6.5	9.2	Procurement Commercial
Male	53.6	Bachelor of Medicine	IV	PKR 204,841	19.0	8.6	27.6	Medical Attendance Management
Female	32.8	CA	IV	PKR 203,155	6.6	1.5	8.1	Finance / Accounting
Male	53.6	Bachelor of Laws	IV	PKR 195,314	13.5	17.2	30.7	Legal and Secretarial

Male	42.5	Bachelor of Medicine	III	PKR 194,798	9.2	2.5	11.7	Medical Administration
Male	54.1	Bachelor of Arts	IV	PKR 190,819	28.4		28.4	Power House
Male	52.3	Bachelor of Engineering	III	PKR 188,693	20.1		20.1	Procurement General Administration
Female	49.9	Intermediate	VI	PKR 187,388	31.2		31.2	Engineering
Male	37.4	Bachelor of Engineering	V	PKR 185,536	5.1		5.1	Environment Health & Safety
Male	34.5	Master of Science	IV	PKR 183,644	2.7		2.7	Field Force Derma
Male	57.8	Bachelor of Science	IV	PKR 182,741	36.1		36.1	Field Force Unit 1
Male	44.2	Diploma	IV	PKR 180,217	2.7	10.5	13.2	Field Force Unit 2
Male	51.7	Bachelor of Science	III	PKR 179,912	26.5		26.5	Marketing Admin - Derma
Female	36.5	Bachelor of Medicine	IV	PKR 177,602	9.1	1.3	10.4	Personnel / Human Resources
Male	53.5	Bachelor of Commerce	IV	PKR 173,471	21.4	10.3	31.7	Legal and Secretarial Product Management
Female	43.5	Master of Business Administration	VII	PKR 173,138	21.5	0.8	22.3	Field Force Unit 2
Female	34.8	Master of Business Administration	IV	PKR 171,125	6.2	1.7	7.9	Information Technology
Male	48.4	Master of Business Administration	III	PKR 170,555	22.6	0.4	23.0	Engineering Administration
Male	56.2	Bachelor of Arts	V	PKR 167,461	14.7	21.8	36.5	Finance / Accounting
Male	60.0	Bachelor of Science	IV	PKR 163,634	31.0		31.0	IT Demand
Male	27.5	ACCA	IV	PKR 160,722	3.2	3.2	6.4	Quality Assurance
Male	43.1	Bachelor of Science	IV	PKR 159,684	11.7	9.3	21.0	Personnel / Human Resources
Female	53.4	Master of Science	IV	PKR 158,820	30.5		30.5	GMS HR F268
Female	32.3	Master of Business Administration	IV	PKR 158,353	3.0	4.0	7.0	Finance / Accounting
Male	44.2	MAS	V	PKR 156,712	2.5		2.5	Medical Administration
Male	51.7	Bachelor of Commerce	IV	PKR 155,498	27.5		27.5	Tablets Manufacturing F-268
Female	36.6	Bachelor of Medicine	IV	PKR 150,000	6.1	10.1	16.2	GMS Finance Common
Male	57.8	Bachelor of Pharmacy	IV	PKR 148,724	32.5		32.5	Finance / Accounting
Male	44.6	ACMA	V	PKR 144,883	13.1		13.1	Medical Attendance Management
Male	50.7	Bachelor of Commerce	V	PKR 142,695	28.9	4.0	32.9	Field Force Unit 1
Male	59.3	Bachelor of Medicine	V	PKR 142,328	19.7	14.0	33.7	Field Force Unit 1
Male	47.4	Master of Business Administration	IV	PKR 141,919	24.0	0.8	24.8	Field Force Unit 1
Male	47.6	Bachelor of Arts	IV	PKR 141,258	23.6	2.5	26.1	Solution Delivery & Architect
Male	39.0	Bachelor of Engineering	V	PKR 140,830	13.8	2.2	16.0	Product Management
Male	33.9	Dentistry	IV	PKR 140,721	2.1	6.4	8.5	Project & Development
Male	40.8	Bachelor of Engineering	IV	PKR 140,562	12.0		12.0	Finance / Accounting
Male	53.5	Bachelor of Commerce	V	PKR 140,298	28.7	6.2	34.9	Quality Assurance Directorate
Male	46.5	Master of Pharmacy	IV	PKR 140,062	14.0		14.0	Product Management
Male	32.1	Master	IV	PKR 135,730	4.9	2.7	7.6	Warehousing
Male	59.1	Bachelor of Pharmacy	V	PKR 135,264	31.9		31.9	Product Management
Male	32.1	Master of Business Administration	IV	PKR 135,247	3.4	2.3	5.7	Finance / Accounting
Male	48.7	Bachelor of Commerce	V	PKR 134,866	28.2	4.0	32.2	Field Force Unit 2
Male	40.4	Master of Business Administration	IV	PKR 134,807	18.5		18.5	Quality Control
Male	48.0	Master of Science	IV	PKR 134,268	25.6		25.6	Tech Directorate
Female	48.9	Bachelor of Science	VII	PKR 133,632	21.0		21.0	Pellets
Male	53.1	Bachelor of Pharmacy	IV	PKR 131,586	29.4		29.4	

Male	52.3	ACIS	V	PKR 130,657	22.5		22.5	GMS Finance-F/268
Male	59.8	Bachelor of Science	IV	PKR 130,175	35.1	3.0	38.1	Field Force Unit 3
Female	25.5	Bachelor of Arts	IV	PKR 129,862	5.0	0.8	5.8	Product Management
Male	53.3	Bachelor of Science	IV	PKR 129,472	24.8	6.0	30.8	Regulatory Affairs
Male	47.6	Bachelor of Science	IV	PKR 128,877	25.8	0.3	26.1	Field Force Unit 3
Male	51.1	Bachelor of Science	V	PKR 123,860	27.5		27.5	Finance / Accounting
Male	56.2	Bachelor of Pharmacy	V	PKR 123,211	32.1		32.1	Packaging
Male	52.3	Doctor of Science	V	PKR 122,639	4.4		4.4	Quality Assurance
Male	58.4	Bachelor of Commerce	V	PKR 122,143	35.0	1.2	36.2	Distribution
Male	55.8	Bachelor of Arts	V	PKR 120,786	22.1	3.0	25.1	IR and Personnel Overheads
Male	49.4	Bachelor of Pharmacy	V	PKR 120,569	19.2	6.9	26.1	Distribution
Male	55.6	Master of Science	V	PKR 120,052	19.8	15.0	34.8	Distribution
Male	45.7	Bachelor of Science	V	PKR 120,004	20.9		20.9	Field Force Unit 2
Male	48.7	Master of Business Administration	IV	PKR 119,175	23.0	3.3	26.3	Field Force Unit 2
Male	43.3	Bachelor of Engineering	IV	PKR 118,256	17.3		17.3	Sterile Mfg WW (Drp Amp & Pdr)
Male	49.9	Bachelor of Engineering	V	PKR 118,019	21.2		21.2	Penicillin Packaging
Male	56.1	Bachelor of Commerce	VI	PKR 117,256	32.9	1.3	34.2	Distribution
Male	52.2	Bachelor of Engineering	V	PKR 116,901	18.7		18.7	Project & Development
Male	41.4	Intermediate	V	PKR 116,864	17.6		17.6	Distribution
Male	47.6	Master of Business Administration	IV	PKR 116,826	23.7	0.2	23.9	Sales Administration
Female	29.1	Master of Business Administration	IV	PKR 116,158	5.4	0.3	5.7	Product Management
Male	32.4	Master of Business Administration	IV	PKR 116,048	6.8		6.8	Procurement SGM
Male	44.2	Master of Philosophy	V	PKR 112,190	14.9		14.9	Injectables Lahore
Male	35.2	Master of Computer Science	IV	PKR 112,030	10.2	5.6	15.8	System & Comm Services
Male	35.9	ACMA	V	PKR 111,701	5.9		5.9	GMS Finance Common
Male	49.2	Master of Business Administration	IV	PKR 111,554	24.4	1.3	25.7	Field Force Unit 2
Male	55.6	Bachelor of Science	IV	PKR 110,311	30.8	1.6	32.4	Field Force Unit 3
Male	42.1	Bachelor of Engineering	V	PKR 109,593	13.5		13.5	Lean Sigma
Female	37.0	Bachelor of Commerce	VII	PKR 109,500	14.4	2.0	16.4	Finance / Accounting
Male	48.5	Bachelor of Commerce	VI	PKR 109,427	25.3		25.3	Sales Force Training
Female	41.7	Bachelor of Commerce	VII	PKR 109,044	17.8	3.0	20.8	Personnel / Human Resources
Male	35.3	DVM	V	PKR 108,673	9.7		9.7	Penicillin QC
Female	30.9	BBIT	V	PKR 108,521	3.5	1.1	4.6	Personnel / Human Resources
Female	28.5	CA	V	PKR 108,372	2.7		2.7	Finance / Accounting
Female	39.7	Master of Arts	VI	PKR 107,912	2.6		2.6	Environment Health & Safety
Male	33.3	Master of Business Administration	IV	PKR 107,102	10.2	0.3	10.5	Consumer Healthcare
Male	44.1	Bachelor of Science	V	PKR 106,324	22.7		22.7	Sales Force Training
Male	49.9	Bachelor of Pharmacy	V	PKR 106,323	23.1		23.1	Penicillin Manufacturing
Male	56.8	Bachelor of Arts	V	PKR 105,988	36.3		36.3	Procurement
Male	54.3	Bachelor of Commerce	V	PKR 105,163	31.6	0.8	32.4	Marketing Administration
Female	58.8	Bachelor of Pharmacy	VI	PKR 104,480	34.5		34.5	Penicillin QC
Female	29.0	Master of Business Administration	VI	PKR 103,787	2.8		2.8	GMS HR Common
Male	53.9	Master of Business Administration	IV	PKR 103,340	27.0	1.7	28.7	Field Force Unit 3

Male	55.3	Master of Science	VI	PKR 102,593	29.8		29.8	Research & Development
Male	46.4	Bachelor of Arts	IV	PKR 102,269	17.1	2.5	19.6	Marketing Admin - Derma
Male	57.8	Bachelor of Pharmacy	V	PKR 101,879	34.3		34.3	Research & Development
Male	47.7	Bachelor of Commerce	V	PKR 101,820	14.6	5.0	19.6	Finance / Accounting
Male	38.9	Bachelor of Science	IV	PKR 101,083	16.0		16.0	Field Force Unit 2
Female	27.2	Bachelor of Business Administration	V	PKR 100,618	3.6	1.4	5.0	Consumer Healthcare
Male	36.3	Bachelor of Medicine	V	PKR 100,130	5.2	2.6	7.8	Medical Administration
Male	55.6	Intermediate	VI	PKR 99,571	30.9	3.2	34.1	Marketing Administration
Male	57.3	Bachelor of Arts	V	PKR 99,307	36.0		36.0	Warehousing
Male	38.4	Master of Business Administration	IV	PKR 98,822	17.3	1.0	18.3	Consumer Healthcare
Female	47.4	Master of Science	V	PKR 96,760	22.1		22.1	Quality Assurance
Male	51.9	Bachelor of Science	VI	PKR 96,300	30.5		30.5	Quality Assurance Directorate
Male	32.6	Bachelor of Commerce	V	PKR 95,549	6.4		6.4	PPIC
Male	52.8	Bachelor of Pharmacy	VI	PKR 95,424	24.9		24.9	Pencillin Manufacturing
Male	39.5	Master of Business Administration	IV	PKR 95,258	4.1	8.7	12.8	Consumer Healthcare
Male	51.7	Bachelor of Arts	V	PKR 95,039	30.5		30.5	Warehousing
Male	57.0	Bachelor of Pharmacy	VI	PKR 94,762	34.6		34.6	Lean Sigma
Male	52.5	Master of Science	VI	PKR 94,573	25.9		25.9	Packaging
Female	51.6	Intermediate	VII	PKR 93,016	14.4	28.3	42.7	Marketing Administration
Male	41.0	Master of Business Administration	V	PKR 92,932	21.9		21.9	Procurement SGM
Male	35.4	Bachelor of Science	V	PKR 92,767	12.1		12.1	Quality Assurance
Male	29.2	Bachelor of Science	V	PKR 92,642	9.0		9.0	Product Management
Male	27.5	Bachelor of Science	V	PKR 91,929	2.7	1.3	4.0	Product Management
Male	46.2	Master of Science	IV	PKR 91,139	18.1	4.8	22.9	Field Force Unit 2
Male	52.7	Master of Science	V	PKR 90,431	10.2	17.0	27.2	Field Force Unit 2
Male	45.7	Bachelor of Science	IV	PKR 90,386	22.2	3.0	25.2	Field Force Unit 2
Male	52.1	Bachelor of Pharmacy	VI	PKR 89,662	23.8		23.8	Tablets Manufacturing F-268
Male	36.8	Bachelor of Medicine	V	PKR 89,636	3.1	4.6	7.7	Medical Admin Asia Pacific
Male	44.0	Master of Business Administration	IV	PKR 88,848	22.7		22.7	Field Force Derma
Male	31.2	Master of Science	V	PKR 88,690	5.2	0.0	5.2	Medical Administration
Male	58.8	Bachelor of Science	VI	PKR 88,664	34.4		34.4	Pellets
Male	50.8	Master of Business Administration	VI	PKR 88,244	28.4		28.4	GMS Finance-F/268
Male	50.0	Bachelor of Laws	V	PKR 87,909	22.9	1.3	24.2	Regulatory Affairs
Male	49.3	Master of Business Administration	V	PKR 87,876	25.1	1.1	26.2	Field Force Unit 1
Male	56.7	Bachelor of Commerce	VI	PKR 87,655	22.3		22.3	PPIC
Female	30.1	Master of Business Administration	V	PKR 87,644	2.7	2.0	4.7	Product Management
Male	48.1	Bachelor of Science	IV	PKR 86,731	21.2	0.7	21.9	Field Force Unit 2
Male	55.6	Bachelor of Commerce	VI	PKR 86,725	33.7		33.7	Prod Planning and Inv Control
Male	35.4	Bachelor of Medicine	V	PKR 86,699	4.4	1.2	5.6	Medical Administration
Male	54.1	Bachelor of Pharmacy	V	PKR 86,057	22.8	7.1	29.9	Field Force Unit 1
Male	47.4	Master of Science	IV	PKR 85,427	16.4	0.5	16.9	Field Force Unit 2
Male	51.3	Bachelor of Commerce	VI	PKR 85,399	25.9	2.0	27.9	Finance / Accounting

