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Research

## **Assessment of Gender Disparities on Employment Rate: Evidence from Nigerian Brewery PLC, Alakia, Ibadan**

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**Abstract:** This study examined gender disparities in employment rate, considering Nigeria Brewery Plc, Alakia, Ibadan, with emphasis on workforce distribution, educational qualification, and employment outcomes. The study adopts a cross-sectional quantitative survey. Primary data were collected through structured questionnaires administered to company employees, a total of 149 questionnaires were distributed and successfully retrieved using purposive sampling. Correlation shows that there is a strong, positive association between promotion rates between male and female employees. ( $p < 0.05$ ,  $r = 0.944$ ). This result proves that the null hypothesis should be rejected and that there is an association between promotion rates between male and female employees which implies that as promotion increases will bring about an increase in male and female employees. The regression analysis revealed that  $R = 0.943$  shows a strong positive relationship between gender and employment rate across job grades.,  $R^2 = 0.902$  means that 90.2% of the variation in gender explained by employment rate across job grades, while 0.8% of the variation is explained by other factors not included in the model. Adjusted R square = 0.913 suggest that gender disparities do significantly improve the prediction of employment rate. The standard error (0.09409) measures the average distance between the observed employment rates and predicted values from the regression line which indicate accurate prediction. The significant correlation between gender and employment outcomes suggests that gender plays an important role in shaping career progression within the organization. The study recommends the adoption of gender-inclusive recruitment practices, transparent and merit-based promotion systems, and regular monitoring of employment policies to ensure fairness. Addressing gender disparities will not only promote equity but also

enhance employee motivation, organizational effectiveness, and sustainable development in line with national and global gender equality goals.

**Keywords:** Gender Disparities, Employment Practices, Salary Structure, Career Advancement, Workplace Discrimination.

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## INTRODUCTION

Gender disparity refers to the unequal treatment or outcomes experienced by men and women in various aspects of social, economic, and political life. It involves measurable differences in opportunities, access, and rewards between the genders (UNDP, 2022). In employment, gender disparity manifests in recruitment bias in which women are often underrepresented in male-dominated sectors like manufacturing and engineering; it also manifests in promotion inequality whereby fewer women attain managerial or leadership roles. Women may also have limited access to professional development programs. At Nigeria Brewery Plc, Ibadan, gender disparity may arise if women are concentrated in administrative or clerical jobs while men dominate production and management roles.

Employment refers to the state of being engaged in productive economic activity in exchange for wages or salaries. It encompasses all activities that contribute to organizational productivity and national economic growth (ILO, 2022). Employment can be measured in terms of employment rate, job type, wage level, job status and Opportunities for career growth.

In Nigeria, gender inequality in employment is rooted in social, cultural, and economic factors. Studies have shown that women are often underrepresented in technical fields, face barriers to promotion, and experience wage gaps compared to their male counterparts (Adebite & Adetayo, 2021). According to the National Bureau of Statistics (NBS, 2022), female labor force participation in Nigeria is significantly lower than that of males, and women are often concentrated in administrative and support roles rather than in leadership or technical positions. This imbalance has direct implications for organizational performance, employee morale, and corporate reputation (Okafor, 2021).

Although Nigerian Breweries Plc has policies promoting gender equality, anecdotal evidence and historical trends suggest that disparities may still exist in certain aspects of employment. These may include: lower representation of women in senior or technical positions, unequal selection rates in recruitment processes, gender pay gaps, both raw and after adjusting for role and tenure, lower promotion rates or slower career progression for

women, and disproportionate turnover or retention rates between genders. Without empirical evidence, it is difficult for management to determine whether these disparities are systematic, coincidental, or related to broader labour market patterns. Failure to address such disparities can undermine employee morale, limit talent retention, and affect the company's public image.

