

**GENDER MAINSTREAMING, SOCIAL INCLUSION AND WELLBEING AT
WORKPLACE: A SYSTEMATIC REVIEW****Adefolake Olusola Ademuson**

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Abstract

The well-being of employees poses an elastic effect on employees and organisational outputs hence, it is important to understand its correlates. This article examined gender mainstreaming, social inclusion and wellbeing at workplace in Nigeria using a systematic review. It deploys information and materials from journal articles, books, and other online materials addressing the salient issue of interest towards achieving the objectives of this article. In addition, materials considered for the analysis of this result span through the year range of 2010 and 2023. The findings revealed that both gender mainstreaming and social inclusion are germane to enhancing workers' wellbeing in Nigeria. In extension, gender mainstreaming and social inclusion provide equal work opportunities and benefits to all, which could affect employees and organisational outcomes in the long run. Therefore, the study recommends that organisations provide enabling policies, culture and environment that could foster gender mainstreaming and social inclusion towards enhancing equality at workplace. This could foster increased workers' wellbeing, particularly among female workers.

Introduction

Workers' wellbeing, particularly at the workplace is very paramount because employees are the most important resource for achieving organisational goals and enhancing better competitive advantage (International Labour Organization, 2023). Therefore, underestimating their value and worth could be detrimental to overall organisation performance in the long run. Also, socio-economic, cultural and environmental complexity at the global, regional and local levels have posed significant effects on the attainment of organisational goals and sustainable development goals (Onyeji, 2018; Felman, 2020; Wada *et al.*, 2021). Hence, employees' wellbeing has become a major issue of consideration in organisational practices and studies.

Wellbeing refers to a state of being healthy, happy, and comfortable, and includes the physical, mental and social aspects of an individual (World Health Organisation, 2023). According to the Happier Lives Institute (2023), three theories of wellbeing are used to categorise and fully explain its multidimensional aspect, including hedonism, desire-fulfillment, and the objective. Hedonists postulated that wellbeing could consist of an overall positive balance of experienced

pleasures over pains hence, whatever seems good for you is what feels good to you. The desire-fulfillment postulated that wellbeing is the fulfillment of someone's desires that tend to make one's life go well. Also, the objective list postulated that some things could improve one's life which could neither be pleasurable nor desired by an individual such as success, friendship, and knowledge, among others.

Also, the London Government Office for Science (2008) and Ritchie (2018) noted that the measurement of wellbeing spans through the deployment of a well-known five ways to wellbeing model revealing five important variables which connecting, being active, taking notice, giving and learning. It has been revealed that the level of wellbeing is not encouraging at the global level, as over 792 million individuals live with poor wellbeing which represents approximately 11% of the global population hence, contributing to approximately 14% of global death cases yearly (FutureLearn, 2021).

With respect to the workplace, wellbeing could cut across all aspects of an employee's working life, which could range from the quality and safety of the physical environment, spanning through how employees feel about work, the working environment, work climate

and the organisation itself (International Labor Organization, 2023). Therefore, workplace well-being covers aspects of safety at the workplace, employees' health, satisfaction and also their engagement in work. Worker's well-being is so germane in the organisational study because it is a major factor that could determine the long-term effectiveness and overall performance of an organisation. Hence, not recognising the need to promote employees' well-being may lead to several workplace problems which could include stress, conflict, abuse, and mental health disorders, among others (International Labor Organization, 2023).

According to the Wellbeing People (2023), wellbeing could be influenced by several factors which are social relationships, work-life balance, personal values and beliefs, among others. Also, Mirchandani (2021), Rayat (2022) and Menzies (2022) revealed that establishing a culture of inclusion which in this article is synonymous with gender mainstreaming and social inclusion is a major pathway to enhancing employees' wellbeing at workplace. Moreover, gender mainstreaming and social inclusion are important dimensions of social relationships which is a major influencing factor of workplace wellbeing as presented by the Wellbeing People (2023).

