Day 1: March 23, 2023

Parallel Session 1 (Sitzungssaal 1/Conference room 1, AD building) English (10:45-12:15)

Presentation 1: **Patriarchy Power and Gender Politics examining D&I in the legal sector: case of Pakistan.** Nida Usman Chaudhary, *University of London Programme at Pakistan College of Law.*

Abstract

Women's equal participation, access, and advancement in labour force, and more importantly, in key decisions making roles, remains an open challenge that has only exacerbated as a result of the Covid19 pandemic. In this regard, the disparity prevalent in the justice sector is amongst the most critical sectors not just because of the under-representation of female practitioners in leadership roles for their sake but also because of the nexus of representation and inclusion with access to justice for citizens in general that look to this sector for justice in event of a dispute and infringement of rights. Due to lack of fair representation, the system fails to benefit from an enriched jurisprudence as it lacks diversity of perspectives and fails to benefit from lived experiences of nearly half of the population and of diverse communities contributing towards an increased disconnect and loss of confidence of public in the justice sector. This paper is based on the primary research I conducted in Pakistan in 2021-22. It examines the recruitments and the appointments process in the justice sector with a gender and inclusion lens and highlights the legal and constitutional as well as the structural and invisible barriers that hold women back. In doing so, it also highlights the role patriarchy plays in maintaining and sustaining the power dynamics of the dominant class and gender in justice sector and how technicalities are often employed as a tool for gatekeeping access and advancement in the justice sector to perpetuate the existing inequalities. It is in this socio-political and cultural context that I will examine diversity and inclusion in legal sector of Pakistan.

Presentation 2: **Evading the Law: Gender-Stereotyped Discrimination in Post-Socialist Central Asian Private.** Anastassiya Lipovka, *School of Management, Almaty Management University, Kazakhstan.*

Abstract

The paper aims at defining the grounds of gender discrimination in employment in post-socialist Kazakhstan, balancing adherence to the international gender equality agenda and reviving cultural traditions. The paper examines the signs of discrimination from which applicants suffer despite its prohibition by the antidiscrimination norms of several legislative acts and the long-run gender policy. The mixed method of research - content analysis of recruitment advertisements in newspapers and a survey among 320 women and men who ever applied for vacant posts to the service or trade private Kazakhstani enterprises - was applied. SurveyMonkey and SPSS 24 were utilized to collect, administer, and analyze the data. The research revealed that both women and men underwent penetration into their personal life via illegal private questions about their marital status, having children, and childbearing plans during selection procedures. Women respondents more often clashed with gender-stereotyped discrimination in enterprises grounded in their reproductive function and family obligations; they also reported experiencing difficulties in employment after maternity leave.

The content analysis of recruitment advertisements before and after introducing the antidiscrimination norms in legislation defined that the level of discriminatory signs decreased but evolved into more subtle and sophisticated manifestations. The study represents the first field research in Kazakhstan signalizing

the evidence of discrimination in human resource (HR) recruitment and selection caused by gender stereotypes, formal gender policy, and insufficient law enforcement. The paper elaborates on the new displays of such phenomena as gender-stereotyped discrimination and the family cage within the post-socialist Central Asian context. The recommendations for improvement of the state gender policy and the enterprises' HR practices in terms of transparency, equality, and inclusion based the international practices are proposed

Presentation 3: **The DEI Organizational Transformation Journey in the UAE Private Sector: Input from transnational organizations.** Magdalena Karolak, *Zayed University, UAE* & Hannah Sidiqqui, *Kaleidoscope DEI Consulting, UAE*.

Abstract
This research aims at assessing the kinds of workplace related Diversity, Equity & Inclusion (DEI) challenges faced by global organizations operating within the private sector in the United Arab Emirates (UAE) and the initiative and strategies they employ, particular to the UAE market, to achieve sustainable and equitable impact.
The UAE is a melting pot of cultures and nationalities and the arena of interaction is mainly the workplace (foreign workers make up 90% of the workforce). The Government has recently introduced many regulatory reforms to make the UAE an even more attractive destination for talent and workers and allowing organizations a flexible and equity-based framework in which to manage their workforce. Against this backdrop the paper will analyze through in-depth interviews with HR executives and professionals working in global organization in the UAE, the following:
- DEI challenges that are unique to the UAE working environment and its diverse workforce.
- DEI obligations under the current UAE laws and regulations on employers and whether global organizations need to do more than, to achieve true inclusivity and equity.
- Specific DEI strategies and frameworks (human capital development, structural or operational) that global organizations in the UAE apply to manage their diverse workforce and to achieve workplace inclusion, belonging and equity.
- How far are the DEI frameworks and initiatives extrapolated from the global practices of these organizations and what are the ones specifically designed and implemented in the UAE context.
- The standing of these organizations against DEI benchmarks of their global offices/HQ.
- DEI best-practices for the UAE workplace.
The paper will aim to gain more understanding of UAE specific DEI strategies, initiatives and reforms necessary to achieve organizational transformation.

Parallel Session 1 (Sitzungssaal 1/Conference room 1, AD building) English (13:15-14:45)

Presentation 4: **Multinational organisations' DEI challenges in Asia.** Dr. Zsuzsanna Tungli, *Developing Global Leaders Asia.*

Abstract
The session is planned to share some of the key challenges multinational organisations face in APAC, with a focus on companies having regional or global headquarters in Singapore. We'll discuss challenges that organizations in general may face on their gender equality and inclusion journey, such as how to turn the various DEI initiatives into actionable practical leadership behaviours or when and how to invite and include male champions in gender initiatives. Some other challenges are more region specific, including managing global headquarters' plans of rolling out the same initiatives worldwide without much adaptation, or cultural assumptions and deeply ingrained societal gender roles that have not been questioned until recently.

During the session I would like to present one solution we have been working on which aims to support individuals and teams in stepping up their inclusion efforts and developing inclusive behaviours and habits. Our organisation, Developing Global Leaders Asia developed a statistically tested inclusion tool: the Inclusive Mindset and Behaviours Assessment. This is a self-assessment that reports on the leader's inclusion in 9 practical areas: Mindset, General Comfort in Interacting with Diverse People, Championing DEI, Creating Psychological Safety, Decision Making, Meetings, Adapting Style to Diverse People, Hiring and People Development. There is a different version available for employees that excludes the areas of hiring and people development. So far we have a global norm of approximately 400 people which has a good spread in terms of gender, nationality and age. We report the scores in percentile compared to this norm, group results are also available. The session is designed to be interactive, participants are welcome to share their opinions and ask questions.

Presentation 5: **Unlocking engagement, collaboration and inclusion in hybrid and remote organizations through cognitive diversity.** Priya E. Abraham, *Vaeliou/University of Wisconsin*

Abstract

The pandemic substantially shaped the socio-political context of the modern workplace. It forced a large segment of the global workforce to undergo a remote work experiment of unknown magnitude. With blurred boundaries between work and personal lives, the most common challenges that remote and hybrid leaders faced in 2022 were culture, collaboration, engagement, and inclusion. Leaders tried to replicate company culture from the physical setup to the virtual space, which crystallized the toxicity of the top-down approach to company culture. It resulted in employee isolation, depression, and increased absenteeism. The presentation addresses the understudied and essential need for a measurable concept of cognitive diversity to meet modern hybrid and remote workplace and company culture needs. The empirical, macro-ethnographic research analyses quantitative and qualitative data from extensive fieldwork of large, international organization development projects. The result shows that cognitive diversity is organized into tangible and intangible identity elements, which can be measured. Personal and group reports allow employees to reflect on their multi-faceted identity in the workplace. Aggregated data support the formation of a bottom-up company culture. In summary, cognitive diversity delivers actual results. It helps build a sense of belonging and, as such, fosters inclusion. Teams with greater cognitive diversity have less absenteeism and solve problems three times faster. Organizations with a measurable cognitive D&I agenda are better prepared to succeed in 2023 and beyond. They support i) building effective cross-boundary work relationships in hybrid and remote settings and ii) sparking the discovery of people's perceptions and micro-behaviours.

Presentation 6: **The City as the Center of International Contacts: Furthering the internationalization and attractiveness of Vienna**. Ana Nestorovic, *Institute for Gender and Diversity in Organisations, WU Vienna.*

Abstract

This is a qualitative study that aims to explore what keeps the city of Vienna from becoming the center of international contact, a place where employees with talent and skills want to invest their time and labor, and what are the current problems that are faced by international skilled migrants. Research is guided by two questions: What attracts and keeps highly qualified migrant workers in Vienna? What are the obstacles that highly skilled migrant encounter in Vienna? This research is based on 20 in-depth interviews with highly skilled professionals with diverse backgrounds in the terms of citizenship, religion, and ethnicity, who are working or searching the job opportunity in international organizations or universities. The theoretical background for this research is social identity theory (SIT; Tajfel & Turner, 1986) which explains in-group and outgroup dynamics. The sample in this study represents an outgroup. This research is using in-depth semi-structured open-ended interviews as a data collection

method to gain a better understanding of the experiences of our respondents. The analytical technique used in this research is Thematic analysis (TA) (Braun & Clarke, 2012)

The existing problem is that on one hand there is labor demand in Vienna, and on another hand, highly skilled professionals are facing a number of obstacles working and living here.