Male	42.6	Master of Business Administration	V	PKR 85,191	21.8		21.8	Sales Force Training
Female	46.0	Bachelor of Arts	VIII	PKR 85,116	18.4		18.4	Site Administration & Ovrheads
Male	47.6	Bachelor of Commerce	VI	PKR 85,071	27.3		27.3	GMS Finance Common
Female	48.8	Bachelor of Arts	VII	PKR 84,844	18.3	4.7	23.0	Field Force Unit 1
Male	49.3	Bachelor of Science	V	PKR 84,647	26.5		26.5	Field Force Derma
Male	39.3	Bachelor of Science	IV	PKR 84,515	16.4	2.0	18.4	Field Force Unit 2
Male	30.5	Bachelor of Medicine	V	PKR 84,335	2.9	4.0	6.9	Product Management
Male	50.9	Bachelor of Science	VI	PKR 84,043	28.7	2.0	30.7	Field Force Unit 2
Female	32.5	Bachelor of Pharmacy	VI	PKR 83,885	5.9		5.9	Packaging
Male	32.3	Bachelor of Engineering	VI	PKR 83,820	3.7		3.7	Project & Development
Male	50.2	Master of Science	V	PKR 83,526	20.0		20.0	Tablets Manufacturing F-268
Female	27.7	Bachelor of Science	V	PKR 83,289	2.9	2.8	5.7	Finance / Accounting
Male	32.0	Bachelor of Engineering	VI	PKR 82,497	4.0		4.0	Penicillin Engineering
Female	55.1	Intermediate Bachelor of Commerce	VII	PKR 82,466	3.0	31.3	34.3	Medical Administration
Male	53.7	Bachelor of Commerce	VI	PKR 82,303	34.2		34.2	GMS Finance-F/268
Male	53.7	Bachelor of Science	V	PKR 82,097	29.4	5.7	35.1	Field Force Unit 2
Male	45.2	Bachelor of Pharmacy	IV	PKR 81,417	19.8	0.8	20.6	Field Force Unit 2
Male	45.1	Master of Arts	VI	PKR 81,136	23.5	0.4	23.9	Personnel / Human Resources
Male	51.6	Bachelor of Science	VI	PKR 80,866	28.6		28.6	Field Force Unit 2
Female	51.0	Master of Science	VI	PKR 80,741	19.1		19.1	Penicillin Manufacturing
Male	54.4	Master of Science	VII	PKR 80,737	18.6		18.6	Quality Assurance
Male	44.8	Master of Business Administration	VI	PKR 80,574	23.3		23.3	Prod Planning and Inv Control
Male	51.2	Bachelor of Arts	VII	PKR 80,296	32.7		32.7	Field Force Unit 2
Male	39.2	Bachelor of Pharmacy	V	PKR 79,917	14.0		14.0	Operational Excellence
Male	42.0	Bachelor of Commerce	V	PKR 79,875	21.4		21.4	Sales Administration
Male	50.0	Bachelor of Science	VI	PKR 79,865	26.8		26.8	Field Force Unit 1
Male	48.3	Bachelor of Commerce	VI	PKR 79,784	20.7		20.7	PPIC
Male	49.0	Bachelor of Science	VII	PKR 79,090	22.5		22.5	Research & Development
Male	55.4	Bachelor of Science	VII	PKR 79,047	33.7		33.7	Non Sterile WW (Oint Mfg & Pck)
Male	41.5	Bachelor of Commerce	VI	PKR 79,021	17.3		17.3	Distribution
Female	26.6	Master of Business Administration	VI	PKR 78,350	1.6	1.4	3.0	Personnel / Human Resources
Male	48.6	Bachelor of Science	VI	PKR 77,996	28.7		28.7	Field Force Unit 2
Male	53.5	ICMA	VI	PKR 77,226	12.1	0.4	12.5	Finance / Accounting
Female	39.6	Bachelor of Pharmacy	V	PKR 77,011	14.0		14.0	Quality Assurance
Male	32.4	Bachelor of Engineering	VI	PKR 76,737	4.0		4.0	PPIC
Male	52.2	Bachelor of Commerce	VII	PKR 76,718	22.2	0.6	22.8	Distribution
Female	52.2	Matriculation	VII	PKR 76,703	14.4	14.8	29.2	Marketing Administration
Female	29.4	Master of Business Administration	VI	PKR 76,490	3.8		3.8	Finance / Accounting
Female	47.7	Master of Science	VI	PKR 75,989	20.0		20.0	Quality Assurance
Male	52.1	Master of Science	VI	PKR 75,859	25.6	3.0	28.6	Field Force Derma
Male	54.2	Master of Business Administration	V	PKR 75,744	30.0	3.3	33.3	Field Force Unit 3
Male	42.2	Bachelor of Science	VII	PKR 75,671	14.7	3.8	18.5	Marketing Administration
Male	46.2	Master	VI	PKR 75,484	1.4	15.4	16.8	Finance / Accounting

Male	48.2	Bachelor of Pharmacy	VII	PKR 75,363	20.0		20.0	Penicillin Packaging
Male	46.7	Bachelor of Commerce	VI	PKR 75,158	24.5	1.1	25.6	Finance / Accounting
Male	51.3	Bachelor of Arts	V	PKR 74,627	20.4	2.1	22.5	IR and Personnel Overheads
Male	37.4	Master of Business Administration	IV	PKR 74,229	17.9		17.9	Field Force Derma
Male	38.7	Bachelor of Pharmacy	VI	PKR 73,148	13.5		13.5	Liquid Manufacturing
Male	46.7	Bachelor of Science	VI	PKR 73,074	23.7		23.7	Quality Assurance
Male	59.9	Bachelor of Arts	VII	PKR 72,963	37.8		37.8	GMS Finance Common
Male	55.3	Bachelor of Arts	X	PKR 72,929	34.3		34.3	Engineering Administration
Male	56.1	Matriculation	X	PKR 72,787	38.1		38.1	Engineering Administration
Male	33.3	Bachelor of Pharmacy	V	PKR 72,604	4.9		4.9	Quality Assurance
Male	43.2	Intermediate	VII	PKR 72,562	19.3	3.7	23.0	Marketing Administration
Male	56.5	Bachelor of Commerce	X	PKR 72,409	36.1		36.1	Pellets
Female	28.1	Master of Business Administration	VI	PKR 72,388	2.9	1.1	4.0	Product Management
Male	51.5	Master of Arts	VIII	PKR 71,874	28.8		28.8	Distribution
Male	51.2	Bachelor of Pharmacy	VII	PKR 71,784	21.9		21.9	Packaging
Male	44.8	Bachelor of Science	V	PKR 71,517	20.9	1.7	22.6	Field Force Unit 2
Male	47.3	Bachelor of Commerce	VI	PKR 71,044	25.1		25.1	GMS Finance Common
Male	30.0	Bachelor of Arts	VII	PKR 71,000	2.4	6.7	9.1	Marketing Administration
Male	43.9	Bachelor of Science	V	PKR 70,909	21.5	1.0	22.5	Field Force Unit 3
Male	31.6	Master of Pharmacy	VI	PKR 70,861	3.6		3.6	Sterile Mfg WW (Drp Amp & Pdr)
Female	39.4	Intermediate	VIII	PKR 70,795	16.9		16.9	GMS Finance Common
Male	46.9	Master of Arts	VII	PKR 70,714	26.9		26.9	Prod Planning and Inv Control
Male	29.5	Bachelor of Commerce	VI	PKR 70,604	1.4	2.7	4.1	Finance / Accounting
Female	50.0	Bachelor of Pharmacy	VII	PKR 70,402	25.0		25.0	Penicillin Packaging
Male	51.3	Bachelor of Pharmacy	V	PKR 70,133	25.5		25.5	Field Force Derma
Male	47.2	Bachelor of Science	VI	PKR 69,992	22.1	2.3	24.4	Field Force Unit 2
Male	29.2	Bachelor of Pharmacy	VI	PKR 69,881	3.7		3.7	Prod Planning and Inv Control
Male	51.5	Master of Science	VII	PKR 69,818	24.4		24.4	Quality Assurance
Male	55.6	Bachelor of Science	V	PKR 69,797	26.7		26.7	Field Force Unit 2
Male	49.9	Bachelor of Commerce	VI	PKR 69,344	23.7		23.7	GMS Finance
Female	26.9	Master of Business Administration	VI	PKR 69,075	2.1		2.1	Finance / Accounting
Male	51.4	Master of Science	VI	PKR 69,025	27.0	2.0	29.0	Field Force Unit 2
Male	44.1	Bachelor of Science	V	PKR 68,814	19.9	2.0	21.9	Field Force Unit 3
Female	48.8	Bachelor of Science	VII	PKR 68,769	17.0	4.0	21.0	IR and Personnel Overheads
Male	48.2	Master of Science	VII	PKR 68,744	22.1		22.1	Production Planning
Male	48.6	Bachelor of Science	VI	PKR 68,705	27.7		27.7	Field Force Unit 2
Male	44.3	Intermediate	VIII	PKR 67,812	24.9		24.9	Non Sterile WW (Oint Mfg & Pck)
Male	36.1	Bachelor of Pharmacy	VI	PKR 66,806	5.1		5.1	Pellets
Male	48.2	Bachelor of Science	VI	PKR 66,765	25.1		25.1	Field Force Derma
Male	45.3	Master of Science	VI	PKR 66,761	17.4		17.4	Oral Manufacturing
Male	45.2	Bachelor of Commerce	VII	PKR 66,681	23.2		23.2	Site Administration & Ovrheads
Male	49.0	Master of Science	VI	PKR 66,260	26.0		26.0	Field Force Unit 2
Male	53.6	Intermediate	VII	PKR 65,819	31.8		31.8	Prod Planning and Inv Control

Male	44.3	Bachelor of Pharmacy	VI	PKR 65,644	19.0	0.0	19.0	Field Force Unit 3
Male	45.9	Bachelor of Arts	VII	PKR 65,526	20.0		20.0	Penicillin Packaging
Female	56.2	Bachelor of Arts	VII	PKR 65,165	37.8		37.8	Quality Assurance
Male	51.9	Bachelor of Science	VII	PKR 65,152	27.9		27.9	Quality Assurance
Male	58.2	Bachelor of Commerce	X	PKR 64,937	32.7	2.1	34.8	Distribution
Male	42.6	DAE	VII	PKR 64,917	13.0		13.0	Engineering Administration
Male	56.9	Intermediate	VII	PKR 64,900	23.9		23.9	Warehousing
Male	28.7	Bachelor of Pharmacy	VI	PKR 64,607	3.6		3.6	Quality Assurance
Male	43.5	Bachelor of Commerce	VII	PKR 64,355	17.7		17.7	PPIC
Male	46.1	Bachelor of Commerce	VII	PKR 63,737	20.8		20.8	Warehousing
Male	51.7	Bachelor of Science	VII	PKR 63,652	28.4		28.4	Quality Assurance
Male	28.0	Bachelor of Engineering	VI	PKR 63,481	3.0		3.0	Engineering Administration
Male	46.3	Bachelor of Science	VII	PKR 63,388	24.8		24.8	Quality Assurance
Male	41.5	Bachelor of Science	VI	PKR 63,221	5.1		5.1	Engineering Administration
Male	52.0	Bachelor of Laws	X	PKR 63,140	27.7	0.1	27.8	Distribution
Male	48.4	Bachelor of Science	VI	PKR 62,951	25.5		25.5	Field Force Unit 2
Male	42.5	Bachelor of Science	VI	PKR 62,928	14.2		14.2	Prod Planning and Inv Control
Male	51.9	Bachelor of Arts	X	PKR 62,677	26.4	3.0	29.4	Distribution
Female	36.3	Master of Science	VI	PKR 62,583	5.9		5.9	Research & Development
Male	53.5	Bachelor of Science	VII	PKR 62,505	25.9		25.9	Non Sterile WW (Oint Mfg & Pck)
Male	44.6	Master of Science	VII	PKR 62,005	13.9		13.9	Quality Assurance
Male	48.1	Bachelor of Pharmacy	VI	PKR 61,522	12.7	5.7	18.4	Field Force Unit 1
Male	50.4	Bachelor of Laws	VII	PKR 61,518	30.6		30.6	Distribution
Male	46.6	Bachelor of Pharmacy	VIII	PKR 61,218	18.5	0.0	18.5	Distribution
Male	51.2	Bachelor of Laws	VII	PKR 61,089	28.5		28.5	Quality Assurance
Male	42.9	Master of Science	VI	PKR 60,737	17.7		17.7	Field Force Unit 3
Male	39.3	Bachelor of Commerce	VII	PKR 60,579	11.6	3.3	14.9	Finance / Accounting
Male	56.0	Bachelor of Commerce	VII	PKR 60,437	18.6	15.2	33.8	End User Services
Male	48.4	Bachelor of Science	VI	PKR 60,414	25.0	1.2	26.2	Field Force Unit 3
Male	44.3	Bachelor of Science	VIII	PKR 60,207	22.8	0.8	23.6	Field Force Unit 3
Male	48.6	Bachelor of Science	VI	PKR 60,152	23.7	2.0	25.7	Field Force Unit 2
Male	41.3	Master of Science	V	PKR 60,126	17.6		17.6	Field Force Unit 3
Female	56.6	Master of Science	VII	PKR 60,090	27.8		27.8	Quality Assurance
Male	49.8	Bachelor of Science	VII	PKR 60,063	25.5		25.5	Quality Assurance Directorate
Male	38.8	Master of Business Administration	VII	PKR 59,996	12.1	2.0	14.1	Finance / Accounting
Male	46.5	Diploma	VI	PKR 59,703	22.0		22.0	Quality Assurance
Male	50.2	Bachelor of Science	VII	PKR 59,685	22.4	4.6	27.0	Finance / Accounting
Female	53.6	Master of Science	VII	PKR 59,529	28.5		28.5	Quality Assurance
Male	33.0	Intermediate	VII	PKR 58,986	11.5		11.5	PPIC
Male	50.9	Bachelor of Pharmacy	VII	PKR 58,577	20.0		20.0	Penicillin Manufacturing
Male	42.1	Bachelor of Science	V	PKR 58,465	17.0	1.8	18.8	Field Force Unit 3
Male	47.0	Master of Science	VII	PKR 58,450	19.7		19.7	Quality Assurance
Male	43.4	Bachelor of Science	VI	PKR 58,444	21.5	1.5	23.0	Field Force Unit 3