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Employment refers to the state of being engaged in productive economic activity in exchange for wages or salaries. It encompasses all activities that contribute to organizational productivity and national economic growth (ILO, 2022). Employment can be measured in terms of employment rate, job type, wage level, job status and Opportunities for career growth. In the brewery industry, employment opportunities often vary between genders due to physical requirements, shift systems, and workplace culture. Understanding these dynamics is essential for assessing gender equality within Nigerian Breweries Plc. The relationship between gender and employment has been widely studied across disciplines. According to ILO (2021), men and women do not enjoy equal participation in the labour market, with women often facing barriers in recruitment, advancement and remuneration. Women often encounter a glass ceiling - invisible barriers that prevent them from reaching top management, regardless of qualifications or experience (Cotter et al., 2001).

A statistical assessment of gender disparities is not only crucial for identifying whether inequities exist but also for quantifying their extent and significance. This evidence-based approach enables organizations like Nigerian Breweries Plc to design and implement targeted interventions, such as recruitment reforms, pay equity policies, and

career development initiatives, that align with both national labour laws and global best practices (World Bank, 2022).

Feminist theory provides a broad critique of patriarchal social structures that perpetuate gender inequality. It argues that men's dominance in political, economic, and cultural systems leads to the marginalization of women. There are multiple strands of feminism relevant to workplace studies; liberal feminism advocates for equal access to education, employment and legal rights, radical feminism emphasizes dismantling patriarchal institutions that reinforce inequality to economic structures that exploit women's labour. In the context of Nigeria's breweries, feminist theory highlights how traditional and institutional barriers exclude women from industrial participation and leadership roles (Ana, 2019; Dkpor, 2021). This theory supports the argument that gender disparities in employment are not accidental but stem from deep-rooted institutional practices and cultural beliefs that need reform.

Glass ceiling theory describes the invisible barriers that prevent women from advancing to top management or leadership positions, despite having the qualifications and performance records. These barriers include implicit biases, lack of mentorship and exclusion from informal decision-making networks (Cotter et al, 2001). In Nigeria, studies show that women rarely attain senior managerial positions in manufacturing and industrial companies. For instance, Adegbrite and Adebayo (2021) found that women constitute less than 10% of executive management across major breweries. The glass ceiling theory helps explain the underrepresentation of women in senior and supervisory positions at Nigerian Breweries Plc, despite increasing female participation in the workforce.

Several global studies have consistently shown that women continue to face significant barriers to full and equal participation in the labour market. Blau and Kahn (2017) conducted an extensive study across Organisation for Economic Cooperation and Development (OECD) countries, revealing that women earned approximately 82% of what men earned for similar roles, even after controlling for education and experience. Their findings suggest that unexplained wage differences persist due to structural and institutional biases rather than productivity differences.

Similarly, the International Labour Organization (ILO, 2022) reported that globally, women's labour force participation rate was 47%, compared to 72% for men and women held only 28% of managerial positions. The report highlighted that occupational segregation remains a dominant pattern, with women often concentrated in service and

administrative occupations, while men dominate technical, engineering, and production roles.

UN women (2023) further emphasized that despite global advocacy for workplace gender equality, systemic discrimination continues to manifest through hiring practices, promotion patterns and work-family policies. The report also found that women spend three times more hours on unpaid care work compared to men, limiting their career growth and participation in demanding industrial sectors.

Therefore, this study seeks to statistically assess gender disparities in employment at Nigerian Breweries Plc - Old Ife Road, Alakia, Ibadan. Specifically, the study seeks to: examine the extent of male and female representation across different departments and job levels evaluate promotion opportunities and career progression by gender, and to investigate retention and turnover trends among male and female employees.

### **Research Questions**

- What is the current gender composition of the workforce at the Nigeria Brewery, Old-Ife road, Ibadan?
- Are there significant differences in recruitment and selection rates between men and women?
- Do promotion opportunities differ by gender?
- There a measurable gender pay gap, and how does it change after adjusting for role and experience?
- Are retention rates and turnover patterns different between male and female employees?

### **Research Hypotheses**

$H_{01}$ : There is no significant difference in gender and employment rate across job grades.

$H_{11}$ : There is significant difference in gender and employment rate across job grades.

$H_{02}$ : There is no significant difference in promotion rates between male and female employees.

$H_{12}$ : There is significant difference in promotion rates between male and female employees.