The first findings show us, that one of the obstacles that professionals with immigrant backgrounds encounter is discrimination, microaggressions, and selective incivilities, both in the workplace and in everyday life.

This research aims to find out how highly skilled professionals perceive the environment and discriminatory behavior if they face it, how they address those behaviors, what are their strategies to cope with it, what is the reason to stay in Vienna, and what are the reasons to leave.

Parallel Session 1 (Sitzungssaal 1/Conference room 1, AD building) English (15:00-16:30)

Presentation 7: **Is sex enough to explain how tokens work? Why children are the missing link for explaining gender inequalities in non-traditional occupations.** Nina-Sophie Fritsch, *Institute for Sociology and Social Research, WU Vienna*; Bernd Liedl, *Sociology Department, University of Potsdam* & Cristina Samper, *Institute for Sociology, University of Vienna*.

Abstract
Social science research convincingly demonstrates that individual labour market behaviour drastically changes after the birth of the first child, especially for women. Referred to as "child earnings penalty", "motherhood wage penalty" or "fatherhood premium" various studies substantiate and quantify the (relatively large) effect of children on female career patterns relative to male ones. Interestingly enough, when it comes to research on inequalities between women and men in nontraditional occupations, studies seem to overlook the role of children living in the household. Contrasting two opposing theoretical approaches describing the status of women and men in nontraditional occupational settings—namely Kanter's tokens theory (1977) and Williams (1992,1995) concept of the glass escalator for men and the glass ceiling for women—we argue that sex alone is not enough to explain how tokens work. Instead, we urge to broaden the idea of intersectionality (race, sexuality, and class) by the role of children in the household in uncertain times, which experience rapid transformation in the Post-COVID era. Based on the GSEOP (2020), we find that women face the well-known child earnings penalty and that earnings are even lower in femaledominated than in male-dominated occupations. Moreover, we show that the motherhood wage penalty increases in female-dominated occupations, while fathers and childless individuals earn more or less the same, regardless of the share of women in the occupation. Further analyses reveal that the situation for female employees with migrant background is even worse compared to natives

Presentation 8: **Making ESG work for Equity, Diversity and Inclusion through enhanced focus on social standards.** Cristina Castro Lucas de Souza, *University of Brasilia; Gloria Institute*; João Gustavo Alcântara Guimarães, *Gloria Institute*; Paula Tavares, *American University Washington College of Law/ Brazil Institute Wilson Center.*

Abstract
In 2021, ESG investment funds exploded in funding and investment. Worldwide, ESG investment funds bring together around 1 trillion dollars. By 2030, the expectation is to reach the 4 trillion-dollar mark. Considering the proposition of the Environmental, Social and Governance (ESG) concept based on the criteria set forth by the UN Secretary General in 2004, provoking 50 CEOs of Financial Institutions at the time, much has already evolved. Organizations and policies have advanced particularly in terms of environmental and governance issues. Today, in Brazil, the corporate sustainability index is the 2nd highest on the Brazilian stock exchange. Although up to the present moment the topic of sustainability has had more prominence, largely due to the climate crisis, it is the social impact that is the great means

of transformation, including the environment. With strict methodology, ESG investment funds in Brazil currently have a mark of 2.4 billion dollars. Alone, they are still not capable of causing changes in financial matrices, however, they carry great potential for investment focused on performance for the development of social capital. That is, people, the "S" of ESG, vector of real transformations and impact on society. ESG standards have the potential to advance diversity and equality and promote changes within organizations and on the surrounding community and workers. In this paper, we explore the connection between better ESG standards and greater gender equality in organizations and society, progress on accelerating the "S" in ESG toward enhanced social standards and examine potential impacts of the recent resolution by the Brazilian Securities Exchange Commission (CMV) establishing specific diversity criteria in reporting requirements.

Presentation 9: **Low-quality leader-member exchanges and organizational resistance to diversity management.** Dr. Rosemary Vito, *King's University College at Western University* & Dr. Bharati Sethi, *Trent University, Canada*.

Abstract
Driven by intense globalization and internationalization of the business environment North American companies are maximizing their employee's cultural diversity. However, a diverse workforce is not sufficient for enhancing organizational productivity. When leaders lack cultural awareness they can unconsciously contribute to systemic and racial discrimination through their leadership style and organizational culture. High quality leader-member exchanges and effective diversity management create an organizational climate for inclusion, which positively influences employee outcomes regarding job satisfaction, commitment, retention, and productivity. Conversely, when employees experience a lack of leadership and organizational support and poor diversity management, this negatively impacts employee outcomes, creating mistrust, a lack of communication, and increased intention to leave. Leaders may demonstrate destructive deviant workplace behaviour that violates organizational norms and harms employees' well-being, leading to negative employee outcomes.
This virtual presentation will use a narrative case study methodological approach with autoethnography to examine the two female presenters (a European Canadian-born and a South Asian immigrant) lived paid work experiences and to identify common patterns of meaning within the data. The presenter's narratives demonstrate how low-quality leader–member exchanges and poor diversity management reduced their feelings of inclusion and negatively impacted their emotional and physical health, job satisfaction and retention as employees.
Given that diversity issues are primary in the worldwide economy, the presenters highlight the need for organizations to develop supportive policies and practices that are integrated into organizational culture and expressed in leaders' behaviour. When diverse employees feel supported by their leaders, they contribute meaningfully, which provides beneficial organizational outcomes around creativity, innovation, and performance. Future implications may include preferencing leaders who demonstrate constructive and empathetic workplace behaviour to ensure positive organizational outcomes and to remain competitive in a multicultural and global workplace.

Parallel Session 2 (Sitzungssaal 2/Conference room 2, AD building) English (10:45-12:15)

Presentation 1: **Studying Paternity Leaves through a Systematic Literature Review**. Jon Pizarro & Leire Gartzia, *Department of Management, Deusto Business School, University of Deusto, Bilbao, Spain.*

Abstract
Public debate and research on absence care leaves of men (paternity leaves) is growing dramatically in the last years. Practitioners and scholars alike are seeking evidenceinformed answers on whether and how paternity leave can help overcome the domestic division of labor, with growing interest in identifying factors that facilitate men´s use of this leave. To assess and synthesize this field of study from a theoretical and empirical perspective, we carried out a systematic literature review putting

together existing knowledge into a common framework that can inform future research in the field. We analyze trends of paternity leave research over time and its main thematic areas. Findings from this systematic process of synthesis evidence the growing interest of academics (mostly women, and European) in the topic. An organizing framework is presented for understanding men´s involvement in parenting work suggesting that men´s use of paternity leaves is determined by both political/regulatory forces (legislation) and organizational forces (firm´s culture and practices), with an impact in a varied range of organizational, psychological and family-related areas including career development, health, and relations with children. Results also revealed a prevalence of cross-sectional, panel and qualitative research focused on couples and families, with a lower number of longitudinal and experimental data as well as studies that specifically address effects at work. We invite future lines of research that more interactively cover regulatory and organizational forces that hinder men´s use of paternity leave and influence organizational life, and outline how male-focused practices such as those implemented in European policy should help transform the domestic division of labor.

Presentation 2: **Advancing gender equity in organizations and society through greater sharing of parental responsibilities.** Paula Tavares*, American University Washington College of Law/ Brazil Institute Wilson Center/The World Bank.*

Abstract

Research shows that family-friendly workplace policies have positive impacts on gender equality in employment and society. Lack of adequate policies may allow for work-related discrimination for women during pregnancy and after having children. Gaps between time and cost of leave available to women vs men can lead employers not to hire women on equal footing. Further, women's disproportionate role in care responsibilities is associated with their lower labor market participation and income relative to men's, particularly associated with motherhood and childcare. Despite progress, women's labor force participation is 26.5 percentage points lower than men's and women earn about 77 cents for each dollar men earn on average. Such differences affect not only women, but their families and societies. World Bank research shows, for example, that globally, countries are losing $172 trillion in wealth because of differences in lifetime earnings between women and men. Family-friendly workplace laws and policies, in particular providing for parental leave and increased paternity leave for fathers can reduce barriers associated with unequal employment costs and discriminatory barriers for women and support their labor market participation, including participate in better, paid jobs. Progressive parental leave can have an impact on closing this gap, including with women's earnings rising with increased paternity leave taken by husbands. There are also longer-term societal impacts associated with more equal sharing of caring responsibilities. Over the past 50 years, 52 countries have adopted parental leave policies and 98 have adopted or increased paternity leave for fathers. In other countries, organizations have gone beyond legislation and adopted company policies establishing more equal leave times and standards for mothers, fathers, and primary caregivers. Yet, uptake has been slow and still largely unacknowledged in some parts of the world, particularly the global south. This study will aim to look at some of the trends in the adoption of policies and their impact on gender equality in the workplace and society, in particular equal pay; labor force participation; leadership; and societal changes in favor of gender equity and diversity.