Male	43.6	Bachelor of Pharmacy	VIII	PKR 58,334	17.4		17.4	Distribution
Male	48.7	Bachelor of Science	VI	PKR 58,285	25.8		25.8	Field Force Unit 3
Male	44.6	Bachelor of Commerce	VIII	PKR 58,245	23.4	0.1	23.5	Distribution
Male	31.3	Master of Science	VII	PKR 58,091	5.9		5.9	Penicillin QC
Male	45.7	Bachelor of Science	VII	PKR 57,898	19.3		19.3	Penicillin QC
Male	41.2	Master of Science	VI	PKR 57,791	16.8		16.8	Field Force Unit 2
Male	49.9	Bachelor of Commerce	VIII	PKR 57,716	27.2		27.2	Distribution
Male	51.7	Bachelor of Pharmacy	VII	PKR 57,650	21.8		21.8	Warehousing
Male	45.5	Intermediate	VII	PKR 57,585	22.1		22.1	Prod Planning and Inv Control
Male	47.6	Doctor of Philosophy	VII	PKR 57,527	21.9		21.9	Research & Development
Male	45.3	Bachelor of Science	VII	PKR 57,315	21.0		21.0	Field Force Unit 3
Male	51.4	Bachelor of Pharmacy	VIII	PKR 57,263	17.4		17.4	Warehousing
Male	48.6	Master of Science	VI	PKR 57,079	20.9	2.3	23.2	Field Force Unit 3
Male	46.5	Master of Science	VI	PKR 56,968	18.6	0.0	18.6	Field Force Unit 2
Male	49.3	Bachelor of Science	IX	PKR 56,815	25.8	2.6	28.4	Distribution
Male	41.2	Master of Business Administration	VI	PKR 56,766	17.7	1.2	18.9	Field Force Unit 3
Male	46.3	Bachelor of Science	VII	PKR 56,681	24.9		24.9	Oral Manufacturing
Female	32.0	Master of Science	VII	PKR 56,554	5.9		5.9	Quality Assurance
Male	43.4	Master of Arts	VII	PKR 56,388	21.5		21.5	Field Force Unit 3
Male	44.3	Master of Science	VI	PKR 56,243	18.8		18.8	Field Force Unit 3
Male	55.3	Bachelor of Arts	X	PKR 56,163	37.5		37.5	Power House
Male	46.3	Bachelor of Science	VII	PKR 56,147	18.6	1.1	19.7	Field Force Unit 1
Male	44.0	Master of Business Administration	VII	PKR 56,106	21.2		21.2	Field Force Unit 3
Male	35.8	Bachelor of Pharmacy	VII	PKR 56,023	5.9		5.9	Quality Assurance
Male	43.3	Bachelor of Science	VI	PKR 55,934	16.4	3.6	20.0	Field Force Unit 2
Male	44.6	Bachelor of Science	VII	PKR 55,919	21.0		21.0	Field Force Unit 2
Male	49.2	Master of Business Administration	VII	PKR 55,863	20.7	5.1	25.8	Field Force Unit 3
Male	48.3	Bachelor of Pharmacy	VIII	PKR 55,856	17.4	2.0	19.4	Distribution
Female	44.0	Bachelor of Arts	VIII	PKR 55,838	20.3		20.3	Quality Assurance
Male	39.1	Bachelor of Science	V	PKR 55,819	16.4	3.3	19.7	Field Force Unit 2
Male	41.5	Master of Arts	VI	PKR 55,786	16.4		16.4	Field Force Unit 2
Female	46.0	Master of Science	VII	PKR 55,707	17.5		17.5	Research & Development
Male	53.6	Bachelor of Science	VI	PKR 55,698	25.3		25.3	Field Force Unit 3
Male	46.4	Master of Arts	VII	PKR 55,672	17.7		17.7	Quality Assurance
Male	39.3	Bachelor of Science	VI	PKR 55,628	14.9	0.0	14.9	Field Force Unit 2
Male	44.8	Bachelor of Science	VII	PKR 55,598	22.2		22.2	Quality Assurance
Male	42.0	Bachelor of Science	VI	PKR 55,549	17.8		17.8	Field Force Unit 2
Male	56.6	Intermediate	VIII	PKR 55,525	32.8		32.8	Penicillin Manufacturing
Male	40.3	Master of Business Administration	VI	PKR 55,514	18.7		18.7	Field Force Unit 1
Male	50.0	Bachelor of Pharmacy	VII	PKR 55,494	13.8		13.8	Tablets Manufacturing F-268
Male	47.8	Bachelor of Science	VII	PKR 55,161	25.3		25.3	Quality Assurance
Female	47.9	Bachelor of Science	VII	PKR 55,151	20.8		20.8	Quality Assurance
Male	53.3	Matriculation	X	PKR 55,075	35.1		35.1	Distribution
Male	47.5	Master of Business	VI	PKR 54,866	19.0		19.0	Field Force Unit 3

Administration								
Male	45.6	Bachelor of Arts	VIII	PKR 54,659	24.2		24.2	Warehousing
Male	29.5	Bachelor of Pharmacy	VI	PKR 54,474	3.7		3.7	Otic Drops
Male	43.3	Master of Arts	VIII	PKR 54,404	20.6	1.7	22.3	Distribution
Male	41.9	Master of Science	VI	PKR 54,347	17.8		17.8	Field Force Unit 3
Male	33.3	Master of Science	VII	PKR 54,270	3.3		3.3	Quality Assurance
Male	43.0	DAE	VIII	PKR 54,262	20.0		20.0	Toothpaste Packaging
Male	46.3	DAE	VIII	PKR 54,154	21.7		21.7	Penicillin Engineering
Male	44.1	Bachelor of Science	VII	PKR 54,089	24.8		24.8	Quality Assurance
Male	47.3	Master of Business Administration	VII	PKR 54,038	20.3	2.4	22.7	Field Force Unit 2
Male	52.4	Bachelor of Arts	X	PKR 53,996	28.2		28.2	Distribution
Male	39.5	Bachelor of Commerce	VII	PKR 53,896	9.8	1.5	11.3	Sales Administration
Male	47.3	Master of Business Administration	VII	PKR 53,819	20.2		20.2	Field Force Unit 3
Female	28.7	Bachelor of Pharmacy	VII	PKR 53,786	4.9		4.9	PPIC
Male	59.0	Master of Science	VIII	PKR 53,666	21.0		21.0	Tablets Manufacturing F-268
Male	41.2	DAE	VIII	PKR 53,542	20.0		20.0	Penicillin Packaging
Male	49.1	Master of Science	VII	PKR 53,502	23.5		23.5	Quality Assurance
Male	36.7	Bachelor of Science	VI	PKR 53,265	13.7	2.1	15.8	Field Force Unit 3
Male	35.8	Bachelor of Pharmacy	VI	PKR 53,152	8.6	0.7	9.3	Field Force Unit 2
Male	34.8	Master of Science	VII	PKR 53,124	5.1		5.1	Injectables Lahore
Male	48.6	Bachelor of Arts	VI	PKR 53,099	22.6	3.3	25.9	Field Force Unit 3
Male	50.4	Bachelor of Commerce	X	PKR 52,988	33.1		33.1	Warehousing
Male	49.4	Bachelor of Commerce	VII	PKR 52,902	23.5		23.5	PPIC
Male	48.8	Master of Business Administration	VI	PKR 52,896	24.3		24.3	Field Force Unit 1
Male	43.0	Bachelor of Science	VI	PKR 52,721	16.8	3.6	20.4	Field Force Unit 2
Male	47.4	Bachelor of Science	VI	PKR 52,664	22.3	2.1	24.4	Field Force Unit 2
Female	36.9	Bachelor of Engineering	VII	PKR 52,227	5.1		5.1	Environment Health & Safety
Male	58.1	Intermediate	VIII	PKR 52,186	37.8		37.8	Quality Assurance Directorate
Male	40.5	Master of Science	VI	PKR 52,078	16.9		16.9	Field Force Unit 2
Male	30.2	Bachelor of Pharmacy	VII	PKR 52,070	4.9		4.9	Quality Assurance
Male	46.9	Intermediate	VIII	PKR 51,961	27.0		27.0	Penicillin Packaging
Male	43.5	Bachelor of Commerce	VII	PKR 51,909	12.1		12.1	GMS Finance-F/268
Male	43.0	Bachelor of Commerce	VII	PKR 51,909	15.9		15.9	GMS Finance-F/268
Male	36.3	Bachelor of Science	VI	PKR 51,876	12.9		12.9	Field Force Unit 2
Male	40.5	Bachelor of Science	VI	PKR 51,838	17.9		17.9	Field Force Unit 2
Male	41.7	Intermediate	VIII	PKR 51,713	21.9		21.9	Quality Assurance
Male	38.7	Bachelor of Science	VI	PKR 51,686	18.2	0.8	19.0	Field Force Unit 1
Male	36.8	Master of Business Administration	VI	PKR 51,629	16.2		16.2	Field Force Unit 3
Male	42.8	Master of Business Administration	VII	PKR 51,542	21.1	1.0	22.1	Field Force Unit 1
Male	43.3	Bachelor of Science	VIII	PKR 51,294	20.1	0.2	20.3	Field Force Unit 3
Male	55.6	Master of Arts	X	PKR 51,277	34.4		34.4	Distribution
Male	43.5	Bachelor of Science	VI	PKR 51,253	18.7	1.7	20.4	Field Force Unit 2
Male	47.4	Bachelor of Science	VII	PKR 51,115	24.5		24.5	Field Force Unit 2

Male	49.5	Bachelor of Science	VII	PKR 51,111	19.8	5.1	24.9	Field Force Unit 3
Male	40.9	Bachelor of Science	VI	PKR 51,071	19.1	1.0	20.1	Field Force Unit 3
Male	45.4	Bachelor of Science	VII	PKR 51,016	20.2	2.8	23.0	Field Force Unit 2
Male	31.3	Master of Business Administration	VII	PKR 50,922	2.7	5.5	8.2	Personnel / Human Resources
Male	36.9	Bachelor of Science	VI	PKR 50,875	16.0	0.2	16.2	Field Force Unit 2
Male	53.4	Intermediate	VIII	PKR 50,660	34.9		34.9	Warehousing
Male	38.6	Master of Science	VI	PKR 50,659	17.8		17.8	Field Force Unit 3
Male	43.7	Intermediate	VII	PKR 50,544	19.3		19.3	Quality Assurance Directorate
Male	45.3	Bachelor of Science	VII	PKR 50,477	20.5	0.3	20.8	Field Force Unit 2
Male	41.9	Master of Business Administration	VI	PKR 50,221	18.7		18.7	Field Force Unit 2
Male	44.1	DAE	VIII	PKR 50,126	20.0		20.0	Penicillin Engineering
Male	38.1	Bachelor of Science	VI	PKR 50,079	14.9	4.0	18.9	Field Force Unit 2
Male	55.3	Master of Science	VII	PKR 49,981	26.1	3.0	29.1	Field Force Unit 3
Male	43.5	Master of Science	VI	PKR 49,898	16.4	0.9	17.3	Field Force Unit 2
Male	44.4	Bachelor of Science	VIII	PKR 49,785	23.7		23.7	Non Sterile WW (Oint Mfg & Pck)
Female	49.6	Bachelor of Arts	VIII	PKR 49,614	32.8		32.8	Packaging
Male	49.2	Intermediate	X	PKR 49,572	24.2	5.0	29.2	Distribution
Male	41.5	Master of Science	VI	PKR 49,484	17.6	2.0	19.6	Field Force Unit 2
Male	38.6	Master of Business Administration	VI	PKR 49,476	18.2		18.2	Field Force Derma
Male	35.6	Bachelor of Commerce	VII	PKR 49,472	8.1	3.5	11.6	Finance / Accounting
Male	45.7	Bachelor of Pharmacy	VII	PKR 49,441	19.3		19.3	Field Force Unit 3
Male	42.6	Bachelor of Science	VI	PKR 49,436	17.4		17.4	Field Force Unit 2
Male	43.2	Master of Science	VI	PKR 49,420	17.8		17.8	Field Force Unit 2
Male	45.3	Master of Science	VI	PKR 49,390	18.8		18.8	Field Force Unit 3
Male	38.7	Bachelor of Pharmacy	VI	PKR 49,256	11.9		11.9	Field Force Derma
Male	44.5	Bachelor of Pharmacy	VI	PKR 49,158	18.5	1.3	19.8	Field Force Unit 2
Male	38.3	Bachelor of Science	VI	PKR 49,097	16.1	0.7	16.8	Field Force Unit 2
Male	48.5	Bachelor of Science	VII	PKR 48,973	23.2		23.2	Field Force Unit 3
Male	37.0	Bachelor of Science	VI	PKR 48,936	16.4	0.6	17.0	Field Force Unit 1
Male	47.6	Bachelor of Science	VI	PKR 48,879	17.0	4.0	21.0	Field Force Derma
Male	49.1	Bachelor of Science	VII	PKR 48,751	24.5	0.5	25.0	Field Force Unit 1
Male	45.7	DAE	VIII	PKR 48,674	16.4		16.4	Power House
Male	53.2	Master of Science	VIII	PKR 48,623	26.7		26.7	Field Force Unit 2
Male	51.8	Bachelor of Commerce	X	PKR 48,433	25.6		25.6	PPIC
Male	47.3	Bachelor of Science	VII	PKR 48,417	22.6	0.8	23.4	Field Force Unit 2
Female	43.5	Bachelor of Arts	VIII	PKR 48,356	3.0	4.0	7.0	Sales Administration
Male	37.9	Bachelor of Commerce	VII	PKR 48,252	11.9	1.0	12.9	Procurement Commercial
Male	42.4	Bachelor of Science	VII	PKR 48,184	16.9	0.0	16.9	Field Force Unit 3
Male	49.0	Bachelor of Science	VII	PKR 47,977	23.7		23.7	Field Force Unit 3
Male	50.3	Master of Science	VII	PKR 47,899	24.9	0.7	25.6	Field Force Unit 2
Male	31.8	Master of Philosophy	VIII	PKR 47,865	3.5		3.5	Tablets Manufacturing F-268
Male	44.5	Matriculation	IX	PKR 47,813	26.4		26.4	Distribution
Male	43.8	Bachelor of Science	VII	PKR 47,803	20.1		20.1	Field Force Unit 1
Male	25.9	Bachelor of Pharmacy	VIII	PKR 47,776	3.6		3.6	Sterile Mfg WW (Drp Amp & Pdr)