Gender mainstreaming is a policy-making strategy that tends to take into account the interests and concerns of women and men in society towards ensuring equal gender treatment (Council of Europe, 2023). The need for gender mainstreaming is hinged on the fact that women and men have different needs, living conditions and circumstances. Hence, the need to create a gender balanced work environment to cater for the needs of both genders in society. Social inclusion refers to the process by which the terms of participation in society are subjected to improvement for the people, particularly those who are in a disadvantaged position (United Nations, 2016). This could include gender, age, and disability, among others by providing equal and better opportunities, access to resources, voice and respect for human rights (United Nations, 2016). This is needed due to a high level of employee diversity at the workplace.

In Nigeria, Orisaremi (2022) revealed that the employment rate for females, particularly in the formal sector remains at 65.1% as compared to 71.5% for males; 92.5% of males are the national parliament while only 7.5% are female; and only 26.2% serving as female judges in Nigeria. These statistics depict that women are placed in disadvantaged positions in society when compared to their male counterparts leading to skewed resource allocation and access to substantial credit facilities largely male-centered. This shows a high rate of gender inequality and social exclusion for the female gender at workplace.

The underrepresentation of women in careers with

higher salaries and their overrepresented in careers with lower salaries, coupled with the share of women in managerial positions remains very low (Gershinkova, 2021). This could depict a lack of gender mainstreaming and social exclusion at workplaces in societies. Moreover, this could affect their wellbeing negatively, which could include their physical, mental and social wellbeing in the long run as stated by Mirchandani (2021), Rayat (2022), Menzies (2022) and World Health Organization (2023). Moreover, drawing emphasis on the assertion of Onyeji (2018), Felman (2020), and Wada *et al.* (2021), could hamper the attainment of sustainable development goals. Therefore, there is a dire need to examine how gender mainstreaming and social inclusion could be used to influence the wellbeing of employees at workplace. To this end, the major focus of this article is to examine gender mainstreaming, social inclusion and wellbeing at the workplace using a systematic review hence, the following research questions are directed to drive this article:

- i. How does gender mainstreaming influence wellbeing at the workplace?
- ii. How does social inclusion influence wellbeing at workplace?

Literature Review

Enhancing better wellbeing, particularly at workplace has been an important issue in ensuring organisational growth and development because it could help in the prevention of stress and in the creation of positive working conditions that would foster individual and organisational performance in the long run (Chartered Institute of Personnel and Development, 2023). This implies that the wellbeing of employees at the workplace is very germane to fostering organisational growth and development but it could only be achieved through the provision of better working conditions for the employees. This could be the major reason why studies such as Felman (2020) and Wada *et al.* (2021) revealed that enhancing the wellbeing of employees at the workplace is very germane in achieving organisational goals and objectives, and also ensures organisational productivity. Juxtaposing the works of the Chartered Institute of Personnel and Development (2023), Felman (2020) and Wada *et al.* (2021), it could be deduced that fostering employees' wellbeing has an elastic effect on the employees and organisational outcomes hence the need to understand its extent among employees within an organisation.

However, several factors have been noted to pose a significant influence on wellbeing at the workplace among employees hence, understanding these factors is also beneficial to ensuring employees' wellbeing within an organisation. Fernández (2010) examined wellbeing and work towards social inclusion of vulnerable groups

in Northern Spain, and revealed that social inclusion at the workplace could affect workers' self-esteem, work sacrifice, criticism at work, solidarity, abuse, rejection, mistrust, and insecurity, among others. Also, Rayat (2022) examined the powerful connection between inclusion and well-being and revealed that there is a strong correlation between workplace exclusion, which in this study is referred to as social inclusion and workers' wellbeing at the workplace. In addition, workers recorded a high level of poor mental health when excluded from social gatherings or networking opportunities, when others made incorrect assumptions about their abilities when they were ignored at work and when they didn't have access to the same opportunities and privileges as others.

Juxtaposing the works of Fernández (2010) and Rayat (2022), it could be deduced that when employees experience workplace exclusion, particularly when they don't have access to the same opportunities and privileges as other employees, it could lead to high level of poor mental health and could be further lead to several work anomalies such as reduced self-esteem, work sacrifice, solidarity, among others, and also increase in work criticism, abuse, rejection, mistrust, insecurity, and others.