### **Operational Definition of terms**

**Gender Disparity:** Unequal outcomes in employment measures between male and female employees.

**Representation:** The proportion of employees belonging to a specific gender within a given category.

**Pay Gap:** The difference in average earnings between male and female employees.

**Promotion Rate:** The percentage of employees within a group who receive a higher job grade or position in a defined period.

**Turnover Rate:** The rate at which employees leave the organization over a given period.

## **METHODOLOGY**

The study adopts a cross-quantitative survey. This design enables the collection of numerical data for statistical analysis to determine patterns, trends and relationships regarding distribution of male and female employees in terms of recruitment, job placement, promotion, training opportunities and remuneration at Nigeria Brewery, Alakia, Ibadan. In this study, primary source of data was used through structured questionnaires administered to employees from selected departments which include: production, Quality control, Administration, and sales & marketing department, a total number of 149 questionnaires were distributed and successfully retrieved using purposive sampling. The data were analyzed using descriptive and inferential statistics with the aids of Statistical Package for Social Sciences (SPSS).

Descriptive statistics were employed to summarize and present the data in a meaningful manner. These included the use of frequency tables, percentages, charts, and diagrams. Frequency distributions were used to show the number of respondents in each category, while percentages were used to compare responses across gender groups. These tools made it easier to identify patterns, trends, and general perceptions of respondents on issues such as salary structure, promotion, career advancement, equal opportunities, and workplace discrimination.

### **Regression Model**

Regression analysis is a statistical device that estimates or predicts the unknown values of one variable from the unknown values of another variable. There are two types of variable in regression analysis:

- X = Independent variable (Gender)
- Y = Dependent variable (Employment-related variables)

The variable whose value is influenced or to be predicted is called dependent variable which is employment-related variables while dependent variable is what happens

as a result of the independent variable which is Gender. The variable which influences the value or is used for prediction is called independent variables.

The regression model is expressed econometrically as:

$$Y = \beta_0 + \beta_1 X + \varepsilon \dots (i)$$

Where  $\beta_0$  is the intercept (the value of Y when  $x=0$ ) is expressed as:

$$\beta_0 = \hat{Y} + \beta_1 \hat{X} \dots (ii)$$

Where  $\beta_1$  is the slope (regression coefficient), the amount Y changes for every one-unit increase in X is expressed as:

$$\beta_1 = \frac{n\sum XY - \sum X \sum Y}{n\sum X^2 - (\sum X)^2} \dots (iii)$$

Pearson correlation analysis was employed to examine the relationship between gender and selected employment variables such as salary level, promotion, career advancement, salary fairness, and perceptions of discrimination.

The formula for the Pearson correlation coefficient is given as:

$$r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{(n\sum X^2 - (\sum X)^2)(n\sum Y^2 - (\sum Y)^2)}} \dots (iv)$$

Where:

r = Pearson correlation coefficient

n = Number of observations

X = Independent variable (Gender)

Y = Dependent variable (Employment-related variables)

The level of significance for testing the hypotheses was set at 0.05 (5%). Decisions were made by comparing the calculated correlation value with the critical value at the specified level of significance. If the calculated value was greater than the critical value, the null hypothesis was rejected; otherwise, it was accepted.