Male	38.3	Master of Business Administration	VII	PKR 47,753	17.9		17.9	Field Force Unit 3
Male	38.4	Bachelor of Science	VI	PKR 47,736	12.7	2.0	14.7	Field Force Derma
Male	50.1	Bachelor of Science	VII	PKR 47,646	22.8	2.1	24.9	Distribution
Male	41.7	Bachelor of Science	VII	PKR 47,597	19.0		19.0	Quality Assurance
Male	47.2	Bachelor of Arts	VI	PKR 47,566	18.5	3.5	22.0	Field Force Derma
Male	45.0	Master of Business Administration	VIII	PKR 47,476	20.1		20.1	Field Force Unit 1
Male	42.5	Master of Science	VI	PKR 47,322	17.6	2.8	20.4	Field Force Unit 2
Male	42.7	Master of Business Administration	VIII	PKR 47,243	22.2		22.2	Field Force Unit 2
Male	47.2	Bachelor of Science	VII	PKR 47,169	22.7		22.7	Field Force Unit 3
Male	35.3	Bachelor of Science	VI	PKR 47,065	11.8	1.8	13.6	Field Force Unit 2
Male	39.2	Bachelor of Science	VI	PKR 46,963	16.4	0.8	17.2	Field Force Derma
Male	52.2	Bachelor of Science	VIII	PKR 46,949	21.2		21.2	Liquid Manufacturing
Male	25.2	Bachelor of Engineering	VII	PKR 46,913	2.3		2.3	Engineering Administration
Male	41.5	Bachelor of Science	VII	PKR 46,635	16.4	1.3	17.7	Field Force Unit 2
Male	39.6	Bachelor of Science	VI	PKR 46,600	15.4		15.4	Field Force Unit 3
Male	41.5	Bachelor of Science	VII	PKR 46,545	19.3	0.8	20.1	Field Force Unit 3
Male	38.8	Bachelor of Science	VI	PKR 46,472	11.8	2.0	13.8	Field Force Unit 2
Male	45.3	Bachelor of Pharmacy	VI	PKR 46,261	17.7	0.0	17.7	Field Force Derma
Male	45.8	Master of Science	VII	PKR 46,219	18.2	0.1	18.3	Field Force Unit 1
Male	43.7	Master of Science	VII	PKR 46,134	17.0	2.1	19.1	Field Force Unit 2
Male	46.4	Master of Science	VI	PKR 46,102	20.9	0.9	21.8	Field Force Unit 2
Female	52.4	Bachelor of Arts	VIII	PKR 46,092	27.9		27.9	Quality Assurance
Male	44.6	Master of Science	VII	PKR 46,088	18.8	0.6	19.4	Field Force Unit 3
Male	57.0	Bachelor of Pharmacy	VII	PKR 46,008	25.8	2.0	27.8	Field Force Unit 3
Male	36.8	Intermediate	VII	PKR 45,948	14.4		14.4	PPIC
Female	41.7	Bachelor of Science	VI	PKR 45,887	16.7	0.9	17.6	Field Force Derma
Male	43.4	Master of Science	VII	PKR 45,854	19.3		19.3	Field Force Unit 1
Male	42.4	Master of Business Administration	VII	PKR 45,832	19.3	2.0	21.3	Field Force Unit 3
Male	44.7	Bachelor of Science	VII	PKR 45,830	21.5	1.5	23.0	Distribution
Male	37.1	Bachelor of Science	VI	PKR 45,602	15.2		15.2	Field Force Unit 3
Male	38.6	Master of Business Administration	VI	PKR 45,596	12.2		12.2	Field Force Unit 2
Male	42.8	Bachelor of Science	VII	PKR 45,586	17.9	0.0	17.9	Field Force Unit 2
Male	45.8	DAE	X	PKR 45,580	6.4		6.4	Penicillin Engineering
Male	50.2	Bachelor of Pharmacy	VII	PKR 45,528	20.6	0.3	20.9	Field Force Unit 2
Female	30.8	Master of Science	VII	PKR 45,444	4.9		4.9	Quality Assurance
Male	42.6	Bachelor of Science	VI	PKR 45,390	20.6		20.6	Field Force Derma
Female	50.2	Bachelor of Arts	VIII	PKR 45,357	17.4		17.4	Quality Assurance Directorate
Male	39.3	Bachelor of Science	VI	PKR 45,350	16.8		16.8	Field Force Derma
Male	43.4	Bachelor of Arts	VI	PKR 45,275	17.6	0.1	17.7	Field Force Unit 2
Male	44.7	Bachelor of Science	VIII	PKR 45,225	20.8		20.8	Field Force Unit 2
Male	39.2	Bachelor of Science	VI	PKR 45,173	9.5	4.8	14.3	Field Force Unit 1
Male	44.7	Bachelor of Science	VII	PKR 45,139	18.7	2.8	21.5	Field Force Unit 3
Male	49.0	Bachelor of Science	VII	PKR 45,093	22.1		22.1	Field Force Derma
Male	40.0	Master of Business Administration	VI	PKR 44,930	17.8		17.8	Field Force Derma

Male	29.4	Bachelor of Engineering	VII	PKR 44,903	1.2		1.2	Power House
Male	49.0	Master of Arts	VIII	PKR 44,678	20.3		20.3	Tablets Manufacturing F-268
Male	42.5	Bachelor of Science	X	PKR 44,521	21.8		21.8	Quality Assurance
Male	34.3	Bachelor of Science	VI	PKR 44,425	13.6	0.7	14.3	Field Force Unit 1
Male	43.9	Bachelor of Science	VII	PKR 44,398	15.4	0.5	15.9	Field Force Unit 2
Male	43.8	Bachelor of Science	VII	PKR 44,185	18.5	3.0	21.5	Field Force Unit 2
Male	47.3	Bachelor of Science	VIII	PKR 44,171	20.3		20.3	Field Force Derma
Male	31.6	Master of Business Administration	VI	PKR 44,144	9.0	0.8	9.8	Field Force Unit 2
Male	44.2	Master of Business Administration	VII	PKR 44,132	17.4		17.4	Field Force Unit 3
Male	37.0	Bachelor of Pharmacy	VIII	PKR 44,064	7.5		7.5	Prod Non Lactam Korangi
Male	36.6	Bachelor of Science	VI	PKR 44,063	14.9	1.0	15.9	Field Force Unit 2
Male	41.9	Bachelor of Pharmacy	VII	PKR 43,978	17.5		17.5	Field Force Unit 3
Female	31.0	Master of Science	VII	PKR 43,950	4.9		4.9	Quality Assurance Directorate
Male	43.6	DAE	X	PKR 43,800	20.0		20.0	Penicillin Packaging
Male	46.7	Master of Science	VIII	PKR 43,422	15.0		15.0	Quality Assurance
Male	29.6	Bachelor of computer science	VIII	PKR 43,392	1.6		1.6	Sales Administration
Male	46.5	Master of Science	VIII	PKR 43,292	19.2	0.6	19.8	Field Force Unit 1
Male	54.8	Bachelor of Arts	VII	PKR 43,244	8.7	23.6	32.3	Medical Administration
Male	42.4	Bachelor of Commerce	X	PKR 43,216	15.0	3.0	18.0	Distribution
Male	42.1	Bachelor of Commerce	VIII	PKR 43,116	5.9		5.9	Warehousing
Male	45.1	Bachelor of Science	VIII	PKR 43,105	19.3	0.0	19.3	Field Force Unit 2
Male	44.0	Bachelor of Science	VII	PKR 43,083	21.3		21.3	Field Force Unit 2
Male	48.3	Bachelor of Science	VIII	PKR 42,872	19.3		19.3	Penicillin QC
Male	47.9	Bachelor of Science	VII	PKR 42,861	17.8	5.1	22.9	Field Force Unit 3
Male	40.3	Bachelor of Science	VII	PKR 42,831	17.0		17.0	Field Force Unit 3
Male	37.1	Master of Business Administration	VI	PKR 42,808	14.9	1.0	15.9	Field Force Unit 2
Male	45.4	Bachelor of Commerce	X	PKR 42,757	23.5		23.5	Distribution
Male	45.0	Bachelor of Science	VIII	PKR 42,639	19.3		19.3	Field Force Unit 3
Male	40.3	Bachelor of Science	VII	PKR 42,574	6.8	7.8	14.6	Field Force Unit 1
Male	43.6	Bachelor of Science	VIII	PKR 42,563	20.0	2.5	22.5	Field Force Unit 2
Male	31.7	Bachelor of Pharmacy	VI	PKR 42,554	9.5	1.0	10.5	Field Force Unit 3
Male	59.4	Matriculation	X	PKR 42,540	22.3		22.3	Environment Health & Safety
Female	38.1	Bachelor of Science	VII	PKR 42,498	11.6		11.6	Quality Assurance
Male	43.4	Master of Science	VIII	PKR 42,427	18.2	0.0	18.2	Field Force Unit 2
Male	39.2	Master of Science	VII	PKR 42,359	13.3	1.0	14.3	Field Force Unit 2
Male	27.9	High School	VIII	PKR 42,157	2.6		2.6	Engineering Administration
Male	42.4	Bachelor of Science	VII	PKR 42,111	18.5		18.5	Field Force Unit 2
Male	32.5	Master of Business Administration	VIII	PKR 41,922	2.7		2.7	Finance / Accounting
Male	27.8	Master of Science	VII	PKR 41,913	4.4		4.4	PPIC
Male	44.9	Master of Business Administration	VII	PKR 41,716	17.4	2.2	19.6	Field Force Unit 2
Male	50.9	Bachelor of Science	VII	PKR 41,697	24.5	1.4	25.9	Field Force Unit 2
Male	38.6	Master of Science	VII	PKR 41,695	15.4	2.0	17.4	Field Force Unit 2
Male	44.8	Master of Science	VII	PKR 41,498	16.8		16.8	Field Force Unit 2