According to the work of Menzies (2022), there are several ways that inclusion, which in this study is termed social inclusion, could be linked with employee wellbeing at the workplace. Inclusion at workplaces could be linked with (Menzies, 2022):

- Increasing positive self-concept among employees.
- Increasing professional achievement among employees.
- Increasing job satisfaction among employees.
- Enhancing work-life balance among employees.
- Enhancing connection with others.
- Enhances pro-social behaviour among employees.

In addition, these connections or links between the inclusion and wellbeing among employees could later, particularly in the long run affect organisational performance (Menzies, 2022).

Harmonizing the findings of Fernández (2010) and Rayat (2022), with the work of Menzies (2022), experiences workplace exclusion, particularly when excluded from certain opportunities and privileges, could limit their self-concept, professional achievement, job satisfaction, work-life balance, connection with others, pro-social behaviour, among employees, and eventually, in the long run, affect employees and organisational performance. Therefore, this could also thwart the achievement of the organisational goals and objectives, thereby reducing the competitive advantage of such an organisation.

Also, the International Labor Organization (2023) stated that there are high levels of diversity and

inclusion at workplace which tend to affect the productivity, innovation and well-being of the workforce. Despite the significant importance attached to diversity and inclusion, not much is done to promote workforce wellbeing, implying that the interest of the workers is missing out on potential organisational benefits (ILO, 2023). Also, the Center for Research and Policy Development (2023), revealed that social inclusion had been a major factor that affected workers' well-being.

The effect of inclusion at the workplace, which in this present paper is approached as social inclusion on productivity, innovation and well-being in the workforce as presented by the ILO (2023), could be well elaborated with the work of Menzies (2022). This implies that, when employees are excluded from certain opportunities and privileges, such as the provision of certain benefits and opportunities that could enhance employees' health, satisfaction and engagement at work, this could limit their self-concept, professional achievement, job satisfaction, and work-life balance, among others. This could eventually hinder employees' wellbeing, and in extension affect organisational performance in the long run.

Also, about gender mainstreaming, the UN Global Impact (2023) noted that there is a need for the provision of supportive working conditions for everyone through gender mainstreaming that could enhance all aspects of the workplace such as related to employees' health, safety, wellbeing, and risk management. This is because, gender issues could pose a significant influence on workplace wellbeing and safety, particularly in several ways hence, the need for organisations to ensure that workers are provided the enabling environment that could enhance workplace wellbeing among workers (UN Global Impact, 2023). Hence, gender mainstreaming at workplace towards enhancing workers' wellbeing and safety could provide several benefits such as reducing workplace inequality, increasing employees and organisational productivity, decreasing the rate of attrition, decreasing employees' absenteeism, and reducing legal and reputational risks (UN Global Impact, 2023).

This implies that gender mainstreaming at the workplace could pose an elastic effect on work-related variables and outcomes such as increasing employees' health, safety, wellbeing, and risk management as stated by UN Global Impact (2023). In addition, juxtaposing the works of Menzies (2022) and UN Global Impact (2023), it could be affirmed that gender mainstreaming aims at increasing workplace equality, decreasing the rate of attrition and employee absenteeism, among others, towards enhancing the wellbeing of employees and also ensuring the productivity of the organisation.

This implies that ensuring social inclusion and

gender mainstreaming in organisations are very germane to enhancing the wellbeing of employees which could eventually lead to increasing employees and organisational productivity in the long run. To this end, Gershinkova (2021) revealed the need for ensuring effective social inclusion and gender mainstreaming practice in organisations by providing several gender mainstreaming and social inclusion policies for the international labour standards as provided below:

- i. Equal Remuneration Convention, 1951 (No. 100) and Recommendation No. 90.
- ii. Discrimination (Employment and Occupation) Convention, 1958 (No. 111) and Recommendation No. 111.
- iii. Maternity Protection Convention, 2000 (No. 183) and Recommendation No. 191.
- iv. Workers with Family Responsibilities Convention, 1981 (No. 156).
- v. Violence and Harassment Convention, 2019 (No. 190) and Recommendation No. 206.