Presentation 3: **The Gendered Paradox of Individualization in Telework: Simultaneously Helpful and Harmful in the Context of Parenting**. Maria Clar-Novak, *Institute for Gender and Diversity in Organizations, WU Vienna.*

Abstract

The present study explores the relationship between individualization and gender-related disparities in the context of teleworking. Members of the administrative personnel of an Austrian university participated in a pilot program that tested teleworking agreements. This study presents three findings regarding teleworking and work-family balance. First, individualization is part of teleworking, but it

should be an organizational responsibility to prevent multiple stress triggers among individuals. Second, individualized flexibility alleviates the difficulty of combining paid and unpaid work, particularly for mothers, but it also harms caregivers because it shifts organizational responsibilities onto individuals. With telework initiatives, an organization can contribute to the normalization of women as primary caregivers. Third, while all interviewed mothers felt responsible for parenting, fathers adopted different subject positions and did not disrupt the normalization of women as primary caregivers. Thus, individualization through teleworking has different gender-related outcomes. The last two findings became more severe as a consequence of measures taken during the COVID-19 pandemic, while the first, or at least its understanding, improved. This study finds that the normalization of hybrid forms of telework could support women in pursuing their careers and disrupt the image of an "ideal worker" who has no caregiving responsibilities. These findings contribute to the existing literature by providing insights into gendered individualization in the context of telework.

Parallel Session 2 (Sitzungssaal 2/Conference room 2, AD building) English (13:15-14:45)

Presentation 4: **Tackling drivers and barriers of DEI in the regional HEI context: A case study of the Intercultural Management Study Program in Carinthia.** Svetlana Buko & Janet Brown, *Intercultural Management Program, Carinthia University of Applied Sciences.*

Abstract
The research presents a systematic analysis of the barriers and drivers for DEI in the context of higher education in Carinthia. Researchers conducted a case study with quantitative surveys, interviews and retrospective organizational reports to identify challenges and opportunities related to the regional socio-political context, on the one hand, and business education within the researched HEI, on the other. The research framework helped compare and contrast the expectations as well as perceived drivers and barriers for international students and graduates of the Bachelor program Intercultural Management, an English-taught Business bachelor program run within a more traditionally homogenous Austrian educational environment, where the majority of full-time students are local German-speaking school leavers and many of the teaching staff have limited experience teaching in an international context. The first quantitative dataset showcases student integration strategies, in particular, the role of onboarding in the intercultural competency development of international newcomers and its further impact on the internal diversity and inclusion strategies within the institution. The second quantitative dataset, based on interviews, illustrates the landscape of international graduate retention trends in the region of Carinthia, spotlighting barriers and drivers of diversity and inclusion for the local job market. The findings provide insights into existing DEI practical application gaps within the context of higher education, such as teaching practices, language use or diversity awareness, as well as the perceptions of business and industry in the region. Practical recommendations are provided, showcasing how one international program can serve as an internationalization tool that increases DEI within the regional context with a focus on practical measures to ensure better integration of both international students within a regional HEI and graduates in the regional job market. Research findings are particularly relevant due to the growing diverse regional context of Carinthia.

Presentation 5: **Victimization, tolerance and involvement in deviant workplace behavior. Supervisor and subordinate perspectives.** Andrea Romo Perez, *Institute of Gender and Diversity in Organizations, WU Vienna* & David Anrango, *Universidad de Miguel Hernández de Elche.*

Abstract
Police officers who perceive their agencies and their supervisors to be unjust may be inclined to engage in deviant workplace behaviour (DWB), and more serious misconduct (Kääriäinen, et al. 2008, Reynolds et al. 2018). This ultimately not only affects fellow officers and their organizations, but also the communities they serve. The link between perceived organizational justice, DWB, and other more

serious integrity violations has not been sufficiently discussed. This study aims to address this gap by exploring the organizational experiences that officers associate with perceptions of injustice, and how these perceptions of organizational injustice affect their responses to misconduct, including DWB. This qualitative study is based on semi-structured interviews with 36 community-policing officers in Ecuador. Findings suggest that being victims or witnesses of property, production, political and personal aggression deviance may lead to perceptions of organizational injustice among employees, which in turn, may lead to their involvement in, and/or tolerance of, further DWB and other forms of misconduct, including the adherence to the code of silence. Finally, this study provides more insight into the reasons for police officers to adhere to the code of silence. Many officers avoided reporting superiors out of fear of reprisals that could put their family time, peace of mind, and even their lives, at risk.

Presentation 6: **"Family is a man and a woman and children": semantic struggles on gender identity and queerness in contemporary diplomacy.** Daniel Green, *Austrian Association for Legal Linguistics (AALL), Department of Foreign Language Business Communication, WU Vienna.*

Abstract
The investigation of gender discourses in diplomacy has evolved into a fruitful field of inquiry (Kreft, Niklasson & Towns 2022; Rainer 2022; Anderson, Santaliestra & Suner 2021) which allows for interdisciplinary synergies between legal linguistics (Tripps, Vogel & Tonio 2022; Green & Green 2022), diplomatic studies (Cooper, Heine & Thakur 2015) and organisation studies (Mautner 2017). This paper is rooted in the discourse-historical approach (Wodak & Meyer 2009). It attempts to provide some theoretical considerations as to how "semantic struggles" (Felder 2006) on gender identity and sexual orientation may influence practices, processes and outcomes in diplomatic discourse as a social practice. This can, for instance, be exemplified by the impact of homophobic anti-LGBTIQ+ tweets published in November 2022 by Oleg Stepanov, the Russian ambassador to Canada. According to the Encyclopædia Britannica (2023) "diplomatic activity endeavours to maximize a group's advantages without the risk and expense of using force and preferably without causing resentment." The Russian federal law "for the Purpose of Protecting Children from Information Advocating a Denial of Traditional Family Values" and its amendments have steadily contributed to the burdens on diplomatic ties between Russia and the West. Moreover, the aggressive homophobic anti-LGBTIQ+ rhetoric used by Russian officials has led to reactions of varying strength and intensity. It appears that such breaches of etiquette do not only serve to discriminate against (Reisigl 2005) or to provoke, but may also be intended to shift the goalposts of the sayable both at home and overseas. It is concluded that systematic analyses of action and reaction in public discourse can open a window into the "putinisation" (Schulz, in Cendrowicz 2016) of diplomatic relations that, inter alia, manifests itself in shameless displays of homophobia and denials of diversity.

Parallel Session 2 (Sitzungssaal 2/Conference room 2, AD building) English (15:00-16:45)

Presentation 7: **Furkan Karayel's book Inclusive Intelligence: How to be a Role Model for Diversity and Inclusion in the Workplace.** *Diversein.com/ Equality, Diversity and Inclusion Master's program at Dún Laoghaire Institute of Art, Design and Technology.*

Abstract
Inclusive Intelligence is the meeting point of Emotional Intelligence and Inclusive Leadership. Its methodology is based on a series of interviews and years of detailed research conducted with team leaders and managers in a variety of global companies. We found a pattern in some leaders who naturally excelled at inclusive leadership even though they were unaware of it and unable to define it. This book describes the skills these leaders have in common and how they made inclusion part of their daily agenda and became role models through their incredible work.

Presentation 8: **Presentation 8: Challenges and successes of implementing a Gender Equality Plan (KUGEP) at a Turkish University.** Behice Pehlivan, *Koç University (KU).*

Abstract

This presentation aims to share the challenges and successes of implementing a Gender Equality Plan (KUGEP) at Koç University (KU). As a pioneer in Turkey for championing gender equality in research and academia, KU has made gender a significant part of its curriculum and research. However, implementing a GEP in an academic institution comes with its own set of challenges, particularly when it comes to gathering gender-segregated data, convincing leadership, and making the GEP relevant when half of the top leadership is women. Our GEP focuses on increasing women's presence and visibility in STEM fields, promoting women's innovation and entrepreneurial skills, engaging multiple stakeholders, and protecting and enhancing the university's brand value. One of the biggest challenges we faced was securing the necessary resources, both human and financial, in an academic institution where budgets are modest. My presentation at the Gender and Diversity conference will focus on the challenges faced during the development and implementation of the Gender Equality Plan at Koç University. KU has implemented several incentive mechanisms as part of the KUGEP, including one for gender inclusive teaching and a seed grant for women researchers returning from a long career break. I will discuss how we put the required resources together, built leadership support and alliances, developed and implemented these mechanisms, and the challenges we faced during the process. Additionally, I will address the need to break departmental silos in academia, gathering gender segregated data around the institution, and convincing top and middle-level leadership and management for a culture change to disturb the status quo. This presentation will also address the impact of recent disruptions such as Covid-19 and its gendered effects on higher education and how we integrated them into the KUGEP. It aims to provide a holistic perspective on the challenges and solutions for promoting gender equality in academic institutions.