Male	41.5	Master of Science	VIII	PKR 41,483	17.4		17.4	Field Force Derma
Male	42.2	Bachelor of Science	VII	PKR 41,349	20.3	0.5	20.8	Field Force Derma
Male	42.6	Bachelor of Science	VII	PKR 41,233	17.2	3.5	20.7	Field Force Unit 2
Male	35.8	Bachelor of Science	VII	PKR 41,185	14.5	0.3	14.8	Field Force Unit 1
Male	43.2	Bachelor of Science	VI	PKR 41,064	17.1	2.4	19.5	Field Force Unit 3
Male	41.6	Bachelor of Science	VII	PKR 41,055	17.4		17.4	Field Force Unit 2
Male	42.8	Bachelor of Pharmacy	VII	PKR 40,833	16.8	0.6	17.4	Field Force Unit 3
Male	44.8	Bachelor of Science	VII	PKR 40,706	12.4	8.5	20.9	Field Force Unit 1
Male	41.8	Master of Business Administration	VII	PKR 40,698	17.6	2.2	19.8	Field Force Unit 3
Male	47.4	Bachelor of Science	VII	PKR 40,608	16.7	8.0	24.7	Field Force Unit 1
Male	33.3	Bachelor of Pharmacy	VII	PKR 40,573	4.7		4.7	Warehousing
Male	33.3	Bachelor of Science	VI	PKR 40,541	8.6	2.0	10.6	Field Force Unit 2
Male	37.9	Master of Science	VIII	PKR 40,420	14.5		14.5	Quality Assurance
Female	43.3	Bachelor of Science	IX	PKR 40,337	20.5		20.5	Environment Health & Safety
Male	43.8	Bachelor of Science	VIII	PKR 40,198	24.4	0.4	24.8	Field Force Unit 2
Male	46.0	Bachelor of Science	VIII	PKR 40,138	19.1		19.1	Quality Assurance Directorate
Male	43.0	Bachelor of Science	VII	PKR 40,114	17.5	0.0	17.5	Field Force Unit 3
Male	48.5	Bachelor of Arts	VIII	PKR 39,914	23.3		23.3	Quality Assurance Directorate
Male	43.9	Bachelor of Science	X	PKR 39,844	23.0		23.0	Quality Assurance
Male	41.4	Bachelor of Science	VIII	PKR 39,689	18.8		18.8	Field Force Unit 3
Male	34.8	Master of Business Administration	VIII	PKR 39,485	14.1		14.1	Power House
Male	42.2	Master of Pharmacy	VII	PKR 39,417	17.0		17.0	Field Force Unit 3
Male	41.5	Bachelor of Science	VIII	PKR 39,366	19.7	1.4	21.1	Field Force Derma
Male	44.9	Bachelor of Science	VIII	PKR 39,045	19.3	0.2	19.5	Field Force Unit 3
Male	58.5	Bachelor of Arts	X	PKR 38,929	36.9		36.9	Quality Assurance
Female	46.9	Bachelor of Science	VIII	PKR 38,848	23.2		23.2	Quality Assurance
Male	42.6	DAE	X	PKR 38,789	20.0		20.0	Penicillin Packaging
Male	39.3	Master of Science	VII	PKR 38,641	15.2	1.6	16.8	Field Force Unit 2
Male	50.2	Bachelor of Science	VIII	PKR 38,546	19.8		19.8	Quality Assurance Directorate
Male	43.7	Master of Business Administration	VII	PKR 38,299	16.5	0.9	17.4	Distribution
Male	37.0	Master of Business Administration	VII	PKR 38,259	11.7	0.0	11.7	Field Force Unit 3
Male	40.7	Bachelor of Science	VII	PKR 38,248	16.7	1.8	18.5	Field Force Unit 2
Male	39.4	Master of Science	VII	PKR 38,120	14.3	0.8	15.1	Field Force Unit 2
Male	47.3	Bachelor of Arts	VIII	PKR 38,113	9.1	13.5	22.6	Field Force Unit 2
Male	44.0	Bachelor of Science	VII	PKR 37,985	17.6	0.0	17.6	Field Force Unit 3
Male	38.3	Bachelor of Science	VII	PKR 37,984	17.6		17.6	Field Force Unit 1
Male	35.4	Master of Business Administration	VII	PKR 37,971	14.3	2.1	16.4	Field Force Unit 2
Male	41.5	Bachelor of Science	VII	PKR 37,867	17.0	0.8	17.8	Field Force Unit 2
Male	37.1	Bachelor of Science	VI	PKR 37,782	12.2	3.0	15.2	Field Force Derma
Male	37.3	Master of Business Administration	VIII	PKR 37,721	15.2		15.2	Field Force Unit 2
Male	35.1	Master of Business Administration	VI	PKR 37,617	14.2		14.2	Field Force Derma
Male	44.3	Bachelor of Science	VII	PKR 37,615	20.9	0.6	21.5	Field Force Unit 3
Male	36.2	Bachelor of Science	VI	PKR 37,510	13.5		13.5	Field Force Unit 2
Male	48.2	Bachelor of Science	VII	PKR 37,384	18.7	4.9	23.6	Field Force Derma

Male	41.2	Bachelor of Science	VIII	PKR 37,305	18.1	0.0	18.1	Field Force Unit 1
Male	36.1	DAE	X	PKR 37,237	2.9		2.9	Sterile Mfg WW (Drp Amp & Pdr)
Male	36.3	Bachelor of Science	VII	PKR 36,948	14.1	0.9	15.0	Field Force Unit 2
Male	33.4	Bachelor of Science	VIII	PKR 36,704	9.4	1.7	11.1	Field Force Unit 2
Male	39.0	Bachelor of Science	VII	PKR 36,682	16.6	1.0	17.6	Field Force Unit 2
Male	40.2	Bachelor of Science	VIII	PKR 36,609	17.5	0.4	17.9	Field Force Unit 3
Male	32.5	DAE	X	PKR 36,571	2.6		2.6	Engineering Administration
Male	32.2	DAE	X	PKR 36,571	2.6		2.6	Engineering Administration
Male	39.6	Bachelor of Science	VII	PKR 36,520	16.8		16.8	Field Force Derma
Male	39.8	Bachelor of Science	VII	PKR 36,309	17.5	1.1	18.6	Field Force Unit 3
Male	36.9	Bachelor of Arts	VI	PKR 36,260	13.7	2.0	15.7	Field Force Derma
Male	45.4	Bachelor of Pharmacy	VIII	PKR 36,123	19.6		19.6	Field Force Unit 3
Male	39.1	Bachelor of Science	VII	PKR 36,014	16.7	0.2	16.9	Field Force Unit 2
Male	36.4	Bachelor of Science	VIII	PKR 35,995	16.4	0.3	16.7	Field Force Unit 2
Male	39.7	Master of Computer Science	VIII	PKR 35,975	18.6		18.6	Field Force Unit 3
Male	40.4	Bachelor of Science	VIII	PKR 35,948	17.5	0.7	18.2	Field Force Unit 3
Male	43.0	Bachelor of Science	VIII	PKR 35,947	15.2	4.9	20.1	Field Force Unit 3
Male	38.6	Master of Science	VI	PKR 35,935	12.7	0.7	13.4	Field Force Unit 1
Male	39.4	Bachelor of Science	VII	PKR 35,749	16.7	1.1	17.8	Field Force Unit 3
Male	31.2	Bachelor of Pharmacy	VIII	PKR 35,747	2.2		2.2	Pencillin Manufacturing
Male	43.0	Master of Business Administration	VII	PKR 35,723	22.1	0.4	22.5	Field Force Unit 2
Male	39.7	Bachelor of Science	VII	PKR 35,619	16.8		16.8	Field Force Derma
Male	38.7	Master of Arts	VII	PKR 35,618	16.8		16.8	Field Force Derma
Male	38.6	Master of Science	VIII	PKR 35,478	14.5		14.5	Quality Assurance
Male	47.6	Master of Business Administration	VIII	PKR 35,376	19.8	3.4	23.2	Field Force Derma
Male	43.2	Bachelor of Science	VIII	PKR 35,253	18.2		18.2	Field Force Unit 3
Male	37.2	Bachelor of Science	VII	PKR 35,207	14.3		14.3	Field Force Unit 3
Male	41.6	Bachelor of Science	VIII	PKR 35,064	17.4	1.5	18.9	Field Force Unit 1
Male	43.5	Bachelor of Pharmacy	VII	PKR 35,060	16.9		16.9	Field Force Unit 2
Male	38.7	Master of Business Administration	VII	PKR 35,047	14.7	0.5	15.2	Field Force Unit 1
Male	37.2	Bachelor of Science	VII	PKR 35,023	14.3	0.7	15.0	Field Force Unit 2
Male	32.0	Bachelor of Arts	VIII	PKR 35,009	11.4		11.4	Warehouse B63
Male	40.6	Bachelor of Science	VIII	PKR 35,007	16.8		16.8	Field Force Unit 3
Male	35.4	Bachelor of Science	VII	PKR 34,836	14.1		14.1	Field Force Unit 3
Male	44.8	Bachelor of Science	VII	PKR 34,514	17.0	1.7	18.7	Field Force Unit 2
Male	44.6	Master of Science	VIII	PKR 34,509	18.1		18.1	Field Force Derma
Male	47.4	Bachelor of Commerce	X	PKR 34,459	24.3		24.3	Warehousing
Male	38.4	Bachelor of Education	VIII	PKR 34,435	14.7	0.0	14.7	Field Force Unit 2
Male	33.0	Master of Science	VIII	PKR 34,422	2.2		2.2	Pencillin Manufacturing
Male	41.2	Bachelor of Science	VII	PKR 34,381	17.4	1.5	18.9	Field Force Unit 3
Male	42.5	Bachelor of Science	VIII	PKR 34,244	17.9	0.8	18.7	Field Force Unit 3
Male	50.0	Bachelor of Arts	VIII	PKR 34,038	20.3	2.8	23.1	Field Force Unit 2
Male	45.6	Bachelor of Science	VIII	PKR 33,944	17.5		17.5	Field Force Unit 2
Male	39.2	Master of Science	VIII	PKR 33,942	14.2		14.2	Field Force Unit 3

Male	41.4	Master of Arts	VI	PKR 33,900	14.9	1.8	16.7	Field Force Unit 2
Male	45.1	Bachelor of Science	VIII	PKR 33,858	17.7	0.0	17.7	Field Force Unit 3
Female	26.0	Master of Science	VII	PKR 33,789	2.4		2.4	Quality Assurance
Female	36.5	Bachelor of Pharmacy	VII	PKR 33,771	2.2		2.2	Quality Assurance Directorate
Male	38.7	Master of Science	VII	PKR 33,717	13.6	0.0	13.6	Field Force Unit 2
Male	54.8	Bachelor of Science	VIII	PKR 33,682	21.2	8.6	29.8	Field Force Unit 2
Male	40.8	Bachelor of Science	VIII	PKR 33,379	15.2	2.7	17.9	Field Force Unit 2
Female	57.9	Intermediate	X	PKR 33,290	21.7		21.7	Pencillin Manufacturing
Female	39.0	Bachelor of Arts	IX	PKR 33,008	21.7		21.7	Penicillin Packaging
Male	37.7	Bachelor of Science	VIII	PKR 33,000	16.5	0.4	16.9	Field Force Unit 3
Male	42.6	Bachelor of Arts	VIII	PKR 32,861	17.3		17.3	Field Force Unit 2
Male	40.4	Bachelor of Arts	VII	PKR 32,812	16.4	0.6	17.0	Field Force Unit 1
Male	38.0	Bachelor of Commerce	VIII	PKR 32,676	3.7		3.7	PPIC
Female	29.3	Bachelor of Pharmacy	VII	PKR 32,592	2.2		2.2	Quality Assurance
Male	40.6	Bachelor of Science	VII	PKR 32,541	19.3		19.3	Field Force Unit 2
Male	38.7	Bachelor of Pharmacy	VIII	PKR 32,524	12.9	0.3	13.2	Field Force Unit 2
Male	45.7	Bachelor of Science	VIII	PKR 32,433	16.8	5.5	22.3	Field Force Unit 2
Male	42.9	Bachelor of Science	VIII	PKR 32,346	14.0	5.1	19.1	Field Force Unit 2
Male	55.3	Bachelor of Pharmacy	VIII	PKR 32,309	17.6	3.6	21.2	Field Force Derma
Male	43.9	Bachelor of Science	VIII	PKR 32,264	20.3		20.3	Field Force Unit 2
Male	33.5	Master of Science	VIII	PKR 32,102	0.6		0.6	Engineering Administration
Male	37.0	Bachelor of Science	VII	PKR 32,088	9.5	3.0	12.5	Field Force Unit 3
Male	36.0	Master of Business Administration	VII	PKR 31,934	11.7		11.7	Field Force Unit 2
Male	47.4	Master of Science	VII	PKR 31,931	16.8	2.3	19.1	Field Force Unit 1
Male	29.1	Master of Science	VIII	PKR 31,914	2.2		2.2	Quality Assurance
Male	33.5	Master of Science	VI	PKR 31,735	9.5	0.7	10.2	Field Force Unit 2
Female	27.4	Bachelor of Pharmacy	VII	PKR 31,734	2.2		2.2	Research & Development
Male	41.0	Bachelor of Science	VII	PKR 31,672	13.6	1.6	15.2	Field Force Unit 2
Male	45.1	Master of Business Administration	VIII	PKR 31,608	15.8	1.4	17.2	Field Force Unit 2
Male	32.8	Master of Business Administration	VII	PKR 31,475	2.5	6.0	8.5	Field Force Unit 1
Male	39.8	Bachelor of Science	VIII	PKR 31,432	17.5		17.5	Field Force Unit 3
Male	43.3	Bachelor of Science	VIII	PKR 31,375	17.7	2.5	20.2	Field Force Unit 2
Male	37.3	DAE	X	PKR 31,346	5.9		5.9	Pencillin Manufacturing
Male	41.0	Bachelor of Science	VIII	PKR 31,264	16.1	0.2	16.3	Field Force Derma
Male	37.2	Bachelor of Commerce	VIII	PKR 31,083	1.1		1.1	PPIC
Male	31.4	DAE	IX	PKR 31,083	0.8		0.8	Penicillin Engineering
Male	41.5	Master of Science	VIII	PKR 31,044	15.2	0.0	15.2	Field Force Derma
Male	53.1	Master of Arts	VIII	PKR 30,827	20.7	3.9	24.6	Field Force Unit 2
Male	46.4	Master of Science	VIII	PKR 30,727	17.0	0.0	17.0	Field Force Unit 2
Male	37.6	Master of Science	VIII	PKR 30,719	11.8	1.3	13.1	Field Force Unit 3
Male	40.7	Bachelor of Science	VIII	PKR 30,713	17.8	0.3	18.1	Field Force Unit 3
Male	42.9	Bachelor of Science	VIII	PKR 30,619	17.6		17.6	Field Force Unit 2
Male	44.5	DAE	IX	PKR 30,609	1.8		1.8	Penicillin Packaging
Female	31.3	Bachelor of Pharmacy	VII	PKR 30,465	7.5		7.5	Field Force Unit 3