Juxtaposing the studies of Fernández (2010), Gershinkova (2021), Rayat (2022), Menzies (2022), ILO (2023), CIPD (2023), CRPD (2023), and UN Global Impact (2023), it is possible to draw inference to the fact that gender mainstreaming and social inclusion are major factors that could be used by organisations to enhance or enable workers wellbeing at workplace. Nevertheless, it is a plausible fact that, from the literature reviewed, not much is known about the extent of workers' wellbeing at the workplace, particularly in Nigeria and also the extent to which gender mainstreaming and social inclusion could

pose a significant effect on it in organisations in Nigeria. Therefore, this article focuses on examining the extent to which gender mainstreaming and social inclusion could influence or be used to enable workers' wellbeing at the workplace, particularly in Nigeria, using a systematic review method.

Methodology

This article adopts the systematic review method hence, the information and materials used cover those from journal articles, books, and other online materials that addressed the salient issue of interest towards achieving the objectives of this article. In addition, materials considered for the analysis of this result span through the year range of 2010 and 2023. This wide year range was used to better collect holistic information and material resources that could be well used to discuss the salient issues in this study. Furthermore, the search process for the information and materials followed the Cochrane review style for literature by Chapman (2014), and PICOS was used to assist in analysing the information and materials obtained towards achieving the objectives. The PICOS represents:

- P – Problem or Population
- I – Intervention
- C – Control or comparator
- O – Outcome(s)
- S – Study type (e.g. quantitative, qualitative, etc.) (Richardson, 1995)

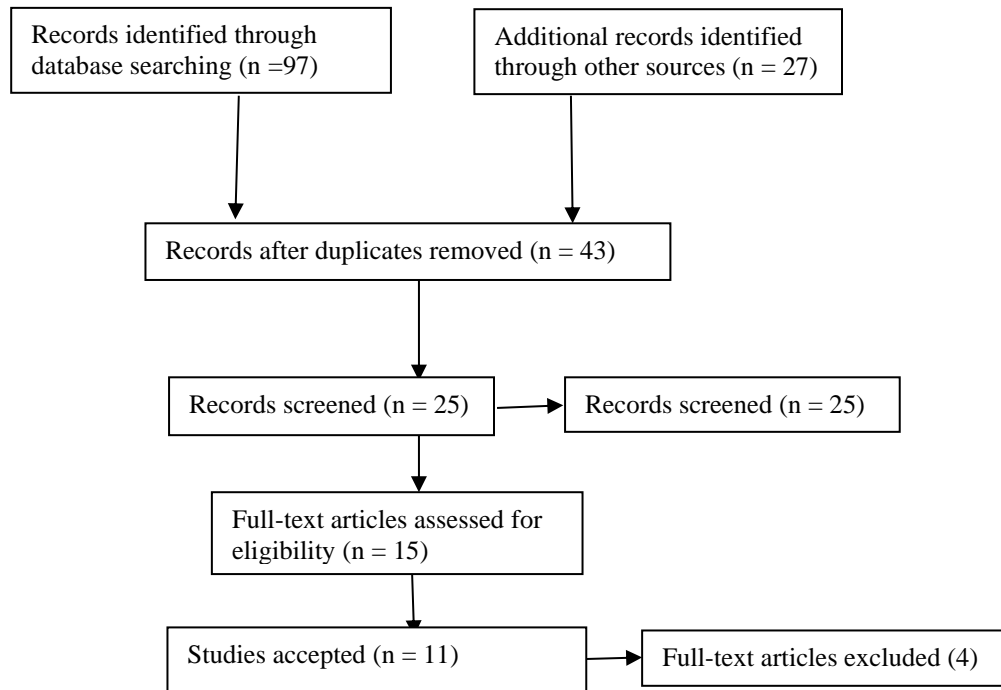
With regards to this study, the PICOS framework used is presented in Table 1 below.