## RESULTS AND DISCUSSION

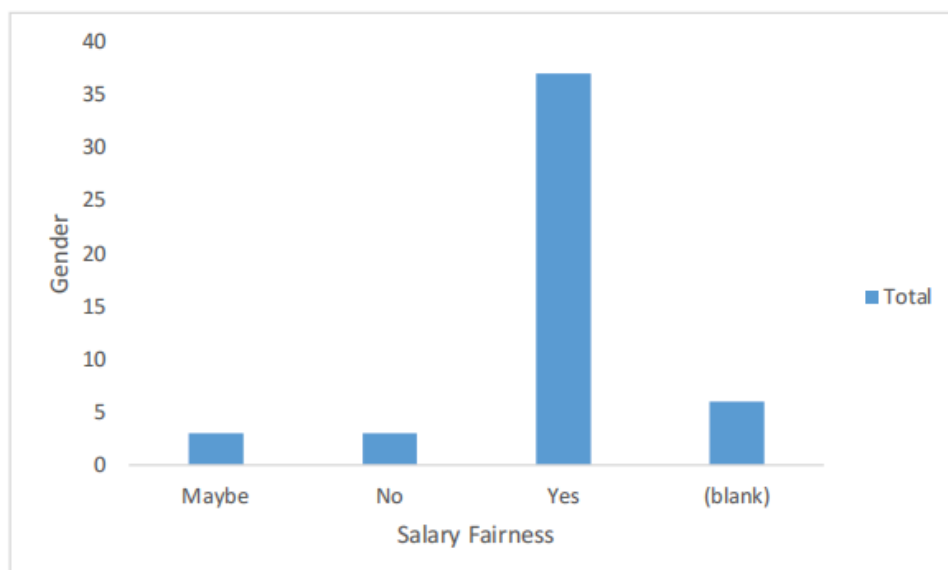
The data entails one hundred and forty-nine (149) responses generated from a primary source of data collection via a well-structured questionnaires administered to the respondents over the given period of this study. Results presented in figures and tables are interpreted accordingly.

**Figure 1:** Shows the relationship between gender and current salary range



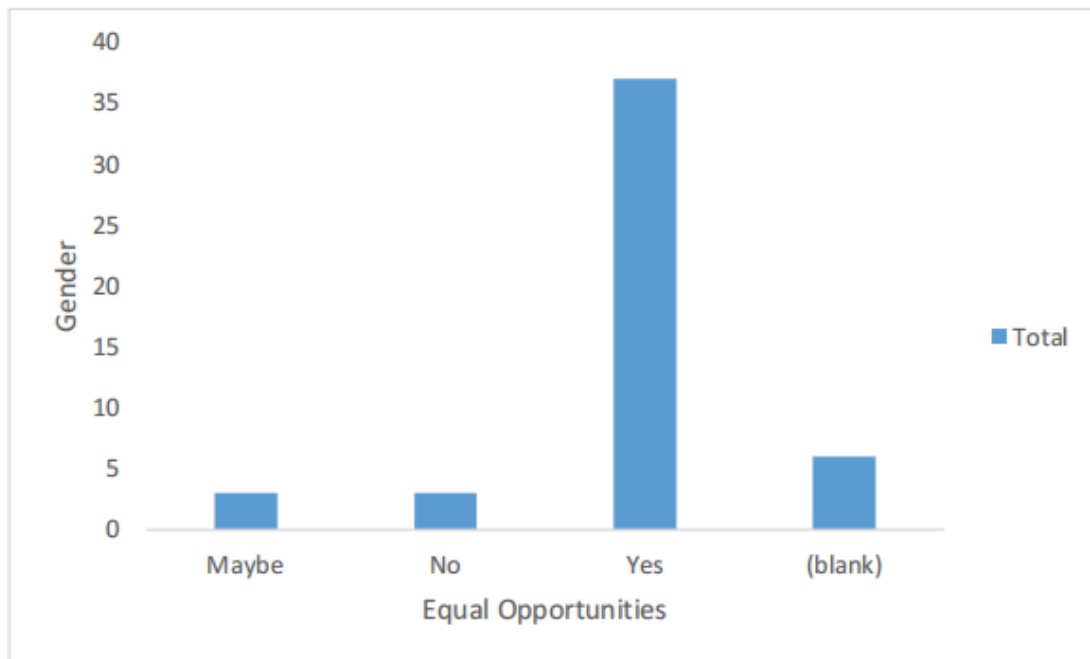
From the above figure, it is observed that the #200,000 and above salary category recorded the highest number of respondents, indicating that a large proportion of employees, irrespective of gender, fall within the highest salary bracket. The #50,000-#99,999 and #100,000-#149,000 salary ranges also show a considerable number of respondents, which implies that a significant proportion of employees earn within the middle income categories, reflecting a fairly balanced salary structure. However, the #150,000-#199,999 salary range recorded the lowest frequency of respondents, indicating limited representation of employees within this income bracket.