Male	38.3	Master of Public Administration	VII	PKR 30,386	12.2	0.0	12.2	Field Force Unit 2
Male	37.9	Bachelor of Science	VIII	PKR 30,321	16.7	1.0	17.7	Field Force Unit 1
Male	38.6	Bachelor of Pharmacy	VII	PKR 30,315	14.1	4.2	18.3	Field Force Unit 2
Male	37.7	Bachelor of Science	VIII	PKR 30,165	17.3		17.3	Field Force Unit 3
Male	46.1	Bachelor of Science	VIII	PKR 29,956	18.1	2.9	21.0	Field Force Unit 3
Male	31.1	Bachelor of Commerce	VI	PKR 29,813	7.9	2.9	10.8	Field Force Unit 3
Male	36.6	Bachelor of Science	VIII	PKR 29,795	14.5	2.5	17.0	Field Force Unit 1
Male	36.3	Master of Arts	VI	PKR 29,783	7.5	1.8	9.3	Field Force Unit 2
Male	38.3	Bachelor of Science	VIII	PKR 29,751	14.5		14.5	Quality Assurance
Male	35.8	Master of Science	VIII	PKR 29,683	8.6	2.3	10.9	Field Force Unit 2
Male	41.1	Master of Science	VIII	PKR 29,601	16.9		16.9	Field Force Unit 2
Male	40.1	Bachelor of Science	VIII	PKR 29,582	15.2		15.2	Field Force Unit 2
Male	40.6	Master of Business Administration	VIII	PKR 29,524	12.9	6.6	19.5	Field Force Unit 2
Male	39.8	Bachelor of Pharmacy	VIII	PKR 29,477	13.2	1.3	14.5	Field Force Unit 1
Male	37.4	Bachelor of Science	VIII	PKR 29,271	9.5	2.0	11.5	Field Force Unit 2
Male	37.8	Bachelor of Pharmacy	VIII	PKR 29,085	15.2	0.2	15.4	Field Force Unit 2
Male	40.8	Master of Business Administration	VII	PKR 29,054	14.2	0.0	14.2	Field Force Unit 3
Male	40.0	Bachelor of Science	VIII	PKR 29,001	17.0	0.5	17.5	Field Force Unit 3
Male	40.8	Bachelor of Arts	VIII	PKR 28,858	13.6	2.8	16.4	Field Force Unit 2
Male	30.2	Bachelor of Science	VI	PKR 28,755	7.5	2.5	10.0	Field Force Unit 2
Male	41.6	Bachelor of Science	VIII	PKR 28,731	13.7	2.5	16.2	Field Force Unit 2
Male	34.7	Bachelor of Science	VII	PKR 28,662	13.4		13.4	Field Force Unit 2
Male	30.6	Master of Science	VII	PKR 28,618	7.5		7.5	Field Force Unit 3
Male	32.4	Master of Science	VII	PKR 28,594	8.6	0.0	8.6	Field Force Unit 1
Male	38.7	Bachelor of Science	VIII	PKR 28,540	14.0	2.8	16.8	Field Force Unit 2
Male	40.7	Master of Science	VII	PKR 28,506	12.2	2.9	15.1	Field Force Unit 2
Male	37.5	Master of Science	VIII	PKR 28,273	11.5		11.5	Field Force Unit 3
Male	40.3	Master of Science	VIII	PKR 28,237	13.5		13.5	Field Force Unit 2
Male	30.9	Bachelor of Commerce	X	PKR 28,183	4.4		4.4	Project & Development
Male	42.6	Bachelor of Science	VIII	PKR 28,089	17.5	0.9	18.4	Field Force Unit 3
Male	28.4	Bachelor of Pharmacy	VIII	PKR 28,086	2.2		2.2	Pencillin Manufacturing
Male	26.7	Master of Science	VIII	PKR 28,086	2.2		2.2	Quality Assurance
Male	35.8	Bachelor of Science	VIII	PKR 28,021	13.5	1.0	14.5	Field Force Unit 2
Male	30.6	Bachelor of Pharmacy	VIII	PKR 28,000	0.9		0.9	Quality Assurance
Male	37.3	Master of Arts	VII	PKR 27,949	11.8	1.0	12.8	Field Force Unit 2
Male	32.5	Bachelor of Science	VII	PKR 27,856	11.3	0.4	11.7	Field Force Derma
Male	35.3	Bachelor of Science	VII	PKR 27,751	9.0	1.0	10.0	Field Force Unit 3
Male	43.6	Bachelor of Science	VIII	PKR 27,711	13.1	2.8	15.9	Field Force Unit 2
Male	34.1	Bachelor of Science	VIII	PKR 27,651	9.5	0.4	9.9	Field Force Unit 2
Male	25.1	Bachelor of Engineering	VIII	PKR 27,597	2.3		2.3	Quality Assurance
Male	40.7	Bachelor of Science	VIII	PKR 27,582	13.1	2.0	15.1	Field Force Unit 1
Male	33.0	Bachelor of Arts	VIII	PKR 27,376	8.6		8.6	Field Force Unit 2
Male	29.2	Bachelor of Arts	VII	PKR 27,347	5.6		5.6	Field Force Unit 3
Male	25.6	Intermediate	X	PKR 27,296	2.6		2.6	Engineering Administration

Male	36.4	Bachelor of Arts	VII	PKR 27,172	7.5	2.5	10.0	Field Force Unit 3
Male	36.8	Bachelor of Science	VIII	PKR 27,143	9.5	3.0	12.5	Field Force Unit 2
Male	38.9	Bachelor of Arts	VIII	PKR 27,013	11.8	2.9	14.7	Field Force Unit 1
Male	34.4	Bachelor of Science	VI	PKR 27,000	11.5		11.5	Sales Force Training
Male	33.6	Master of Business Administration	VIII	PKR 26,895	6.0	2.3	8.3	Field Force Unit 2
Male	33.1	Bachelor of Pharmacy	VIII	PKR 26,766	9.5		9.5	Field Force Unit 2
Male	34.6	DAE	IX	PKR 26,752	0.6		0.6	Engineering Administration
Male	43.5	Bachelor of Science	VIII	PKR 26,750	16.4	0.0	16.4	Field Force Unit 2
Male	37.0	Bachelor of Science	VIII	PKR 26,693	14.9	0.5	15.4	Field Force Unit 2
Male	39.3	Bachelor of Arts	VII	PKR 26,554	7.9	5.0	12.9	Field Force Unit 2
Male	39.1	Bachelor of Science	VIII	PKR 26,543	16.8	0.8	17.6	Field Force Unit 3
Male	38.6	Master of Science	VIII	PKR 26,466	12.1	1.2	13.3	Field Force Unit 1
Male	39.4	Bachelor of Science	VIII	PKR 26,407	11.6	1.5	13.1	Field Force Unit 2
Male	27.7	Bachelor of Commerce	X	PKR 26,401	0.9		0.9	Prod Planning and Inv Control
Male	31.6	ACCA	X	PKR 26,401	0.9		0.9	GMS Finance Common
Male	39.1	Bachelor of Science	VIII	PKR 26,248	16.4	0.4	16.8	Field Force Unit 2
Male	33.1	Master of Computer Science	VIII	PKR 26,231	9.5	1.0	10.5	Field Force Unit 2
Male	36.0	Bachelor of Commerce	VIII	PKR 26,136	8.6	0.3	8.9	Field Force Unit 2
Male	35.8	Bachelor of Science	VIII	PKR 26,011	14.3	0.5	14.8	Field Force Unit 3
Male	30.4	Master of Science	VIII	PKR 25,747	1.5		1.5	Quality Assurance
Male	39.9	Bachelor of Pharmacy	VIII	PKR 25,731	14.8	0.1	14.9	Field Force Unit 2
Male	35.8	Bachelor of Science	VIII	PKR 25,713	12.9	1.0	13.9	Field Force Unit 2
Male	42.8	Bachelor of Science	VIII	PKR 25,586	17.5	1.3	18.8	Field Force Unit 2
Male	35.3	Master of Business Administration	VIII	PKR 25,440	9.5	1.1	10.6	Field Force Unit 1
Male	31.1	Master of Business Administration	VIII	PKR 25,435	7.9		7.9	Field Force Unit 2
Male	27.6	Bachelor of Commerce	VIII	PKR 25,353	6.3		6.3	Field Force Unit 2
Female	25.1	Doctorate of Pharmacy	VIII	PKR 25,314	1.9		1.9	Operational Excellence
Male	46.6	Bachelor of Science	VIII	PKR 25,142	15.1	2.6	17.7	Field Force Unit 1
Male	36.5	Bachelor of Science	VIII	PKR 25,135	9.5	3.4	12.9	Field Force Unit 3
Male	33.1	Bachelor of Science	VIII	PKR 25,075	7.5	2.0	9.5	Field Force Unit 2
Male	31.2	Bachelor of Science	VIII	PKR 25,030	5.7		5.7	Field Force Unit 2
Female	36.6	Master of Science	VIII	PKR 25,000	0.4		0.4	Quality Assurance
Male	34.2	Bachelor of Science	X	PKR 25,000	0.7		0.7	Pellets
Male	36.7	Bachelor of Science	VIII	PKR 24,866	13.5	2.0	15.5	Field Force Unit 2
Male	37.9	Bachelor of Science	VIII	PKR 24,705	11.3	1.2	12.5	Field Force Unit 3
Male	45.1	Bachelor of Science	VIII	PKR 24,693	17.6	0.7	18.3	Field Force Unit 2
Male	39.3	Bachelor of Science	VIII	PKR 24,615	14.7	2.8	17.5	Field Force Derma
Male	35.5	Master of Science	VIII	PKR 24,587	9.0	1.4	10.4	Field Force Unit 2
Male	35.3	Bachelor of Science	VIII	PKR 24,583	12.1	1.7	13.8	Field Force Derma
Male	35.5	Master of Science	VIII	PKR 24,527	6.3	2.0	8.3	Field Force Unit 2
Male	31.6	Bachelor of Pharmacy	VIII	PKR 24,492	6.8	1.4	8.2	Field Force Unit 2
Male	29.4	Master of Science	VIII	PKR 24,422	0.7		0.7	Quality Assurance
Male	33.6	Bachelor of Science	VIII	PKR 24,416	6.3	4.0	10.3	Field Force Unit 3
Male	31.7	Master of Science	VIII	PKR 24,305	7.9	0.2	8.1	Field Force Unit 2

Male	39.7	Master of Arts	VIII	PKR 24,276	6.3		6.3	Field Force Unit 2
Male	34.6	Bachelor of Science	VIII	PKR 24,238	6.8	3.1	9.9	Field Force Unit 2
Male	28.4	Bachelor of Pharmacy	VIII	PKR 24,203	0.9		0.9	Oral Manufacturing
Male	28.4	Bachelor of Arts	X	PKR 24,203	1.7		1.7	PPIC
Male	30.4	Bachelor of Pharmacy	VIII	PKR 24,114	5.6	1.0	6.6	Field Force Unit 2
Male	38.3	Bachelor of Science	VIII	PKR 24,078	6.3	2.6	8.9	Field Force Unit 2
Male	36.6	Bachelor of Science	VIII	PKR 24,035	6.2	5.4	11.6	Field Force Unit 2
Male	31.3	Bachelor of Science	VIII	PKR 24,029	5.6	1.7	7.3	Field Force Unit 2
Male	36.2	Bachelor of Science	VIII	PKR 23,943	8.6	1.6	10.2	Field Force Unit 2
Male	28.9	Bachelor of Science	VIII	PKR 23,943	5.6	1.3	6.9	Field Force Unit 2
Female	29.1	Bachelor of Arts	VIII	PKR 23,929	6.3	1.7	8.0	Field Force Unit 3
Male	42.9	Bachelor of Science	VIII	PKR 23,890	12.2	4.3	16.5	Field Force Unit 2
Male	35.3	Master of Business Administration	VIII	PKR 23,873	9.5	4.0	13.5	Field Force Unit 3
Male	33.1	Master of Science	VIII	PKR 23,828	5.6	2.9	8.5	Field Force Unit 3
Male	31.3	Bachelor of Science	VIII	PKR 23,764	6.3		6.3	Field Force Unit 1
Male	29.9	Bachelor of Science	VIII	PKR 23,764	6.0	2.7	8.7	Field Force Unit 2
Male	28.6	DAE	IX	PKR 23,761	1.8		1.8	Pencillin Manufacturing
Male	38.5	Bachelor of Science	VIII	PKR 23,756	13.8	1.7	15.5	Field Force Unit 2
Male	26.0	Bachelor of Arts	VIII	PKR 23,746	5.6	0.6	6.2	Field Force Unit 2
Male	30.6	Bachelor of Science	VIII	PKR 23,700	9.0	0.3	9.3	Field Force Unit 2
Male	39.7	Bachelor of Science	VIII	PKR 23,611	14.3	3.0	17.3	Field Force Unit 2
Male	38.1	Bachelor of Arts	VIII	PKR 23,404	10.0	1.8	11.8	Field Force Unit 2
Male	31.1	Bachelor of Science	VIII	PKR 23,313	7.4	1.0	8.4	Field Force Unit 2
Female	26.4	Bachelor of Pharmacy	VIII	PKR 23,312	1.3		1.3	Quality Assurance
Male	29.5	Master of Science	VIII	PKR 23,312	1.0		1.0	Quality Assurance
Male	27.9	Master of Science	VIII	PKR 23,312	0.7		0.7	Quality Assurance
Male	43.9	Bachelor of Science	VIII	PKR 23,258	15.4	2.4	17.8	Field Force Unit 2
Male	40.0	Bachelor of Science	VIII	PKR 23,251	16.5	1.7	18.2	Field Force Unit 2
Male	32.9	Bachelor of Science	VIII	PKR 23,243	5.6	2.8	8.4	Field Force Unit 2
Male	39.9	Bachelor of Science	VIII	PKR 23,229	7.6	9.5	17.1	Field Force Unit 3
Male	31.0	Bachelor of Science	VIII	PKR 23,160	6.8	0.5	7.3	Field Force Unit 2
Male	35.8	Bachelor of Commerce	VIII	PKR 23,154	7.5	6.0	13.5	Field Force Unit 1
Male	32.6	Bachelor of Science	VIII	PKR 23,068	5.7	3.2	8.9	Field Force Derma
Male	31.6	Bachelor of Pharmacy	VIII	PKR 22,985	7.9		7.9	Field Force Unit 2
Male	38.4	Bachelor of Science	VIII	PKR 22,888	12.0	1.3	13.3	Field Force Unit 3
Male	30.2	Bachelor of Arts	VIII	PKR 22,856	5.1	0.2	5.3	Field Force Unit 2
Male	32.6	Bachelor of Business Administration	VIII	PKR 22,838	4.9	1.2	6.1	Field Force Unit 2
Male	31.2	Bachelor of Pharmacy	VIII	PKR 22,757	1.3		1.3	Quality Assurance
Male	30.1	High School of Pharmacy	VIII	PKR 22,757	1.3		1.3	Tablets Manufacturing F-268
Male	29.4	Bachelor of Pharmacy	VIII	PKR 22,709	6.3	0.6	6.9	Field Force Unit 2
Male	40.2	Master of Business Administration	VIII	PKR 22,679	9.0	2.4	11.4	Field Force Unit 1
Male	38.2	Bachelor of Science	VIII	PKR 22,604	14.1	0.6	14.7	Field Force Unit 2
Male	35.6	Bachelor of Science	VIII	PKR 22,581	11.5		11.5	Field Force Unit 2