Table 1: PICOS

	Inclusion	Exclusion	Search terms
Problem	Gender biasness and social exclusion at workplace	Other issues workplace and outside workplace	Gender mainstreaming at workplace, social inclusion at work place, Gender mainstreaming and social inclusion
Intervention	The five ways to wellbeing model revealing five important variables which connecting, being active, taking notice, giving and learning.	Other model not used	Five ways to wellbeing model
Comparator	None	None	None
Outcome	Better wellbeing at workplace which include physical, mental ad social wellbeing		Better wellbeing at workplace which include physical, mental ad social wellbeing
Study type	Quantitative, qualitative, Mixed	None	Quantitative, qualitative, Mixed

Also, information and materials were searched using Google Scholar and other search engines such as Google and yielded results and outcomes but very few (only nine articles) were selected to fit in this study. Also, the PRISMA Flow Diagram for the study search and the quantity of articles used in this study are

provided in Figure 1 below.



The articles selected include the works of Leach *et al.* (2010); Yusuf (2011); Aina *et al.* (2015); Nigeria *This Day Newspaper* (2018); Birchall (2019); the British Council (2020); Ngobua (2021); Beauregard, Booth & Whiley (2021); Gutiérrez & Castaño (2021); Orisaremi (2022); and Umeji *et al.* (2022). In addition, content analysis was deployed for analysis and information resources obtained were grouped into the major themes to address the major focus of the study. The keywords used in searching are wellbeing at workplace, gender mainstreaming at workplace, social inclusion at workplace, gender mainstreaming and social inclusion, and gender mainstreaming and social inclusion on wellbeing at workplace.

Results

The main goal of this article is to examine gender mainstreaming, social inclusion and wellbeing at workplace.

Research Question One: How does gender mainstreaming influence wellbeing at workplace?

Ngobua (2021) examined gender equality and social inclusion (GESI) analysis in Nigeria and revealed that despite possessing the largest human resources in the sub-Saharan Africa region, Nigeria is still listed among the 57 countries with human resource crisis, one of which is that there are more men than women in higher paid jobs and paying roles. Thus, there is a male-controlled belief in Nigerian society which tends to segregate jobs between males and females with certain

tasks believed to be for the females at workplace which tend to add increasing workload to women, apart from those at the domestic level leading to several health issues that affect women's wellbeing in the long run. This could be very detrimental at workplace and could tilt to favour the wellbeing of males rather than female employees, which could affect the work outputs of the female gender.

Also, Yusuf (2011) examined the issues and challenges associated with women's health and safety in the Nigerian workplace and deduced that gender issues at work could affect several aspects of the lives of women, cutting across issues such as safety measures at the workplace, health hazards and marital adjustment, discrimination at work, insecurity, management decision making, among others. Taking into consideration the work of Ngobua (2021), the findings of Yusuf (2011) could be well explained to reveal that male-controlled belief in the Nigerian society which tends to segregate jobs between males and females as stated by Ngobua (2021) could lead to exposing women to health hazards, discrimination at work, insecurity, ineffective and inefficient decision making, among others, which could also thwart their wellbeing.

In addition, Aina *et al.* (2015) examined the institutionalization of gender mainstreaming in Nigeria's tertiary and revealed that despite the gender-responsive policies and programmes by the Nigeria government, such as the development of the National Gender Policy (2006), towards increasing and

strengthening gender main-streaming at workplace, traditionally, women have been marginalized in probably all spheres of human endeavours which cuts across the social, economic and political spheres. This implies that such marginalization at workplace, which in the work of Ngobua (2021), is the segregation of jobs between males and females could lead to low social, economic and political wellbeing, particularly among the female gender. Such effects of wellbeing at the social, economic and political could by extension, have a significant effect on the society at large and also on their performance at work, thereby affecting organisational performance in the long run.

Moreover, Gutiérrez and Castaño (2021) examined gender equality at workplace as a key driver of well-being, business performance and sustainability, and revealed that ensuring gender equality at workplace is an organisational strategic priority and a business practice that could improve employees' well-being, and also enhance business performance and sustainability, which could accelerate the achievement of organisational goals, particularly in the recent increasingly competitive global market. This implies that when organisations deploy gender inclusion and mainstreaming as organisational strategic priorities and business practices, it could enhance women's wellbeing in the social, economic and political wellbeing as depicted by Ngobua (2021). This could also cushion the male-controlled belief in Nigerian society of the segregation of jobs between males and females as stated by Ngobua (2021) that has for a long time exposed women to health hazards, discrimination at work, insecurity, ineffective and inefficient decision-making, among others as stated by Yusuf (2011).