Presentation 9: **The Nonprofit Sense of Inclusion. A research proposal.** Berta Terzieva & Leila Cornips*, Institute for Nonprofit Management, WU Vienna.*

Abstract

Research has consistently shown that D&I practices can improve organizational performance if managed effectively. This notion has been recently gaining momentum in the management and research of nonprofit organizations (NPOs). Studies mainly focus on nonprofit board members and how their diversity affects performance and outcomes, while the question of inclusion and what fosters or hinders the implementation of D&I practices is still rather peripheral. NPOs are critical for strengthening the social fabric and playing a significant role in empowering marginalized populations. Therefore, fostering their inclusive potential can set an important and empowering example at the individual, collective, and societal levels. This is where our study steps in. We seek to investigate the conceptualizations of inclusive organizational practices and organizational climate of inclusion, their prevalence in NPOs, and their relationship to workforce composition, attitudes, and recruitment practices. We set about tackling this ambitious research endeavor by conducting three separate studies: (1) A systematic literature review addressing the following questions: What conceptualizations of organizational inclusion relate to the nonprofit context? What is the current state of research regarding organizational factors and practices relating to organizational inclusion? (2) A qualitative exploratory study that seeks to a deeper and more comprehensive understanding of what inclusion, inclusive organizational practices, and an organizational climate of inclusion mean in the nonprofit sector – especially in a context characterized by increasing social and demographic diversity. How do NPOs create an organizational climate of inclusion through their various organizational processes and practices? (3) An explanatory study that employs a fuzzy set Qualitative Comparative Analysis (an important methodological contribution to the nonprofit and D&I research fields), guided by the question of which configurations of organizational practices and processes are necessary and sufficient for nonprofit organizations to have an organizational climate of inclusion or exclusion.

Presentation 10: **Gender and diversity in the legal professions – changing the professions through intergenerational dialogue.** Franz J. Heidinger, *Alix Frank Rechtsanwälte GmbH/ The Women in Law Initiative Vienna* & Jasmin Malekpour-Augustin, *The Women in Law Initiative/ Department for Civil Law and Civil Procedure III, WU Vienna.*

Abstract
While law students globally are predominantly female, there is still a pronounced lack of (gender) diversity in the legal professions, particularly in leadership positions. Young talent in Gen Z is increasingly turning its back on traditional legal occupations such as barristers and lawyers – the image of the 'pale, stale, male' lawyer who works long hours is no longer appealing to a young generation seeking work-life-balance, meaning in their work and diverse workplaces with inclusive representation. Hence, the lack of diversity in the legal professions severely impacts its recruitment abilities and limits the pool of applicants. Furthermore, progressively diverse clients are looking for more diverse legal counsel. In addition, the gender pay gap is – where numbers are available – very pronounced in the legal professions and has grown even wider during the pandemic.

The future success of the legal professions will, therefore, also depend on its ability to adapt to socio-political transformation and finally embrace (gender) diversity not as a means to an end but as a value in and of itself. The Women in Law Initiative, which connects female* legal professionals (and their male* allies) from all around the globe, strives to facilitate and accelerate these changes, focusing on inter-generational learning through university lectures at the University of Vienna and at the Vienna University of Economics and Business, international conferences, and networking. In our presentation, we will demonstrate the importance of not only listening to but giving a voice to the younger generation and providing them with a platform to develop new approaches and discuss global best practice examples for (gender) diversity in the legal professions.

Parallel Session 3 (Sitzungssaal 6/Conference room 6, AD building) German (14:45-16:30)

Präsentation 1: **Digitalisierung, Disruption und Diversität in der Verwaltung.** Isabelle Jänchen, *HSF Meißen*

Präsentation 2: **Digitalisierung, Disruption und Diversität im Kontext nachhaltiger Steuerung einer Justizvollzugsanstalt**, Franziska Säring, *Sächsisches Staatsministerium der Justiz und für Demokratie, Europa und Gleichstellung*

Präsentation 3: **Das Geschlecht macht einen relevanten Unterschied: Herausforderungen und Ansätze zur Gleichstellung Herausforderungen und Ansätze zur Gleichstellung**, Martina Maurer, *AMS Österreich*

Präsentation 4: **Förderung von Diversität, Antidiskriminierung und Antirassismus in den Bereichen Öffentlicher Dienst, Sport, Kunst und Kultur sowie in der Ausbildung des öffentlichen Dienstes**, Azra Dizdarevic & Monika Ritter, *Kompetenzzentrums für Diversität, Antirassismus und Antidiskriminierung*

Parallel Session 3 (Sitzungssaal 6/Conference room 6, AD building) German & English (16.45-18.30)

Präsentation 5: **Differenzsetzung beim flexiblen Arbeiten in bürokratischen Strukturen**, Anett Hermann, Marie-Thérèse Claes, Maria Clar-Novak, *WU Vienna.*

Abstract

Flexibles Arbeiten ist eng geknüpft an Vertrauen auf organisationaler Ebene sowie an Selbstbestimmung auf individueller Ebene und Selbstkoordination innerhalb eines großen Handlungsspielraumes auf Teamebene (Hermann 2012). Die Führungskraft übernimmt dabei moderierende und koordinierende Funktion im Sinne eines „Empowering Leadership" (Cheong et al. 2019, Zhang & Bartol 2010). Innerhalb bürokratischer Strukturen widersprechen diese Anforderungen (neutralem) Verwaltungs-handeln, welches nach Max Weber (1922) auf Zweckrationalität im Sinne einer regelbasierten Ordnung aufbaut. Eine Anpassung an sich ändernde Umwelten erfolgt im Hierarchieprinzip. Verantwortung wird innerhalb der Organisation an die obere Führungsebene delegiert und die Umsetzung flexibler Arbeits-gestaltungsmaßnahmen erfolgt von „oben nach unten". Entscheidungen werden im Sinne bürokratischer Strukturen in die Verantwortung der jeweiligen Führungskräfte im eigenen Bereich gegeben, Einzelpersonen fallen aus der Verantwortung. Ein generelles Mitspracherecht aller Beteiligten im partizipativen Sinne ist nicht vorhanden (Höllerer 2016, Vogel 2016). Am Beispiel der Einführung ‚Mobilem Arbeitens' des Allgemeinen Personals im Hochschulbereich wird gezeigt, wie aufgrund von externen Bedingungen Verwaltungshandeln umgesetzt wird. Basierend auf qualitativen und quantitativen Studienergebnissen ist erkennbar, dass die Flexibilisierung des Arbeitsortes zu unterschiedlichen Differenzsetzungen im Sinne einer Ungleichbehandlung führt. Gleichzeitig wird diskutiert, dass die Bewusstheit und Nutzung positiver Effekte bürokratischer Systeme bei der Umsetzung flexibler Arbeitsstrukturen durchaus in einem Weberschen Sinne Gerechtigkeit, Effizienz und Stabilität gewährleisten kann.

Präsentation 6: **Berufliche Diversität in der Verwaltung im Status-quo**, Isabelle Jänchen und Karin Wagner, *HSF Meißen*

Präsentation 7: **Berufliche Diversität als Konfliktpotential in der Digitalen Transformation der Verwaltung**, Ute Enderlein, *HSF Meißen*

Präsentation 8 (in English): **Integrating Ukrainian wowen in the labour market in Austria: privilege and pressure**, Almina Besic, Henriett Primecz & Johannes Brandstetter, *Johannes Kepler University Linz*

Abstract

Integrating refugees into European labour markets has long been a hotly debated topic in policy and practice. Due to the Russian invasion in Ukraine, newcomers seeking refuge predominantly in the European Union (EU) are at the forefront of discussions around employment integration. At the same time, the unprecedented implementation of the temporary protection directive in the EU allows for immediate access to the labour market for these newcomers (most notably in contrast to those that arrived in 2015/2016). In addition, there is a gendered dimension, given that most newcomers from Ukraine are women (with children). To fully understand the implications of this differentiation in a legal sense in connection with the gendered dimension, in this study we address the organising of integration of Ukrainians into the labour market at the example of Austria. Following a qualitative approach, we have (so far) interviewed 10 experts in the field of refugee integration and are conducting further interviews with displaced women from Ukraine. Our initial findings highlight the advantageous position of Ukrainians due to their legal status. Gender issues play a major role in labour market integration though, mainly due to childcare issues in Austria. While Ukrainian women are welcomed in at the labour market, expectations about female employment is different in Austria compared to Ukraine. Women

used to work full-time, childcare possibilities were available full-time, and family support was also reachable, which is often missing when they seek employment Austria. Still, an employment-focused pragmatic approach to integration is visible, which is stimulated by political pressure that fosters self-reliance and 'usefulness' of the displaced women. This is correlated with the political landscape in the receiving country, where issues of refugee integration are frequently used for political gains.

Day 2: March 24, 2023

Parallel Session 1 (Sitzungssaal 1/Conference room 1, AD building) English (10:15-12:00)

Presentation 1: **Gender-based Economic Violence, and ineffective legal remedy. "Economic Abuse" is all about Power Play and Control**." Tanya Jha, *Bar Council of India*.

Abstract *(Opinion paper)*
Women represents half of the world population, yet they lack an absolute control of their finances in domestic matters. It is in Economic independence, that she can effectively take decision, without any coercion and fear of abandonment. Not all the violence, perpetuated on women, is physical or sexual. Often to make women submissive or to control her the perpetuator in martial relationship or intimate partner relationship, uses "Economic Control" as form of abuse to manipulate the victim. This isn't limited into martial relationship or intimate partners also. In developing country such as India, in household with strong patriarchy, it is often seen that a girl child is "secondary" when it comes to spending on future education, she is often seen as "liability" as her existence is tied up with her future martial partner, a being which will eventually be disposed off. "Economic Abuse" is regardless of education or social class of the perpetuator. Where the law of inheritance to property is given to women, it is often observed her male relatives, will arrange the marriage within the community to maintain the ultimate control over the division of property, thus giving little autonomy to women to participate in the property and gain equal share for herself and freedom to dispose off as per her will. This also, limits her choice to choose partner outside the community.