**Figure 2:** Shows the relationship between gender and Salary fairness



From figure 2 above, it is evident that the majority of respondents indicated Yes, suggesting that most employees, regardless of gender, perceive the salary structure in the organization as fair. A small number of respondents selected NO indicating dissatisfaction with salary fairness. This suggests that although salary fairness is largely perceived positively, there are still some concerns among a minority of employees which may be related to personal experiences or perceived gender disparities.

**Figure 3:** Shows the relationship between gender and Equal Opportunities



From figure above the majority of respondents selected YES indicating that most employees, irrespective of gender, believe that equal opportunities exist within the organization. A small number of respondents indicated NO implying that a minority of employees perceive the existence of unequal opportunities, possibly due to personal experiences or perceived gender-based disparities in access to organizational benefits. Similarly, a few respondents choose MAYBE reflecting uncertainty or lack of adequate information regarding equal opportunities practices within the organization.

**Figure 4:** Shows the relationship between gender and Career advancement

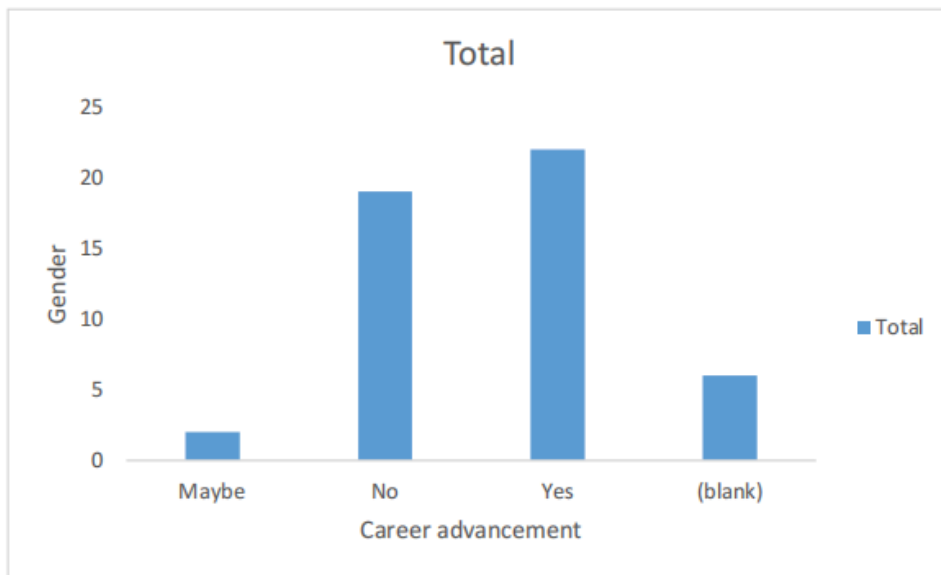
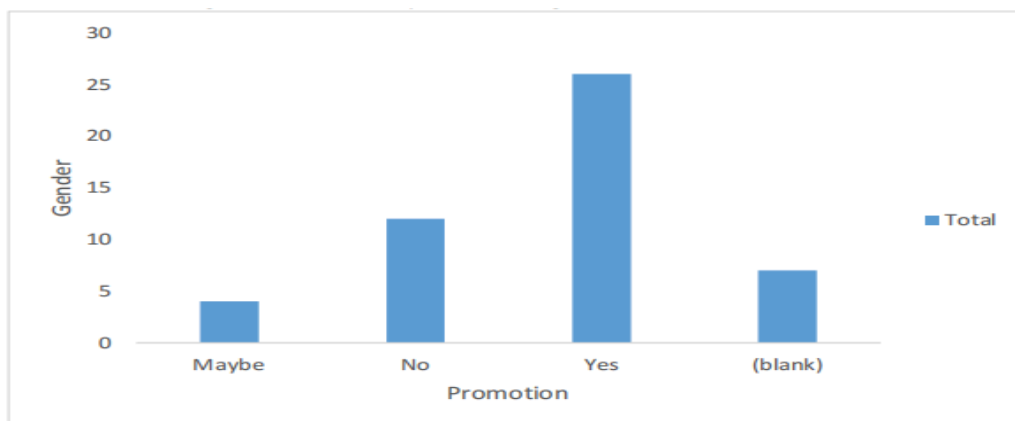


Figure above shows that the highest number of respondents selected YES, indicating that a majority of employees, regardless of gender, believe that there are opportunities for career advancement within the organization. However, a substantial number of respondents selected NO showing that a notable proportion of employees perceive limited or unequal career advancement opportunities. The MAYBE category recorded the lowest frequency, suggesting that only a few respondents were uncertain about the availability of career advancement opportunities.