Beauregard, Booth and Whiley (2021) examined transgender employees' workplace impacts on health and well-being, and indicated that the lack of knowledge and training for transgender employees could affect their wellbeing at workplace, and in extension could affect overall development. The study revealed that the employees experience tension at workplace and have negative outcomes at workplace hence, the need for employers to manage gender transition processes effectively. These negative outcomes and wellbeing could cut across the social, economic and political spheres as stated by Aina *et al.* (2015), and in the long run, could affect organisational goals achievement.

Finally, Orisaremi (2022) examined mainstreaming gender in Nigeria: a daunting yet attainable task, and noted that empowering women to fully participate in society in Nigeria, based on equality in all spheres of society cuts across their participation in decision-making process and access to power. Such involvement and empowerment could lead to the enhancement of equality, development and peace which

would affect the wellbeing of women in the society. In general, gender mainstreaming could affect and promote prosperity and well-being for all (Orisaremi, 2022).

This implies that deploying gender mainstreaming as organisational strategic priority and business practice as stated by Aina *et al.* (2015), which according to Ngobua (2021) could enhance women wellbeing in the social, economic and political wellbeing, could be used to promote prosperity and well-being for all. This implies that neglecting women's wellbeing at workplace, which is a function of not including women in the organisational mainstream, could reduce employees' and organisational prosperity and well-being. Therefore, it reveals the potential for the adoption of gender mainstreaming as organisational strategic priority and business practices at workplace as stated by Aina *et al.* (2015).

Research Question Two: How does social inclusion influence wellbeing at workplace?

Leach *et al.* (2010) examined the limitations of employment as a tool for social inclusion, using data from the PATH Through Life Project, collected from 4261 respondents. The findings of Leach *et al.* (2010) revealed that social exclusion tends to increase unemployment and poor quality jobs that are characterised by insecurity, low marketability and job strain. This could by extension lead to poorer physical and mental health status and depression among employees which could also depict poor wellbeing. This implies that when employees are excluded from certain benefits at workplace, it could affect their socio-economic status and also affect their job output due to lack of job security, hence, could eventually lead to poor job output, and by extension could affect employees' physical and mental health, causing depression hence, poor wellbeing among employees as stated by Leach *et al.* (2010).

Birchall (2019) provided an overview of social exclusion, especially in workplace and deduced that social exclusion of women and girls, this time women with disabilities, who are from certain ethnic and religious minorities, and are also migrants and internally displaced, could aggravate poverty rate and instability in Nigeria. This could be eminent in their restriction from access to employment, legal rights and public participation, better work opportunities and gendered social norms that position women and girls as wives and caretakers while the males are the breadwinners and decision makers, even at workplaces. Hence, they fill lower-earning occupational positions and tend to earn less than men. This in the long run could influence the well-being of women in Nigerian society.

This implies that excluding such women and girls

as affirmed by the study of Birchall (2019) from certain workplace benefits could affect their socio-economic status and also affect their job output due to the lack of job security, hence, could eventually lead to poor job quality output, and in the long run affect employees physical and mental health, causing depression hence, poor wellbeing among employees as stated by Leach *et al.* (2010).

Umeji *et al.* (2022) examined social inclusion as a strategy for reducing poverty using a descriptive research method and revealed that social exclusion does not only cause poverty but could lead to the severity of poverty. To this end, social inclusion could be seen as a means that could be deployed to put an end to poverty in Nigeria. Such a social inclusion strategy could include equal social welfare, access to employment and work opportunities for all, and access to equal resources, among others. Hence, it includes the transformation of social relations that could promote an inclusive society and are also supported by social institutions and systems, particularly at workplace towards enabling workers to participate equally in economic, social, and political activities in the society. This implies that social inclusion in an organisation could go a long way to affect wellbeing at the social, economic and political levels hence, promoting prosperity and well-being for all as stated by Aina *et al.* (2015) and Ngobua (2021), thereby reducing poverty as affirmed by the findings of Umeji *et al.* (2022).