Presentation 2: **Beyond coercive labor control: Examining labor control regimes in Ethiopian Industrial Parks.** Wogene Berhanu Mena, *Institute of Gender and Diversity in Organizations, WU Vienna.*

Abstract
Ethiopia has become one of the emerging source of garments and textiles in Sub-Saharan Africa, thanks to industrial parks that have created job opportunities, transferred skills and knowledge, and generated foreign currency. However, these parks have been criticized for poor working conditions and labor abuses. Existing research on labor control in these parks tends to focus on coercive mechanisms, ignoring the agency of workers and its impact on shaping labor control strategies. This study examines labor control mechanisms in Ethiopia's industrial parks by taking the case of the Hawasa Industrial Park (HIP), one of the largest in the country. It examines how gender and class are used in the process of "manufacturing consent" as a labor control mechanism. The study uses 40 semi-structured interviews with workers, union leaders, human resources managers, and government officials, and data is analyzed thematically. The findings indicate that despite the use of coercive labor control mechanisms, companies in HIP rely on manufacturing consent as a non-coercive strategy. Incentive schemes, relational and normative labor control are used to foster consent. In this process, gender and class differences among workers are utilized to divide and conquer. Trade unions, government agencies, and non-state actors are all involved in the manufacturing of consent, leading to workers actively participating in their own exploitation. Thus, the shift from despotic repression to consent manufacturing has enabled companies to secure and obscure worker exploitation.

Presentation 3: **Accommodating religious needs: Preliminary finding of a research project about cultural and religious diversity in Italian SMEs.** Stella Pinna Pintor, *University of Turin* & Viviana Premazzi, *Global Mindset Development Malta/ University of Malta.*

Abstract

The social, political and cultural changes sweeping today's societies, are leading to profound changes in organizations. The growing demand for a greater focus on inclusion and equity is prompting companies to explore ways and strategies to better manage diversity. Despite the risk of an essentialist reading of diversity as described by critical diversity literature (Zanoni et al., 2010), there is a dimension of diversity that requires special attention and concerns religiosity and spirituality. The definition of policies and interventions that address the religiously connoted needs of the workforce is urgent in the face of social and demographic changes due to the intensification of migration processes. In Italy in particular, we are witnessing an increasing connotation of the national territory as multi-religious (Saggioro, 2020), and the heterogeneity of the population in cultural and religious terms is thus also reflected within organizational context. For some time now, entrepreneurs - especially in the North-West and North-East of Italy, where the inclusion of foreigners in the labor market is particularly relevant (Rapporto gli stranieri nel mercato del lavoro in Italia, 2021) - have been confronted with religious demands and claims from employees. What measures are being taken to better deal with cultural and religious diversity? This paper provides an overview of an ongoing research project and presents some preliminary findings. The research project aims to analyze management practices in dealing with cultural and religious diversity in Italian SMEs, particularly in the North-West and North-East. Through semi-structured interviews, 20 experiences of entrepreneurs, administrators, and HR managers were collected. The analysis of the companies' perspectives makes it possible to integrate the guidelines, regulations and policies adopted at the institutional level on the subject in order to identify the actual experiences, motivations and approaches of the companies themselves in relation to diversity, equity and inclusion.

Presentation 4: **The Role of Line Managers in the Implementation of Diversity and Inclusion Strategies: A systematic Literature Review.** Johannes Brandstetter, *Johannes Kepler University Linz.*

Abstract

As organisations navigate the complexities of managing an increasingly heterogeneous workforce, diversity and inclusion (D&I) initiatives are becoming ever more implemented across organisations. While an increasingly diverse workforce is generally viewed as positive, research has shown that diversity and D&I initiatives can be a double-edged sword. While top management (TM) and human resource (HR) departments are often tasked with developing D&I initiatives that are fit for purpose, these are often unsuccessful, given a gap between the intention and outcome in practice. While the issues at the TM level and HR challenges concerning such initiatives are well known, it is less clear how those directly responsible for implementing such initiatives - namely line managers (LM) - deal with challenges when implementing D&I initiatives. Given that LMs act as a bridge between TM and employees, understanding how they implement D&I initiatives contributes to a better insight into such initiatives 'on the ground' within specific teams or departments. To better understand the role of LMs and consolidate the knowledge in literature so far, this study utilises a systematic literature review using over 100 studies in the D&I area between 2012 and 2022 from 15 journals. The findings are presented in a three-level framework, demonstrating that LMs are influenced by different aspects simultaneously when implementing D&I. These are 'Top-down pressure', for example, in the form of TM role modelling, 'Role conflicts 'such as contradictory strategies, and 'Individual aspects', such as the LMs personal understanding of D&I. This study contributes to the D&I literature by spotlighting the underutilized LMs' role in implementing D&I initiatives. Overall, the framework offers a starting point for comprehensive future research on the LM role in a company's D&I efforts' and is a first step towards closing the research-practice gap, as it addresses the multilevel impact to which LM are exposed.

Parallel Session 1 (Sitzungssaal 1/Conference room 1, AD building) English (13:00-14:45)

Presentation 5: **Fluid or entrenched inequalities? Dilemmas of tackling disadvantages in migrant support work.** Laura Kangas-Müller, *Department of Management Studies Aalto University, School of Business.*

Abstract

In this paper, I aim to explore the constructions and uses of varied forms of disadvantage in organizational discourse and practice of a non-profit organization aiming to promote the socio-economic inclusion of refugees and migrants. Based on ethnographic fieldwork, I examine how disadvantage becomes constructed through intersections of gender, ethnicity, and class, and show how the intersectional approach deployed by the organization manifests in the simultaneity of fluid and entrenched inequalities and interplay of three tensions: disadvantage as (1) individualized vs. categorical, (2) relative vs. cumulative, and (3) resolvable vs. ambiguous.

First, drawing from the notion of political intersectionality (Crenshaw, 1991), the analysis reveals the uses of these forms of disadvantage and their varied implications in terms of highlighting in-group differences along the axis of gender, ethnicity, and class. Following Crenshaw's perspective that political intersectionality needs to be distinguished from structural intersectionality, I recognize how specific articulations and expressions of disadvantage are mobilized to strategically serve the change project aiming to promote the socio-economic position of (a) marginalized group(s). Second, to further explore the uses of the varied forms of disadvantage, I bridge intersectional literature with Fraser's theorization of politics of recognition and redistribution (Fraser, 1995, 1997) to show how through this interplay of varied constructions of disadvantage, the organization seeks to reconcile the objectives of recognition/redistribution. Finally, I reflect on the implications in terms of both disrupting and reproducing inequalities along the axes of gender, ethnicity, and class, and hereby aim to extend our understanding of the complex dynamics of intersectionality and its operationalization in organizations and processes of organizing.

Presentation 6: **Behind the scenes: culture and careers – examining gender equality in the South Korean film industry.** Eun Sun Godwin and Paul Sissons, *University of Wolverhampton.*

Abstract

This work-in-progress paper examines gender and work in the South Korean screen sector, an industry of growing international reputation, but one which has developed in a different cultural context to other global screen clusters. Compared to the new on-screen popularity of Korean films, stories about gender inequality in off-screen practices in the industry have drawn little international attention – yet evidence suggests women experience important barriers to developing careers in the sector.

This paper is informed by an ongoing project which examines the UK screen industry's diversity and inclusion issues. The findings from the current UK-based project will provide useful insights into similar sectoral characteristics of the film sector in S. Korea (such as the use of short-term project teams). However, the gender issues in Korea are derived from a Korean-specific societal context, despite the apparent resemblance of the issues to those in other countries, particularly in the West. This paper proposes that a contextualised understanding of gender issues needs to precede adapting other countries' successful cases in order to prevent a 'one size fits all' approach. This is important as there is some evidence that current approaches seeking to address gender inequality in the screen industry in Korea are based on practice models developed in quite different contexts.

Much of the current knowledge-base and theoretical development on gender and work issues in the film industry is based on studies from Europe and the US. Hence, there is significant value in extending study into a broader range of contexts to test and refine existing understandings. By focusing on the lived experiences of the female workforce in the South Korean film sector, this paper will add diverse voices into the international discussion on gender issues within the screen industries.