Male	31.0	Bachelor of Science	VIII	PKR 22,526	8.6	1.1	9.7	Field Force Derma
Male	38.2	Master of Science	VIII	PKR 22,504	7.9	0.9	8.8	Field Force Derma
Male	35.3	Bachelor of Arts	VIII	PKR 22,418	6.3	3.0	9.3	Field Force Derma
Male	42.1	DAE	X	PKR 22,401	1.3		1.3	Penicillin Packaging
Male	39.4	Bachelor of Science	VIII	PKR 22,344	14.3	1.9	16.2	Field Force Unit 2
Male	32.3	Pre MIT	VIII	PKR 22,328	7.5		7.5	Field Force Unit 3
Male	32.8	DAE	IX	PKR 22,274	0.7		0.7	Power House
Male	31.5	Bachelor of Pharmacy	VIII	PKR 22,267	7.4	1.3	8.7	Field Force Unit 2
Male	31.6	Master of Science	VIII	PKR 22,203	0.7		0.7	Penicillin QC
Male	27.5	Master of Science	VIII	PKR 22,203	1.0		1.0	Quality Assurance
Male	36.1	Bachelor of Science	VIII	PKR 22,154	6.8	6.3	13.1	Field Force Unit 3
Male	31.2	Master Doctorate of	VIII	PKR 22,115	6.0		6.0	Field Force Unit 2
Male	29.4	Pharmacy	VIII	PKR 22,040	2.2	0.8	3.0	Field Force Unit 3
Female	29.2	Master of Science	VIII	PKR 21,980	1.3		1.3	Penicillin QC
Male	24.9	Bachelor of Science	VIII	PKR 21,872	5.6	0.9	6.5	Field Force Unit 2
Male	36.4	Bachelor of Science	VIII	PKR 21,774	11.4	1.0	12.4	Field Force Unit 2
Male	30.5	Bachelor of Science	VIII	PKR 21,767	6.0	1.0	7.0	Field Force Unit 2
Male	29.6	Bachelor of Pharmacy	VIII	PKR 21,673	6.0		6.0	Field Force Unit 2
Male	30.6	Bachelor of Science	VIII	PKR 21,581	4.6	1.5	6.1	Field Force Unit 2
Male	28.3	Bachelor of Science	VIII	PKR 21,571	7.5	1.5	9.0	Field Force Unit 3
Male	31.2	Master of Science	VIII	PKR 21,523	7.9		7.9	Field Force Unit 2
Male	32.4	Bachelor of Science	VIII	PKR 21,456	7.6		7.6	Field Force Unit 2
Male	28.4	Bachelor of Pharmacy	VIII	PKR 21,446	5.7		5.7	Field Force Unit 1
Male	32.1	Matriculation	IX	PKR 21,402	0.6		0.6	Engineering Administration
Male	34.2	Master of Science	VIII	PKR 21,402	0.9		0.9	Quality Assurance
Male	32.5	Bachelor of Pharmacy	VIII	PKR 21,362	4.6	2.1	6.7	Field Force Unit 2
Male	30.8	Bachelor of Pharmacy	VIII	PKR 21,283	5.1	1.8	6.9	Field Force Unit 3
Male	33.5	Master of Science	VIII	PKR 21,278	7.4	2.7	10.1	Field Force Unit 3
Male	34.1	Bachelor of Arts	VIII	PKR 21,253	4.9	3.7	8.6	Field Force Unit 2
Male	28.6	Bachelor of Science	VIII	PKR 21,232	6.3		6.3	Field Force Unit 2
Male	34.0	Bachelor of Science	VIII	PKR 21,231	8.6	1.4	10.0	Field Force Unit 2
Male	28.5	Bachelor of Pharmacy	VIII	PKR 21,216	5.6		5.6	Field Force Unit 1
Male	37.6	Bachelor of Pharmacy	VIII	PKR 21,207	11.8	0.1	11.9	Field Force Unit 2
Male	31.4	Matriculation	VIII	PKR 21,173	4.9	0.6	5.5	Field Force Unit 3
Male	31.8	Bachelor of Pharmacy	VIII	PKR 21,150	7.5	0.2	7.7	Field Force Unit 3
Male	33.6	Bachelor of Science	VIII	PKR 21,149	7.4		7.4	Field Force Unit 1
Male	28.4	Bachelor of Science	VIII	PKR 21,113	5.1	1.1	6.2	Field Force Unit 2
Male	28.8	Bachelor of Science	VIII	PKR 21,074	4.6	3.5	8.1	Field Force Unit 2
Male	29.7	Bachelor of Commerce	VIII	PKR 21,018	4.9	1.3	6.2	Field Force Unit 1
Male	33.5	Bachelor of Pharmacy	VIII	PKR 20,970	6.8	0.9	7.7	Field Force Derma
Male	29.2	DAE	IX	PKR 20,929	1.3		1.3	Power House
Male	28.5	DAE	IX	PKR 20,903	0.7		0.7	Penicillin Engineering
Male	29.4	Bachelor of Commerce	VIII	PKR 20,892	5.1	0.0	5.1	Field Force Unit 2
Male	32.6	Bachelor of Arts	VIII	PKR 20,892	6.0	3.4	9.4	Field Force Unit 3

Male	31.9	Bachelor of Pharmacy	VIII	PKR 20,882	5.1	1.2	6.3	Field Force Unit 3
Male	32.4	Bachelor of Science	VIII	PKR 20,869	4.1	9.3	13.4	Field Force Unit 2
Male	28.0	Bachelor of Science	VIII	PKR 20,806	6.3	0.7	7.0	Field Force Unit 2
Male	27.5	Bachelor of Pharmacy	VIII	PKR 20,730	5.6		5.6	Field Force Unit 2
Male	32.3	Master of Science	VIII	PKR 20,710	4.9	1.9	6.8	Field Force Unit 2
Male	32.3	Bachelor of Science	VIII	PKR 20,680	5.1	0.9	6.0	Field Force Unit 3
Male	33.7	Bachelor of Pharmacy	VIII	PKR 20,666	9.0	0.7	9.7	Field Force Unit 2
Male	42.5	Bachelor of Science	VIII	PKR 20,609	17.8	1.6	19.4	Field Force Unit 2
Male	33.5	Master of Business Administration	VIII	PKR 20,605	8.6	2.0	10.6	Field Force Unit 2
Male	29.0	Bachelor of Pharmacy	VIII	PKR 20,604	0.7		0.7	Penicillin QC
Male	28.0	DAE	IX	PKR 20,522	1.3		1.3	Power House
Male	31.7	Bachelor of Arts	VIII	PKR 20,500	4.1	1.0	5.1	Field Force Unit 2
Male	39.2	Bachelor of Arts	VIII	PKR 20,481	6.8		6.8	Field Force Unit 2
Male	29.1	Bachelor of Science	VIII	PKR 20,365	6.3	0.8	7.1	Field Force Unit 1
Male	33.1	Bachelor of Pharmacy	VIII	PKR 20,305	7.5		7.5	Field Force Unit 1
Female	32.0	Bachelor of Science	VIII	PKR 20,267	6.0	0.0	6.0	Field Force Unit 3
Male	32.9	Bachelor of Science	VIII	PKR 20,234	4.9	3.0	7.9	Field Force Unit 2
Male	29.5	Bachelor of Pharmacy	VIII	PKR 20,099	3.0	3.2	6.2	Field Force Unit 2
Male	30.5	Bachelor of Pharmacy	VIII	PKR 20,018	4.1		4.1	Field Force Unit 2
Male	31.8	Bachelor of Business Administration	VIII	PKR 20,018	6.0	1.0	7.0	Field Force Unit 3
Male	28.1	Bachelor of Science	VIII	PKR 20,017	5.1	1.6	6.7	Field Force Unit 3
Male	25.7	Bachelor of Pharmacy	VIII	PKR 20,004	3.4		3.4	Field Force Unit 3
Female	24.7	Master of Science	VIII	PKR 19,982	1.0		1.0	Quality Assurance
Male	26.8	DAE	IX	PKR 19,982	1.3		1.3	Penicillin Packaging
Male	28.3	Master of Science	VIII	PKR 19,982	1.3		1.3	Penicillin QC
Male	28.5	Bachelor of Science	VIII	PKR 19,958	3.1		3.1	Field Force Unit 3
Male	29.5	Bachelor of Arts	VIII	PKR 19,841	3.1	1.1	4.2	Field Force Unit 2
Male	31.9	Bachelor of Science	VIII	PKR 19,822	5.1	0.0	5.1	Field Force Unit 1
Male	29.1	Master of Business Administration	VIII	PKR 19,777	4.0	1.3	5.3	Field Force Unit 3
Male	26.9	Bachelor of Arts	VIII	PKR 19,776	4.9	1.3	6.2	Field Force Unit 2
Male	32.6	Bachelor of Science	VIII	PKR 19,748	3.0	4.4	7.4	Field Force Unit 2
Male	29.5	Bachelor of Science	VIII	PKR 19,726	4.9	0.0	4.9	Field Force Derma
Male	31.8	Bachelor of Pharmacy	VIII	PKR 19,722	6.8	0.9	7.7	Field Force Unit 2
Male	27.2	Bachelor of Science	VIII	PKR 19,629	4.9		4.9	Field Force Unit 2
Male	34.5	Master of Arts	VIII	PKR 19,554	3.4	6.5	9.9	Field Force Unit 2
Male	33.9	Master of Business Administration	VIII	PKR 19,494	6.0	2.0	8.0	Field Force Unit 1
Male	27.0	DAE	IX	PKR 19,443	1.3		1.3	Penicillin Engineering
Male	29.3	DAE	IX	PKR 19,443	1.3		1.3	Penicillin Packaging
Male	29.7	Master of Science	VIII	PKR 19,370	4.9	0.5	5.4	Field Force Unit 2
Male	25.3	Master of Arts	VIII	PKR 19,317	3.4		3.4	Field Force Unit 2
Male	28.4	Master of Arts	VIII	PKR 19,314	3.4		3.4	Field Force Unit 2
Male	31.4	Bachelor of Arts	VIII	PKR 19,292	4.0	5.3	9.3	Field Force Unit 2
Male	36.3	Bachelor of Science	VIII	PKR 19,088	11.8	1.1	12.9	Field Force Unit 2

Male	25.0	Master of Science	VIII	PKR 19,019	3.0		3.0	Field Force Unit 2
Male	29.9	Bachelor of Arts	VIII	PKR 18,976	3.4		3.4	Field Force Unit 2
Male	26.4	Bachelor of Science	VIII	PKR 18,859	4.9		4.9	Field Force Unit 3
Male	26.7	Bachelor of Science	VIII	PKR 18,811	3.4		3.4	Field Force Unit 3
Male	24.3	Bachelor of Arts	VIII	PKR 18,735	3.4		3.4	Field Force Unit 2
Male	30.4	Bachelor of Pharmacy	VIII	PKR 18,735	3.4	0.7	4.1	Field Force Unit 2
Male	31.6	Bachelor of Science	VIII	PKR 18,643	7.5	2.0	9.5	Field Force Unit 1
Male	29.0	Doctorate of Pharmacy	VIII	PKR 18,432	2.4		2.4	Field Force Unit 3
Male	29.6	Master of Commerce	VIII	PKR 18,402	6.0		6.0	Field Force Unit 2
Male	35.8	Bachelor of Science	VIII	PKR 18,332	4.1	3.4	7.5	Field Force Unit 2
Male	28.6	Master of Science	VIII	PKR 18,288	3.4		3.4	Field Force Unit 1
Male	30.5	Bachelor of Pharmacy	VIII	PKR 18,236	4.6	3.3	7.9	Field Force Unit 2
Male	38.0	Bachelor of Science	VIII	PKR 18,227	5.7	4.5	10.2	Field Force Derma
Male	27.6	Bachelor of Pharmacy	VIII	PKR 18,100	4.1		4.1	Field Force Unit 2
Male	32.3	Bachelor of Science	VIII	PKR 18,088	2.4	2.0	4.4	Field Force Unit 2
Male	28.2	Doctorate of Pharmacy	VIII	PKR 17,953	2.8	1.4	4.2	Field Force Unit 2
Male	30.5	Bachelor of Pharmacy	VIII	PKR 17,898	6.0	0.0	6.0	Field Force Unit 2
Male	30.5	Bachelor of Pharmacy	VIII	PKR 17,815	4.1		4.1	Field Force Unit 2
Male	29.6	Bachelor of Science	VIII	PKR 17,742	2.5	3.6	6.1	Field Force Unit 1
Male	27.4	Bachelor of Commerce	VIII	PKR 17,728	4.1	2.2	6.3	Field Force Unit 2
Male	32.2	Bachelor of Arts	VIII	PKR 17,611	2.5	2.0	4.5	Field Force Unit 3
Male	26.3	Bachelor of Science	VIII	PKR 17,531	3.2		3.2	Field Force Unit 3
Male	37.1	Bachelor of Science	VIII	PKR 17,382	6.0	3.1	9.1	Field Force Unit 2
Male	36.2	Bachelor of Science	VIII	PKR 17,349	3.1	4.8	7.9	Field Force Unit 2
Male	36.3	Bachelor of Science	VIII	PKR 17,325	5.1	3.7	8.8	Field Force Unit 3
Male	33.5	Bachelor of Pharmacy	VIII	PKR 17,277	6.0	1.7	7.7	Field Force Unit 2
Male	26.9	Bachelor of Commerce	VIII	PKR 17,191	2.4	3.3	5.7	Field Force Unit 3
Male	26.4	Bachelor of Commerce	VIII	PKR 17,183	2.5	3.6	6.1	Field Force Unit 3
Male	30.4	Bachelor of Pharmacy	VIII	PKR 17,137	6.0	0.7	6.7	Field Force Unit 1
Male	27.2	Master of Science	VIII	PKR 17,050	3.1		3.1	Field Force Unit 2
Male	32.3	Bachelor of Arts	VIII	PKR 17,039	4.0	3.5	7.5	Field Force Unit 3
Male	28.0	Bachelor of Commerce	VIII	PKR 17,021	2.4	4.1	6.5	Field Force Unit 2
Male	29.4	Bachelor of Arts	VIII	PKR 16,993	4.0	3.0	7.0	Field Force Derma
Male	30.6	Master of Business Administration	VIII	PKR 16,985	4.9	4.3	9.2	Field Force Derma
Male	27.4	Bachelor of Science	VIII	PKR 16,946	3.4		3.4	Field Force Unit 2
Male	27.7	Master of Science	VIII	PKR 16,866	2.4	1.6	4.0	Field Force Derma
Male	29.6	Bachelor of Science	VIII	PKR 16,803	4.6		4.6	Field Force Unit 2
Male	30.3	Bachelor of Pharmacy	VIII	PKR 16,697	2.5	0.3	2.8	Field Force Unit 3
Male	31.6	Bachelor of Science	VIII	PKR 16,616	3.0	2.3	5.3	Field Force Derma
Male	34.1	Doctorate of Pharmacy	VIII	PKR 16,605	2.4	4.0	6.4	Field Force Unit 1
Male	29.3	Bachelor of Arts	VIII	PKR 16,596	4.0	1.5	5.5	Field Force Unit 2
Male	32.2	Bachelor of Science	VIII	PKR 16,580	6.0	4.6	10.6	Field Force Unit 3
Male	30.6	Bachelor of Commerce	VIII	PKR 16,508	2.6	4.7	7.3	Field Force Unit 2