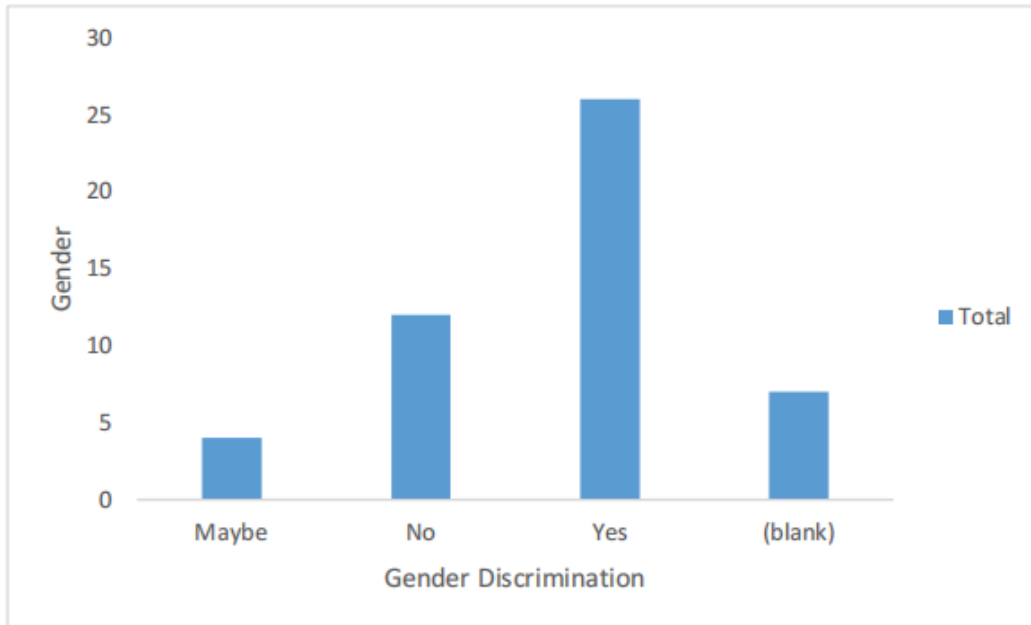
**Figure 5:** Shows the relationship between gender and Promotion



From figure 5 above, the majority of respondents selected YES, indicating that most employees, irrespective of gender, believe that promotion opportunities are fairly accessible within the organization. A considerable number of respondents, however selected NO, indicating that some employees perceive inequality or unfairness in promotion practices.

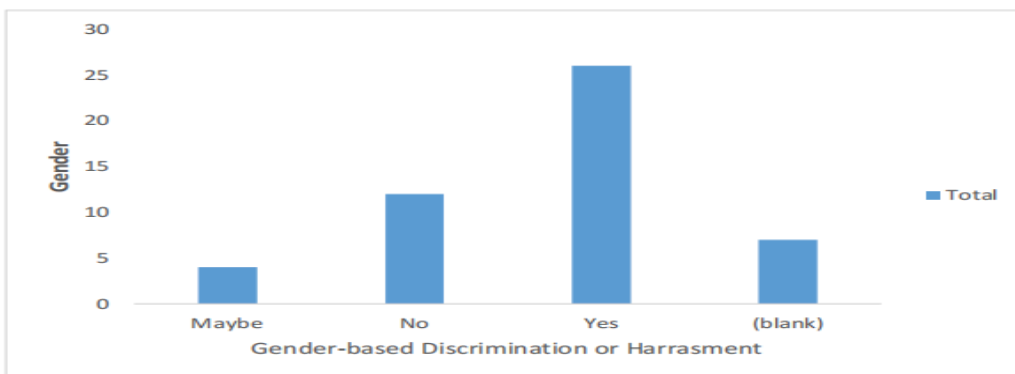
The **MAYBE** responses recorded a relatively low frequency, suggesting that only a few respondents were uncertain about the fairness of promotion processes.