Presentation 7: **Feminist organizing for political participation in protest from an intersectional perspective.** Cornips, L., Reiss, L. & Steiner, S., *WU Vienna.*

Abstract
Inclusiveness in political participation has often been studied by analyzing the dominant demographic characteristics of the ones involved in government-induced participatory programs. The participatory programs that have been studied range from formal participation like voting in elections to more interactive initiatives like citizens working together with government to develop urban areas or policy. Across those different forms of participation, studies have shown that the institutional participation arena is dominated by citizens of higher socioeconomic status (Verba, 1995; Docherty et al., 2001; Marschall, 2004; McDonnell, 2020; Cornips et al., 2022). As a result, inequalities are being reproduced and the democratic ambition of institutionalized citizen participation is undermined (Steen et al., 2018). Yet, a gendered lens on the issue is missing and the underlying reasons of discrimination and intersectional marginalization that impact levels of education and income, living conditions, and language competencies, are seldom the focus of attention (Brown, 2014; Jaramillo, 2010; Moreau et al., 2019). Minority groups that are marginalized due to their ethnicity, migration background, gender identity, or sexual orientation, are hence largely absent in institutionalized participatory structures. Various studies have attempted to find explanations for why these marginalized groups do not participate (e.g. Pfanzelt & Spies, 2019; Pilati, 2021). However, we argue that due to a focus on single demographic characteristics as predominantly individual explanatory factors, the role of intersectionality in determining how marginalized groups participate and why has been overlooked. Additionally, few studies have considered how marginalized groups might participate differently, outside of formal structures and participatory programs (Labelle, 2020). We aim to provide more insight in these matters by analyzing and engaging with underrepresented groups directly from an intersectional perspective (McCall, 2008) considering informal political organizing practices of protest groups. In doing so, we focus on feminist street protests, spaces where anti-oppression is expressed visibly and vigorously, and where people from different backgrounds come together through grassroots political activism. The project will take place in Vienna (Austria) and will include protests surrounding two at the time of writing current political themes of feminist protesting; protests against the oppression of women in Iran and against femicides. These two cases particularly enable us to study feminism from and across the margins of gender, ethnicity, religion, age, motherhood, and sexuality. Through these protests, marginalized groups express their values in informal participatory spaces, across axes of oppression and through principles of solidarity, rather than through traditional and institutionalized participatory instruments. Taking a participatory action research approach, we study 'what brings whom to the street' and conduct interviews with protesters to explore how the overlapping of intersections generates political activism through solidarity. Our research contributes to a rather understudied field of inclusiveness in citizen participation by providing a holistic approach that includes previously overlooked spaces for political participation. Additionally, our findings provide policy makers with a better understanding of the driving factors behind political participation and the barriers to government-induced participatory programs, which can consequently inform the development of more innovative participatory instruments. Finally, through our participatory action approach, we aim to create more awareness for female oppression, feminist political activism, and solidarity across the margins.

Presentation 8: **How to identify needs for Diversity Management within Identity Work?** Katharina Musil & Barbara Müller, *Johannes Kepler Universität Linz.*

Abstract
The concept of identity is crucial, for understanding diversity within organizations (Nkomo and Cox, 1996; Foldy, 2002). In identity work, employees construct identities within the tension of belongingness and distinctiveness (Kreiner, Hollensbe, et al., 2006; Caza et al., 2018). If it is difficult to construct a belonging identity due to perceived differences, or if, on the other hand, it is not possible to make oneself visible as distinguishable and unique, this leads to identity struggle (Sveningsson and Alvesson, 2003;

Beech et al., 2016). Phenomena that are related to this and have a direct impact on the organization are insecurity (Collinson, 2003; Ahuja et al., 2019; Harding et al., 2014) and limited agency (Brown, 2022; Levay and Bäck, 2022; Ybema et al., 2009). In order to approach existing challenges of diversity management and necessary inclusion measures, it is therefore promising to start with the identity struggles of the employees. This has the advantage of not relying on stereotypes, but of capturing the actual and individually perceived tensions related to diversity and inclusion. The goal of our paper is to show how a syntactically supported analysis of identity work narratives can reveal constraints on agency and uncertainty in identity construction. Syntactic analysis relies on the one hand on capturing the subject of the sentence (pronoun analysis according to Harding et al., 2014) to determine the relative distance and thus the relative security of the identity based on pronoun choice, and on the other hand on capturing and reconstructing the perceived agency (Lin, 2019) and associated limits (placement in the verb frame, transitivity and theta theory according to Chomsky, 1981). We argue that with 2 a greater understanding as to how identity struggles emerge and what role agency and insecurity play in this regard, we can contribute to developing more appropriate and effective diversity and inclusion policies to break down stereotyping and increase diversity.

Parallel Session 1 (Sitzungssaal 1/Conference room 1, AD building) English (15:00-16:45)

Presentation 9: **Creating diversity & inclusion by implementing challenge-based learning in Higher Education.** Vincent Merk, *Trainer & consultant/ Eindhoven University of Technology (TU/e), the Netherlands.*

Abstract
Diversity & Inclusion (D&I) has been a recurrent topic for years now in many organisations that want to create a more equal, open and safe work environment. I will argue in this lecture that one way to develop it in, for example, institutions of higher education is to implement challenge-based learning (CBL). What is CBL? In short, CBL is an innovative and creative approach based on the diversity of the group of students involved in solving a real-life challenge proposed by the university, academia, the industry or various other stakeholders. At this stage nobody has the answers yet. Students work on a real-life issue from their intrinsic motivation, learn and pull all their diverse forces and talents together to solve the societal challenges that match their interests and expertise. So besides gaining theoretical knowledge in their own field and in other domains, they also develop many professional skills: Teamwork, dealing with insecurities, problem-solving thinking and designing, brainstorming, organizing, planning, and communicating (languages skills) – thus also all kinds of inclusive skills that they will need in their future careers. Some interdisciplinary CBL-projects implemented at my university showcase that CBL can indeed be a strong instrument to create more linguistic, social and cultural inclusion. As a result, I will demonstrate that there is a convergence between D&I policies and actions and CBL education. It creates a strong learning process and innovative instrument to develop more inclusion in an academic setting, for example in the International Classroom, within student teams, during a summer school or in an innovation space. There will be time for questions and to exchange experiences about comparable integrated case-based learning at the end of the session.

Presentation 10: **Borrowed Plumes: The Gender Gap in taking credit for Teamwork.** Anna Walter; Klara Kinnl & Jakob Moeller, *Institute for Advanced Studies, WU Vienna.*

Abstract
We test whether there is a gender gap in claiming credit for contribution to teamwork. Further, we investigate whether over-claiming is driven by overconfidence or intentional exaggeration of claims, and to what extent it matters whether the team member is adversely affected by exaggeration. For this, we conduct a large-scale interactive online experiment in which participants solve a puzzle in teams of two and subsequently estimate how much they have contributed. In three between-subject treatments, we vary whether participants have an incentive to state their beliefs about their contribution genuinely

or to exaggerate and whether their team member is affected by their claim or not. We find that men and women both equally overestimate their contributions. However, when there is an incentive to exaggerate but exaggerating has a negative externality for the team members, men claim have contributed more than women.

Presentation 11: **Toxic Masculinity Bias: Let's trail the frail tale in vogue to Ail, flail, derail, nail and jail the pale male.** George Simons. *Diversophy*.

Abstract
The toxic masculinity tale is stripping men of their potency to address the social ills and biased systems that threaten their well-being as men as well as the future of humanity on the planet at every level. It risks becoming a feminist meme damaging not only to men but to themselves. To explore and address this threat we have created a discussion-based game that helps users explore the growing metanarrative of what is wrong with men, the damage it causes, and the challenges is it raises. This game's content and dynamics unfetter the male prowess to address the stunting cultural beliefs of what it means to be a man in today's world. How? By manning-up to challenge the toxic steroids of male metanarratives that shape no-exit caste systems where the large majority of men are disposable–workforce pawns and cannon fodder– while women are duped into envying this privilege. These seductive fables colonize us with gender and racial neuro-synapses that we have the power change. It's time to reactivate the testosterone to inseminate men's minds to birth new and better stories for them to live by, while alerting women to how they can become allies rather than protagonists in the reconstruction of a male ethos that serves every gender. In the session, we will discuss the issues facing boys and men and experience samples of gaming tools that may help us to do find new footing for gender stability and collaboration. This game will show us how men may stand erect again and find useful, gender-collaborative know-how!

Presentation 12: **Tackling gender-based violence through AI-led development of public policies for gender equity.** Cristina Castro Lucas de Souza, *University of Brasilia/ Gloria Institute*; Paula Tavares, *American University Washington College of Law/ Brazil Institute Wilson Center.*

Abstract
In Brazil, one woman or girl is subject of violence at every 9 seconds. One is killed at every 2 hours. Despite model legislation and progressive efforts to curb violence, high incidence rates continue relatively stagnant. Failures to better tackle the issue involve, among others, the inability to adequately prevent the escalation in the cycle of violence, including due to underreporting and bias in reporting methods, leading to bias in official statistics. Gloria Institute - with the support of Microsoft Corp. – is creating a set of AI engines, called Relatus Project, to transcript narratives of violence into a huge data lake of words and expressions. Whether at a police station or a hospital, the report of gender violence is always registered by a third party. Relatus will remove this intermediation that often creates bias in official numbers. Relatus is a scientific investigation to find out if there are patterns on gender-based violence through victims' narratives. Statistical approaches like text mining algorithms will be applied on this database to understand the phenomena directly from the narrative of its victims. The engine can be used in any language but will start with Brazilian Portuguese. The collection of narratives will use voice reports (audio) as the primary source of collection, and then, translated through speech-to-text algorithms. This will keep the engine open to wide and unrestricted participation, including illiterate people. Data aggregation will prevent individual identification, being compliant to GDPR. If patterns are identified, then the engine can help to predict the "next step" of the violence cycle, and ultimately, save lives. Critically thinking, we expect to discuss how to tackle the gender-based violence in scale and how to evaluate, propose or enhance public policies related this phenomenon.