Male	29.3	Master of Business Administration	VIII	PKR 16,451	3.1		3.1	Field Force Unit 3
Male	27.6	Bachelor of Arts	VIII	PKR 16,412	3.4	2.1	5.5	Field Force Derma
Male	31.3	Bachelor of Science	VIII	PKR 16,371	4.0	0.9	4.9	Field Force Unit 1
Male	34.6	Bachelor of Arts	VIII	PKR 16,242	3.4		3.4	Field Force Unit 2
Male	29.2	Bachelor of Commerce	VIII	PKR 16,188	3.4	3.0	6.4	Field Force Derma
Male	28.2	Master of Arts	VIII	PKR 16,149	2.8	2.7	5.5	Field Force Unit 2
Male	27.3	Bachelor of Science	VIII	PKR 16,122	3.0	0.4	3.4	Field Force Unit 2
Male	27.5	Bachelor of Pharmacy	VIII	PKR 15,899	2.7	1.3	4.0	Field Force Unit 3
Male	28.9	Bachelor of Science	VIII	PKR 15,887	3.0	1.2	4.2	Field Force Unit 2
Male	27.2	Master of Science	VIII	PKR 15,887	3.0		3.0	Field Force Unit 1
Male	25.1	Bachelor of Science	VIII	PKR 15,837	3.0	2.5	5.5	Field Force Unit 1
Male	27.2	Bachelor of Science	VIII	PKR 15,459	2.4	2.3	4.7	Field Force Unit 2
Male	32.7	Bachelor of Pharmacy	VIII	PKR 15,190	4.6	2.0	6.6	Field Force Unit 2
Male	28.3	Bachelor of Science	VIII	PKR 15,000	2.7	0.7	3.4	Field Force Unit 3
Male	24.6	Doctorate of Pharmacy	VIII	PKR 14,960	2.8		2.8	Field Force Unit 2
Male	44.7	Bachelor of Science	VIII	PKR 14,883	4.0	10.9	14.9	Field Force Derma
Male	29.7	Doctorate of Pharmacy	VIII	PKR 14,119	2.5	0.1	2.6	Field Force Unit 1
Male	33.5	Bachelor of Arts	VIII	PKR 14,000	6.3	5.5	11.8	Field Force Unit 2
Male	30.6	Bachelor of Arts	VIII	PKR 13,580	2.7	4.3	7.0	Field Force Unit 1

Measures of Central Tendency – Department wise

Department		Age	Level of Education	Total Experience	Income Group	Monthly Salary
Administration	Mean	54.609	3.50	28.024	7.00	PKR 606,020.50
	N	4	4	4	4	4
	Std. Deviation	3.9662	1.000	6.1437	2.160	PKR 856,074.899
	Median	54.626	4.00	29.382	6.50	PKR 196,114.50
Consumer Healthcare	Mean	38.281	4.60	14.756	7.40	PKR 227,150.40
	N	5	5	5	5	5
	Std. Deviation	9.5465	.548	8.3884	1.517	PKR 283,343.304
	Median	38.428	5.00	12.828	7.00	PKR 100,618.00
Engineering	Mean	38.022	3.38	10.521	3.49	PKR 77,175.95
	N	37	37	37	37	37
	Std. Deviation	10.0500	.953	11.5819	2.206	PKR 77,388.677
	Median	33.463	4.00	4.377	3.00	PKR 48,674.00
Environment Health & Safety	Mean	44.196	4.00	9.271	4.50	PKR 111,369.50
	N	6	6	6	6	6
	Std. Deviation	9.5029	1.549	9.4373	2.739	PKR 84,220.300
	Median	41.506	4.50	3.914	4.50	PKR 80,069.50
Finance	Mean	42.417	4.39	17.399	5.44	PKR 133,358.41
	N	41	41	41	41	41
	Std. Deviation	8.9449	.628	10.4695	1.689	PKR 137,198.022
	Median	43.493	4.00	15.895	5.00	PKR 85,071.00
Human Resources	Mean	41.830	4.50	16.011	5.79	PKR 140,870.43
	N	14	14	14	14	14
	Std. Deviation	10.6093	.519	11.7821	1.424	PKR 102,711.280
	Median	42.950	4.50	16.647	6.00	PKR 108,782.50
Information Technology	Mean	49.685	4.50	25.460	6.33	PKR 245,169.67
	N	6	6	6	6	6
	Std. Deviation	9.1331	.837	8.0824	2.251	PKR 292,854.678
	Median	52.455	4.00	22.819	6.50	PKR 146,658.00
Legal & Regulatory Affairs	Mean	49.871	4.17	25.639	6.83	PKR 246,547.50
	N	6	6	6	6	6
	Std. Deviation	6.3470	.408	4.8672	1.722	PKR 211,871.376
	Median	51.690	4.00	25.735	7.00	PKR 184,226.00
Marketing	Mean	45.396	3.27	22.194	5.45	PKR 122,084.27
	N	11	11	11	11	11
	Std. Deviation	8.2151	1.272	11.2354	1.572	PKR 63,167.839
	Median	46.377	4.00	19.624	5.00	PKR 99,571.00
Procurement	Mean	40.724	4.00	14.444	4.71	PKR 91,635.95

	N	21	21	21	21	21
	Std. Deviation	9.8794	.775	10.4713	1.927	PKR 79,191.224
	Median	37.861	4.00	12.876	4.00	PKR 64,355.00
Production	Mean	43.266	3.99	16.831	4.37	PKR 93,177.02
	N	108	108	108	108	108
	Std. Deviation	9.9662	.891	10.7199	2.049	PKR 100,157.981
	Median	44.660	4.00	19.958	4.00	PKR 66,783.50
Quality Assurance & Control	Mean	41.297	4.39	15.046	3.88	PKR 57,040.20
	N	83	83	83	83	83
	Std. Deviation	9.7645	.730	11.1880	1.263	PKR 41,944.243
	Median	43.853	4.00	17.387	4.00	PKR 52,070.00
Research & Development	Mean	44.964	4.24	18.502	5.76	PKR 160,064.06
	N	17	17	17	17	17
	Std. Deviation	10.3815	.831	11.7026	1.855	PKR 225,398.386
	Median	45.993	4.00	17.538	6.00	PKR 88,690.00
Sales & Distribution	Mean	39.417	4.26	15.520	3.83	PKR 42,409.82
	N	562	562	562	562	562
	Std. Deviation	7.3973	.560	7.4737	1.221	PKR 36,911.087
	Median	39.412	4.00	16.757	3.00	PKR 34,921.50
Total	Mean	40.582	4.19	15.772	4.13	PKR 67,420.08
	N	921	921	921	921	921
	Std. Deviation	8.5815	.713	9.0769	1.617	PKR 103,401.148
	Median	40.511	4.00	16.777	4.00	PKR 45,275.00

Questionnaire on Gender-Based Tokenism

P1 Gender

- ☐ Male (1)
- ☐ Female (2)

P2 Age

P3 Department

- ☐ Administration (1)
- ☐ Consumer Healthcare (2)
- ☐ Distribution (3)
- ☐ Engineering (4)
- ☐ Environment Health & Safety (5)
- ☐ Finance (6)
- ☐ Human Resources (7)
- ☐ Information Technology (8)
- ☐ Legal (9)
- ☐ Marketing (10)
- ☐ Packaging (11)
- ☐ Procurement (12)
- ☐ Production (13)
- ☐ Projects (14)
- ☐ Quality Assurance (15)
- ☐ Quality Control (16)
- ☐ Regulatory Affairs (17)
- ☐ Research & Development (18)
- ☐ Sales (19)
- ☐ Warehousing (20)

P4 Education

- ☐ High School (1)
- ☐ Bachelor's Degree (2)
- ☐ Master's Degree/MBA in Pakistan (3)
- ☐ Foreign MBA (4)
- ☐ PhD (5)
- ☐ Other (6)

P5 Years of Relevant Work Experience

P6 Monthly Salary in PKR (optional but completely anonymous and confidential - very useful for this study)

- ☐ < Rs. 25,000 (1)
- ☐ Rs. 25,000 - 50,000 (2)
- ☐ Rs. 50,000 - 100,000 (3)
- ☐ Rs. 100,000 - 150,000 (4)
- ☐ Rs. 150,000 - 200,000 (5)
- ☐ Rs. 200,000 - 400,000 (6)
- ☐ > Rs. 400,000 (7)

Q1 What do you think about the presence of gender-based discrimination at GlaxoSmithKline Pakistan? On a scale of 1 (Strongly Disagree) to 6 (Strongly Agree), please assess the given statements

_____ Men are promoted at a better rate than women (1)

_____ Women have been prevented from attaining their full potential because of their gender (2)

_____ There are frequent occurrences of discrimination against women (3)

_____ Men are often given opportunities instead of women based on gender (4)

_____ I believe men with comparable education and performance are paid more than women are (5)

_____ I feel women are encapsulated into stereotyped gender roles (6)

Q2 What do you think about the presence of gender representation pressure at GlaxoSmithKline Pakistan? On a scale of 1 (Strongly Disagree) to 6 (Strongly Agree), please assess the given statements

- _____ People at the company look at me as a representative of my gender (1)
- _____ I feel I have to represent the perspective of my gender at the company (2)
- _____ I often feel accepted as a person by my male colleagues (3)
- _____ I often spend leisure and social time with my male colleagues (4)
- _____ I often spend leisure and social time with my female colleagues (5)
- _____ I often discuss topics such as politics with my male colleagues (6)
- _____ I feel I am more visible to my colleagues and superiors due to my gender (7)

Q3 On a scale of 1 (Strongly Disagree) to 6 (Strongly Agree), please assess the given statements

- _____ I feel I am often the subject of gossip, questioning and careful scrutiny (1)
- _____ I feel I speak for women in general rather than only for myself (2)
- _____ I feel I have greater performance pressure compared to my colleagues simply based on my gender (3)
- _____ I think men fear that women get quicker promotions and more job responsibilities simply because they are a minority and hence more noticeable (4)
- _____ I often find myself in a situation where I under perform on group tasks to make sure I am not seen as challenging the dominant group (men) (5)
- _____ I believe a glass ceiling, an invisible barrier restricting promotion opportunities and better salaries, exists for women (6)
- _____ I often feel isolated and excluded from informal social networks due to my gender (e.g. conversations about sports, typical "male" hobbies like hunting, fishing etc.) (7)
- _____ I frequently feel like an outsider due to my gender (8)
- _____ I often feel the need to fight stereotypes by tailoring my actions to the desires and tastes of those around me (9)
- _____ I often feel eclipsed by my physical appearance (10)
- _____ I feel that men in the organization exaggerate differences between themselves and women (11)

_____ I feel women are often encapsulated into stereotyped sex roles (12)

_____ I feel being a minority group (women) in the organization has impacted my self-esteem negatively (13)

Q4 What do you think about your experience of gender discrimination in general? On a scale of 1 (Strongly Disagree) to 6 (Strongly Agree), please assess the given statements

_____ I feel like I am personally a victim of society because of my gender (1)

_____ I consider myself a person who has been deprived of the opportunities that are available to others because of my gender (2)

_____ I personally have been a victim of gender discrimination (3)

Q5 What do you think about your job satisfaction at GlaxoSmithKline Pakistan? On a scale of 1 (Strongly Disagree) to 6 (Strongly Agree), please assess the given statements

_____ All in all, I'm satisfied with my job (1)

_____ This organization has a great deal of personal meaning to me (2)

_____ My job is extremely stressful (3)

_____ I will probably look for a new job in the next year (4)