Also, a report presented by the Nigeria This Day Newspaper (2018) on “addressing poverty through social inclusion”, revealed that the number of population of Nigerians living in extreme poverty increases by six people every minute, and that this increasing rate of poverty is connected to social exclusion in the society. Also, the British Council (2020) did a study on mainstream gender and social inclusion (G&SI) in Nigeria, and revealed that gender identity is not put into recognition, as women are excluded from the decision-making process and policy development in Nigeria. This has hampered the wellbeing of women in the long run because gender equality is a core value, and a universal recognition of human rights, coupled with the fact that it is an essential element to achieve better well-being, economic growth, prosperity, good governance, peace and security.

When gender perspective is not taken into consideration as stated by Nigeria This Day Newspaper (2018) and British Council (2020), the effect could lead to reducing the wellbeing of a particular gender, which in this study could be women at the social, economic and political levels hence, demoting women gender prosperity and well-being as argued by Aina *et al.* (2015) and Ngobua (2021), thereby leading to increasing poverty as affirmed by the findings of Umeji *et al.* (2022). This could in the long run affect

employee and organisational productivity, coupled with its elastic negative effect on families.

Discussion

The article examined gender mainstreaming, social inclusion and wellbeing at workplace in Nigeria using a systematic review. It was revealed that both gender mainstreaming and social inclusion could pose a grave influence on workers' wellbeing in several ways, particularly at workplace in Nigeria. This could include providing enhanced safety measures at the workplace to minimize health hazards, marital adjustment, discrimination at work, insecurity, and management decision making, among others. In extension, this could also include improving equal social welfare, access to employment and work opportunities for all, and access to equal resources, among others. This supports the works of Fernández (2010); Gershinkova (2021); Mirchandani (2021); Rayat (2022) and Menzies (2022); International Labor Organization (2023); World Health Organization (2023); and UN Global Impact (2023). This implies that ensuring gender mainstreaming and social inclusion at workplace for employees at work could increase workers' wellbeing in Nigeria. To this end, this could arouse the possible need to establish policies that focus on gender mainstreaming and social inclusion particularly at workplace in Nigeria due to the diversity of workers towards enhancing workers' wellbeing at workplace, and also enhancing workers' organisational productivity.

Conclusion and Recommendations

In examining gender mainstreaming and social inclusion as major predictors of wellbeing at workplace in Nigeria, it was revealed that both gender mainstreaming and social inclusion are germane and they are not being put into consideration at various workplace in Nigeria. In addition, this has affected workers' wellbeing in Nigeria, which indicates a prevailing poor wellbeing among workers at work.

Also, studies revealed that gender mainstreaming and social inclusion at workplace do pose effective significant improvement in workers' wellbeing. However, the prevailing lack of gender mainstreaming and social inclusion at workplace in the Nigerian work environment has led to very low wellbeing among workers. Gender mainstreaming and social inclusion at workplace can also go to a large extent to reduce poverty in society when equal opportunities are provided at the workplace for the male and female genders. However, in the case of Nigeria's work environment, the prevalent effect of the lack of gender mainstreaming and social inclusion at workplace on low wellbeing among workers has led to increasing poverty at the social, economic and political levels. Therefore, the study recommends that:

- i. Policies that enable gender mainstreaming and social inclusion should be put in place at the national and organisational levels to enhance equality at workplace.
- ii. Management at the organisational level should provide an enabling environment to foster equity and fair treatment, particularly for the female gender at workplace towards enhancing their wellbeing in the long run and also enhancing performance.
- iii. There should also be an enabling culture related to gender mainstreaming and social inclusion towards enhancing the propensity for workers wellbeing at workplace.
- iv. There is a need to eliminate stereotypes that could cushion the multidimensional aspects of women's wellbeing which include physical, mental and social towards empowering them for better work output.
- v. There should also be a need to integrate women in the design, implementation, monitoring and evaluation of policies and programmes to put women's wellbeing at work into consideration in the political, economic and social spheres of life.

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