**Figure 6:** Shows the relationship between gender and Gender Discrimination



From figure 6 above, the diagram shows respondents' values on gender discrimination. Most respondents answered "Yes", indicating that they believe gender discrimination exists. Some respondents answered "No", showing that they do not think gender discrimination is present. Only a few respondents selected "Maybe", while a small number left the response blank. Overall, the diagram indicates that the majority of respondents believe gender discrimination exists, suggesting it is a common issue among the respondents.

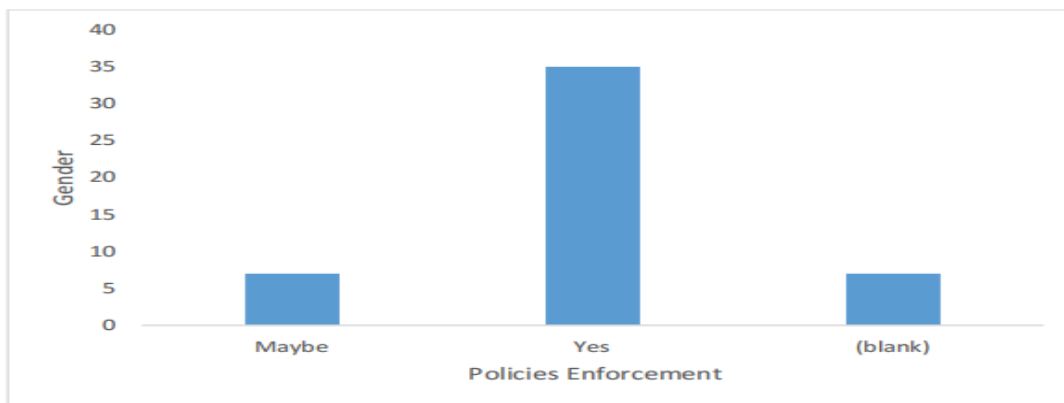
**Figure 7:** shows the relationship between gender and Gender-based Discrimination or Harassment



The diagram shows respondents' opinions on gender-based discrimination or harassment. Most

respondents answered "Yes", meaning they believe gender-based discrimination or harassment exists. Some respondents answered "No". Indicating they do not think it exists. Only a few respondents selected "Maybe", while a small number left the response blank. Overall, the diagram shows that the majority of respondents believe gender-based discrimination or harassment is present, making it a significant concern among the respondents.

**Figure 8:** Shows the relationship between gender and Policies Enforcement



The chart above shows respondents' opinions on policies enforcement in relation to gender. Most

respondents answered "Yes", indicating that they believe policies are being enforced. A smaller number

of respondents chose "Maybe", showing uncertainty about policy enforcement. Few respondents left the question blank, indicating no response. Overall, the diagram suggests that the majority of respondents believe that policies related to gender are enforced, while only a few are unsure or did not respond.

### **Model Formulation and Test of Significance of Coefficients**

$H_{01}$ : There is no significant difference in gender and employment rate across job grades.

$H_{11}$ : There is significant difference in gender and employment rate across job grades.

**Table 1: Regression Analysis**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.026	0.740		1.948	.017
Gender	.117	.009	-.043	-.122	.000

a. Dependent Variable: employment status

$$Y = \beta_0 + \beta_1 X + \varepsilon$$

$$Y = 1.026 + 0.117x$$

**Table 2: Test of Linearity of the Model**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.522	1	.022	.015	.000 <sup>b</sup>
	Residual	.054	8	1.494		
	Total	.576	9			

a. Dependent Variable: Employment Status

b. Predictors: (Constant), Gender

Source: Field work, (2026)

The table above shows the p-value is 0.000 which is less than 0.05 then reject the null hypothesis, thus the model  $Y = 1.02 + 0.117x$  are not statistically significant, this implies that there is no relationship in gender disparities and employment rates across job grades.