Parallel session 2 (Sitzungssaal 2/Conference room 2, AD building) English

Workshop 1: **Diversity training with a virtual reality tool** Julia Halm, *BrückenBauen gUG*. **(10:30-12:00)**

BrückenBauen gUG, as a social enterprise, has been organising intercultural workshops for newcomers and for locals since 2016. Because of Covid-19, a lot of our presence events could not take place in 2020. As a result, we came up with the idea to bring people together virtually and offer a specifically designed diversity training, together with our culture mediators. These culture mediators are refugees and migrants that have been living in Germany for some time and have been previously interculturally trained by BrückenBauen gUG.
In the post-pandemic time, we use the Virtual-Reality tool "AugenBLICK mal!" as blended learning element that allows the user to virtually experience different scenarios of discrimination. After this very emotional experience the culture mediator is sharing their perspective and experiences. In that way, discrimination and unconscious bias are understood, tolerance is promoted and the value of diversity is made clear. We also educate facilitators to learn how to implement the tool into their workshops. The tool now consists of 6 scenes covering the topics of racism, sexism, antisemitism and discrimination due to gender identity.
The workshop offers the possibility to try out virtual reality headsets.

Workshop 2: **Inclusive Communication 'Cultures don't meet people do.'** Edwin Hoffman, *Universität Klagenfurt* **(13:15-14:45)**

In the workplace, conversing with people of different national, ethnic and religious backgrounds can be especially difficult. Conversation partners sometimes have an 'unorthodox' style of communication and an 'unusual' view on the matters being discussed. Certain cultural and religious practices and expectations may come across as 'strange'. This may in turn make professionals feel insecure and make it difficult to approach certain people with the appropriate attitude. On the one hand, they want to avoid discrimination and to show respect for another's culture and religion. On the other, there are goals to be achieved and maybe there are problems in dealing with a person's behaviour. The key questions are: how can we best deal with cultural differences and conflicts; where are the boundaries; and how does one indicate them without disrupting the working relationship?
In this workshop on *inclusive communication,* we will discuss the above questions and uncertainties, and give participants a concrete analysis-and-intervention tool (the TOPOI model, Hoffman 2020) for effective communication with people from different cultural backgrounds. While many culturalistic approaches (Hofstede, Trompenaars, Meyer) stimulate learners to *'zoom out'* of the actual people involved in favour of an understanding of the larger national cultures they are (supposedly) members of, the TOPOI model tries to encourage to do the opposite. TOPOI then to help learners *'zoom in'* on interpersonal interactions of unique individuals embedded in their social contexts, and thus detect possible misunderstandings during or after an intercultural encounter. Rather than generic statements about cultures that often lack guidance on what to do, a more nuanced and broad communicative analysis then allows for concrete intervention options.

Parallel session 3 (Sitzungssaal 6/Conference room 6, AD building) German **(09:10-10:40)**

Präsentation 1: **Kulturelle Vielfalt in der öffentlichen Verwaltung in Deutschland – Vorstellung der deutschen Studie „Kulturellen Diversität und Chancengleichheit in der Bundesverwaltung"**, Martin Weinmann, *Bundesinstitut für Bevölkerungsforschung (BiB) (Online)*

Präsentation 2: **Diversität im Justizministerium in Österreich**, Michael Stadelmann, *WU Wien*

Abstract

Wir untersuchen den aktuellen Stand von Diversität im österreichischen Bundesministerium für Justiz (BMJ). Die vorhandenen Diversitätsdimensionen werden erforscht und die Ersterfassung wird Hinweise für entsprechende Maßnahmen zur Erhöhung der Diversität im BMJ liefern. Des Weiteren werden Erfahrungen mit Diskriminierung im BMJ untersucht, um mögliche Fälle zu identifizieren und entsprechende Handlungsansätze ableiten zu können. Diese Erfassung erfolgt im Rahmen von zwei Online-Fragebögen, welche über das Intranet des BMJs zugänglich gemacht werden. Im Rahmen des ersten Fragebogens werden gegenwärtige Diversitätsdimensionen erhoben, im Rahmen des zweiten Fragebogens erfolgt die Erfassung der Diskriminierungserfahrungen der Mitarbeiter*innen. Verwaltungen sollen in der Regel das Bild der Bevölkerung widerspiegeln, dies wird im Rahmen einer Ist-Soll-Analyse dargestellt und möglichen Gründe für Diskrepanzen erörtert.

Präsentation 3: **Diversität und Gleichstellung beim im Bundesministerium für Landesverteidigung**, Johanna Barbara Gruber, Referatsleiterin im *Bundesministerium für Landesverteidigung*

Abstract

Das Bundesministerium für Landesverteidigung (BMLV) stellt in einem Diversitätskontext eine besonders komplexe Organisation der öffentlichen Verwaltung dar, da sie die strategischen Weichen für nachgeordnete Stellen, unter anderem sämtliche Kasernen im Bundesgebiet, stellt. Folglich haben Maßnahmen und Initiativen zur Förderung von Vielfalt auf strategischer Ebene im Ministerium stets, wenn auch oftmals nur passiv, Auswirkungen auf die Truppen des Österreichischen Bundesheeres, welche sich allerdings beispielsweise bei Geschlechterfragen mit einem Frauenanteil von weniger als 4 Prozent mit anderen Frage- und Problemstellungen sehen als das BMLV.
Unterschiedliche Maßnahmen zur Förderung von Vielfalt haben sich über die vergangenen Jahre, vor allem im Bereich der Frauenförderung, etabliert und werden auch laufend evaluiert. Der Beitrag befasst sich mit der Frage, wie im Spannungsfeld Zentralstelle und nachgeordnete Stellen eine Vielzahl an Impulsen zur Integration einer diversen Belegschaft funktionieren kann.

Parallel session 3 (Sitzungssaal 6/Conference room 6, AD building) German (11:00-12:00)

Podiumsdiskussion: Aktuelle Herausforderungen aufgrund von externen und internen Erwartungen: Digitalisierung, Globalisierung und Veränderung der Bevölkerungsstruktur

Moderation: Ute Enderlein

Teilnehmer:innen: Isabelle Jänchen, *Verwaltungshochschule Sachsen*, Tülay Tuncel, *Startup Services / Diversity, Wirtschaftsagentur Wien*; Heidrun Strohmeyer, *Bundesministerium für Finanzen, Sektion V, Digitalisierung und E-Government*; Ursula Struppe, *Head of MA 17 – Integration and Diversity*; Christoph Moser, *Gender Mainstreaming Beauftragter im Verteidigungsministerium*

Parallel session 3 (Sitzungssaal 6/Conference room 6, AD building) German (13:00-14:45)

Präsentation 4: **The impact of new public management and ongoing transformation processes on female physicians' careers in hospitals**, Lea Zindel & Maximiliane Wilkesmann, *TU Dortmund University*

Abstract

In the last decades, social and health policy transformation processes have been leading to changes in the German health care system, which also include the transformation of career paths, especially those

of women. We seek to analyze how careers in medicine as a profession are collectively influenced by different institutional logics (Barley 1989). One institutional logic combines leadership roles with masculinity, like certain professions or the ability to perform them have a male connotation like medicine (Krell 2008). Other institutional logics involve the shortage of medical professionals, the commodification of medicine, and the feminization of medicine. This includes, for example, the increase in part-time work in the hospital sector, which makes it possible to realize changing work demands, this in turn has also an impact on professional careers. Our data contains two qualitative studies with female physicians in German hospitals. The two studies were conducted at different points in time to analyze not only changes in female career trajectories but also the impact of the transformation of professional careers as mentioned above. The first study was conducted in 2011 and the second study is currently in progress and will be finished in spring 2023.

Präsentation 5: **Religiöse Diversität im Elementarpädagogikbereich**, Julia Gellis (Online), *WU Wien*

Abstract
Ziel der vorliegenden Arbeit war es, die subjektiven Wahrnehmungen von Elementarpädagog*innen und Eltern in Bezug auf religiöse Diversität im Kindergarten zu beleuchten. Dabei wurde folgender Forschungsfrage nachgegangen: Welchen Herausforderungen stellen sich Elementarpädagog*innen auf Grund der religiösen Diversität im Kindergartenalltag und welche Wahrnehmungen entstehen daraus? Für die Beantwortung wurde in dieser Arbeit eine qualitative Methode gewählt. Konkret wurden Interviews mit Pädagog*innen und Müttern geführt, die in einem Kindergartenträger in Wien beschäftigt sind bzw. ihre Kinder in Wiener Kindergärten angemeldet haben. Aus den Ergebnissen lässt sich ableiten, dass religiöse Diversität ein allgegenwertiges Thema in Kindergärten ist. Kinder haben unterschiedliche Herkünfte und bringen folglich verschiedene Kulturen, Sprachen und Religionen in pädagogische Einrichtungen mit. Die pädagogische Vermittlung setzt den Fokus auf das Transportieren von Werten und Normen und möchte dadurch die Akzeptanz von Vielfalt bei Kindern fördern. Hervorzuheben ist, dass Religion ein Thema ist, welches Kinder von sich aus thematisieren und interessiert; insbesondere besteht gegenüber anderen Glaubensrichtungen große Neugier. Der Kindergarten stellt für viele Kinder die erste Bildungseinrichtung dar und durch diese wird der Grundstein für den weiteren Bildungsweg eines Kindes gelegt. Infolgedessen ist es wichtig, dass Kinder bereits dort mit Vielfalt in Berührung kommen und lernen damit umzugehen. Dadurch werden ihre sozialen Kompetenzen gefördert, da sie schon früh mit anderen Kindern in Kontakt kommen, die anders sind, also zum Beispiel eine andere Religion haben. Außerdem sensibilisieren die elementaren Bildungseinrichtungen die Kinder im Umgang mit Vielfalt. Dies kann Vorteile auch für ihr späteres Berufsleben mit sich bringen, da in einer pluralistischen Gesellschaft Menschen mit verschiedenen Hintergründen zusammenarbeiten müssen. Es ist folglich wichtig, Vielfalt zu verstehen und respektieren zu können.

Präsentation 6: **Diversität und Inklusion bei der Landespolizeidirektion in Niederösterreich**, Vanessa Scherleitner, *WU Wien*

Abstract

Die Präsentation befasst sich mit der Fragestellung, wie in der öffentlichen Einrichtung der Landespolizei in Oberösterreich ein diverses und inklusives Arbeitsumfeld ermöglicht werden kann. Das Ziel der vorliegenden Untersuchung besteht darin, die Diversität und Inklusion in der Einrichtung der Landespolizei Oberösterreich zu untersuchen und zu erörtern, wie diese Aspekte im Arbeitsumfeld definiert und umgesetzt werden. Zur Beantwortung dieser Fragestellung wurde eine qualitative Inhaltsanalyse nach Mayring durchgeführt, wobei die von der Landespolizei Oberösterreich zur Verfügung gestellten Dokumente herangezogen wurden.

Präsentation 7: **HR 4.0 - Zwischen Diskriminierungs- und Datenschutz: Zur Erhebung des Migrations im organisationalen Raum**, Katja Dill, *Hochschule für Wirtschaft und Recht Berlin*, Helena Mihaljević, Ivana Müller & Aysel Yollu-Tok

Abstract

Mit der Digitalisierung der Arbeitswelt werden datengetriebene Technologien in Organisationen eingeführt, die u.a. für mehr Effizienz und sogar Diversity in Auswahl- und Einstellungsprozessen sorgen sollen. Allerdings wurde anhand einzelner konkreter Beispiele nachgewiesen, dass Technologien im Bereich von HR 4.0 bestehende Ungleichheiten reproduziert oder gar verstärkt werden können. Eine umfassende Analyse dieser Technologien im Hinblick auf ihre Ein- und Ausschlusspotenziale benötigt jedoch personenbezogene Daten der Bewerbenden oder Angestellten. Diese stehen allerdings, ethisch wie rechtlich, unter einem hohen Schutz, woraus verschiedene Herausforderungen resultieren, die wir unter dem Begriff Fairness-Privacy-Dilemma betrachten. Einige dieser Herausforderungen wollen wir am Beispiel des „zugeschriebenen" Migrationshintergrunds diskutieren. In dem intendierten Vortrag wollen wir anhand einer Case Study zweier Landesunternehmen zeigen, welche Herausforderungen sich hinsichtlich der Erhebung des Migrations* ergeben haben. Wir diskutieren unseren experimentellen Ansatz, welcher den Migrationshintergrund nicht "lediglich" auf Grundlage der generationsübergreifenden Einwanderungsgeschichte kategorisiert, sondern vielmehr die Rassifizierung und die damit einhergehenden diskriminierungsrelevanten Sachverhalte abbildet. Im nächsten Schritt stellen wir ein erstes Konzept für Technologie-Auditierung im organisationalen Rahmen vor, welcher den Kontext der genutzten Technologien sowie die Partizipation verschiedener Stakeholder in den Vordergrund stellt. Abschließend erörtern wir einige der offenen Fragen, explizit: welche weitere interdisziplinäre Forschung erfordert wird, um mittelfristig eine prototypische Implementierung des Auditierungskonzepts zu ermöglichen. Damit stellt der von uns entwickelte Vorschlag eine wichtige Konkretisierung der sozialwissenschaftlichen, aber auch rechtlichen und technischen Anforderungen dar und kann damit auch als Kontrastfolie für einen möglichen Bedarf für gesetzgeberische Anpassungen oder Feinjustierungen herangezogen werden, insbesondere mit Blick auf eine diskriminierungssensible Erfassung von Ethnizitätsdaten bzw. Diskriminierungserfahrung.

Parallel session 3 (Sitzungssaal 6/Conference room 6, AD building) English (15:15-16:45)

Presentation 8: **Do firms respond to the mandate disclosure of target gender quotas for top executive positions?** Isabella Grabner, Zoltán Novotny-Farkas, Mariana Sailer, *WU Vienna*

Abstract

We examine a unique regulatory action in Germany that (1) directly targets high-level executive positions in firms and (2) aims to encourage firms to increase the female representation in firm management through the mandatory disclosure of a target quota instead of penalty mechanisms. While the reform has no effect on the share of female executive board members in Germany on average, a few firms that disclose ambitious target quotas increase the female representation on their executive boards. Interestingly, firms generally set higher target quota at lower managerial positions. This finding indicates that the reform stimulates a broader rethinking of personnel management decisions and the attempt to seal leaky pipelines. While the behavior of peers primarily drives firms' decision to set a non-zero target quota, the available talent pools and the economic environment are decisive in the determination of the actual target quota levels. Overall, firms seem to respond to the new target quota approach.

Presentation 9: **Exploring Gender Differences in Network Relations on Top Executive Level**, Sonja Sperber, *WU Vienna*

Abstract

In the ongoing debate on the gender gap in top managerial positions, possible causes have been discussed in the past—one of them being different networking patterns. However, only little is known on how the knowledge transfer via networks differs for female and male top executives in organizations. Referring to this research gap and drawing on *Upper Echelons Theory* and *Network Theory*, this study examines the network ties of 28 top managers—13 women and 15 men—of companies in the United Kingdom in a qualitative ego network analysis. The findings indicate specific differences: women tend to set up small(er) networks with strong(er) tie relations for the transfer of knowledge, while men hold large(r) networks with weak(er) tie relations. Further, it was found that while men tend to filter knowledge after the transfer, women filter ties before the transfer in order (a) to avoid an information overload and (b) to only include those network contacts who are deemed trustworthy. In terms of network setup, female top executives show a relationship focus with longtime relations among their closest ties and high importance of trust, whereas male top executives rather tend to demonstrate a rational choice of tie relations to people who they regard as most suitable for delivering specific knowledge. These findings are of special importance against the background of the manifold attempts to increase diversity in organizations and—especially in the context of this study—on top managerial level. Hence, the findings are discussed against the gender gap background, while the research and managerial practice implications are identified. Overall, the study demonstrates that previous insights on top executives' networking activities must be rethought when gender is considered.

Presentation 10: **Attracting and Retaining Women into Masculine Corporate Sectors,** Maura Di Mauro, *Università Cattolica del Sacro Cuore/ Intercultural Trainer & DEI Expert Consultant*

Abstract
Some corporates' sectors are more masculine than others, indeed, they are characterized by a high gender equality gap index: the sectors' women employment rate is very low, across all roles and levels. And in a vicious circle the sector' attraction of women is very low. These interrelated mechanisms keep reproducing stereotypes about certain gender roles division and keep reinforcing horizontal, or certain sectors, women's discrimination. With the intention to reduce the gender gap particularly within high level of masculine's industries, Italian government has established some companies' fiscal support to create the conditions of concrete benefits for corporates who reduce these marked gender gap. A mix-methodologies study conducted by the GiGroup Foundation within 3 main Italian high masculine sectors intended to investigate what are the main reasons of the perpetuating women employability low rate in the mechanic/automotive, ICT and Transports/Logistic industries. Further, the study put some lights on what institutions, companies and women themselves can do in order to reduce their unemployment rate in these industries, and in order to facilitate the attraction and the retention of women in these sectors. Over 40 realities among main stakeholders have been deeply interviewed; the opinions of a champion of over 200 corporate decisions makers and of a champion of over 730 women – employed and not employed in one the three industries - have been gained through two online quantitative surveys. The results of this study have been synthesized in a GiGroup Foundation's rapport, where causes and solutions have been provided with a multi-stakeholders approach. During the The WU Gender and Diversity Conference 2023 the results of this study conducted in the Italian job market will be shared with a wider global audience. Thus, some of the solutions can be replicated or can inspire the work of institutions, corporates and of consultants and practitioners involved in the DEI field with particular focus on gender diversity and women inclusion.