**Table 3: Predictive Power of the Model**

**Model Fitting Information**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 <sup>a</sup>	.902	.913	.09409

Source: Field work, (2026)

From the table above  $R = 0.943$  shows a strong positive relationship between gender and employment rate across job grades.,  $R^2 = 0.902$  means that 90.2% of the variation in gender explained by employment rate across job grades, while 0.8% of the variation is explained by other factors not included in the model. Adjusted R square = 0.913 suggest that gender do significantly improve the prediction of employment rate. The standard error (0.09409) measures the average distance between the observed employment rates and predicted values from the regression line which indicates accurate prediction.

$H_{02}$ : There is no significant difference in promotion rates between male and female employees.

$H_{12}$ : There is significant difference in promotion rates between male and female employees.

Table 4: Correlation Analysis showing the relationship between promotion rates between male and female employees.

**Correlations**

		Promoti on rate	Male and Female Employees
Promotion rate	Pearson	1	.944**
	Correlation		
	Sig. (2-tailed)		
	N		
Male and Female Employees	Pearson	.944**	1
	Correlation		
	Sig. (2-tailed)		
	N		

From the table above the result shows that there is strong, positive association between promotion rates between male and female employees. ( $p < 0.05$ ,  $r = 0.944$ ). This result proves that the null hypothesis should be rejected and that there is an association between promotion rates between male and female employees which implies that as promotion increases will bring about increase in male and female employees

## SUMMARY OF FINDINGS

This study examined gender disparities in employment at Nigerian Breweries Plc, Alakia, Ibadan with emphasis on salary structure, promotion, career advancement, equal opportunities, policy enforcement, and workplace discrimination. Data were collected through structured questionnaires and analyzed using descriptive statistics and correlation techniques. Based on the analysis, the following major findings emerged from the study. Correlation shows that there is strong, positive association between promotion rates between male and female employees. ( $p < 0.05$ ,  $r = 0.944$ ). This result proves that the null hypothesis should be rejected and that there is an association between promotion rates between male and female employees which implies that as promotion increases will bring about increase in male and female employees. The regression analysis revealed that  $R = 0.943$  shows a strong positive relationship between gender and employment rate across job grades.,  $R^2 = 0.902$  means that 90.2% of the variation in gender explained by employment rate across job grades, while 0.8% of the variation is explained by other factors not included in the model. Adjusted R square = 0.913 suggest that gender do significantly improve the prediction of employment rate. The standard error (0.09409) measures the average distance between the observed employment rates and predicted values from the regression line, which indicates accurate prediction.

In summary, the findings indicate that while Nigeria Brewery has made significant progress in promoting fairness, equal opportunities, and supportive policies, challenges related to discrimination, harassment, and perceived inequality still remain. These results highlight the need for stronger enforcement, greater transparency, and continuous sensitization to achieve full gender equity in the organization.

## CONCLUSION

Findings from the study revealed that most employees perceive the salary structure as fair and believe that equal opportunities for training, promotion, and career advancement exist within the organization. These results indicate that Nigeria Brewery has established formal systems and policies aimed at promoting fairness and inclusiveness in employment practices. The positive perception of policy enforcement further suggests that management has taken deliberate steps to address gender-related issues. However, despite these encouraging outcomes, the study also found that a significant number of respondents believe that gender discrimination and gender-based harassment still exist in the workplace. Reports of unequal treatment, limited access to advancement opportunities, and subtle

forms of bias in decision-making processes suggest that informal practices and organizational culture may undermine formal equality policies. This indicates a gap between policy formulation and actual implementation. The correlation analysis further revealed that gender remains a relevant factor in shaping employment rate.

In conclusion, the study establishes that Nigeria Brewery has made commendable efforts toward promoting gender equality in employment. Nevertheless, persistent issues of discrimination and perceived inequality show that more proactive measures are required to ensure full inclusiveness. Strengthening policy enforcement, enhancing transparency, promoting awareness, and fostering a culture of mutual respect are essential for sustaining gender equity in the organization. By addressing these challenges, Nigeria Brewery can improve employee satisfaction, enhance productivity, and serve as a model for gender inclusive practices in the Nigerian private sector.

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