

Day 1 March 24, 2022

Parallel Session A (13:30-15:45)

Presentation 1: **The impact of the Covid-19 pandemic on the labour market integration of refugee women in Austria.** Almina Bešić & Petra Aigner, *Johannes Kepler University Linz.*

Abstract: It is well known that refugees face numerous obstacles to their integration into the labour market. Complex labour market integration challenges are situated across different, but interwoven, levels. These include restrictive policies at the institutional level, limited funding for support measures at the organisational level and a lack of skills at the individual level. Many of these challenges specifically affect women and some of the challenges might be brought on or affected by the Covid-19 pandemic. Given its actuality, the pandemic's effect on the labour market integration of refugee women has yet to be explored.

In our paper, we discuss the challenges for refugee women and the organisations supporting their integration at the labour market. Theoretically, we base our study on the events systems theory and draw on the phenomenon of a glass ceiling for refugees. Our methodological approach follows a qualitative design utilising semi-structured interviews with refugee women and experts from support organisations. We conduct our study in Austria, which is one of the European countries hosting a large number of refugees with a wide-reaching network of support organisations.

Our initial findings show how the pandemic has exacerbated existing challenges for refugee women and support organisations. We show that the pandemic has had an immediate impact on the organisations and the individuals without necessarily changing the underlying policies regarding LMI. We identify the implications for the individual women and the organisations, including the need for refugee women to develop the necessary skills to foster their LMI. Overall, we find that the pandemic has led to a re-thinking of the necessary support for LMI.

Presentation 2: **Citizens' Reflections on Professionalism and Empathy toward Hijab-wearing Public Servants.** Katharina Dinhof & Jurgen Willems, *Vienna University of Economics and Business; Noortje De Boer, Utrecht University School of Governance.*

Abstract: The wearing of religious symbols in public employment, such as the hijab, is highly discussed worldwide. This debate is due, in part, to the tension between demands for preserving the personal freedom of public employees, coupled with the appeal of a representative bureaucracy, while concurrently wanting to ensure an objective public service to citizens. The latter, more specifically, refers to concerns that visible religious symbols of public employees affect citizens' perceptions, their interactions, and potentially their performance within a public sector context.

This pre-registered study investigates whether hijab-wearing public servants influence citizens' perceived professionalism and empathy towards them. Moreover, we ask if these active reflection tasks on professionalism or empathy, in turn, influence citizens' performance in a concrete task in the context of public service, and potentially moderate the effect of a religious symbol on citizens' task performance.

To answer these research questions, we conducted a two-step 2x3 between-subjects experiment (n = 2,680), where reflection tasks on empathy and professionalism were combined for a public servant with or without a hijab. In a first step, the effect of a hijab was tested on perceived professionalism and empathy, while in a second step, the effect was estimated for the type of reflection, as well as the answer to the reflection, on citizens' performance during public service. Findings indicate no evidence that wearing a hijab influences citizens' perceptions or performance. However, the reflection answer with respect to professionalism or empathy is positively related to citizens' performance: If citizens reflect on public servants' professionalism or empathy, they perform better than those who do not. These findings may challenge the perspective that hijabs harm objective public service, while

concurrently pointing to the value of interpersonal reflections to counteract religious or ethnic biases during a public service process.

Presentation 3: **Bigger is better or small is beautiful? Comparing the working conditions in the SMEs and large garment industries in Ethiopia.** Wogene Berhanu Mena, *Vienna University of Economics and Business*.

Abstract: In developing countries like Ethiopia, the spotlight of working conditions debate and research has focused on large companies, which overlooked the issue in Small and Medium Enterprises (SMEs). This study comparatively examines how the dis-(possession) of various resources (skill, social network, experience, awareness about rights) affect workers' power to bargain and challenge for the improvement of working conditions in SMEs and large garment industries. Besides the class dimension of workers, the study takes gender, language and/or ethnic lens in understanding the working conditions in nationals owned SMEs and foreigners owned large companies. To do so, qualitative research is conducted in three SMEs and three large garment companies in two industrial cities in Ethiopia. Primary data through semi-structured interviews and secondary data from official reports, companies' web pages, books, and journal articles were collected. The limited financial capacity of SMEs puts the workers in a better position to bargain their rights and resulting in better working conditions in comparison to the large companies owned by foreigners in Ethiopian garment industries. Most of the workers in SMEs have prior work experience in the formal sector, possess and develop multiple skills, have better social networks in the community near to the workplace, and awareness of their rights as workers. The possession of these resources provided the workers in SMEs with the power to bargain for better working conditions in comparison to working the large industries. On the other hand, the large companies oblige workers to specialize in monotonous skill and recruit workers who have barely any experience in the formal sector. Moreover, the women employees in the large companies from the rural areas have language problems that further jeopardizes their capacity to understand and bargain their rights. These highly limited the agency power of the workers.

Parallel session A (16:15-18:00)

Presentation 4: **Gender, competition and collaboration in the transition of an academic institution.** Daniela Pauknerová, Zuzana Chytková, Nikola Frollová, Ivana Lukeš Rybanská. *Prague University of Economics and Business*.

Abstract: Our research study deals with the micro (individually experienced) effects of an imperfect transformation of an organization from a dynastic to a dynamic regime of academic organization. The qualitative research informing this paper has been conducted in 2021-2022 by a group of four (female) researchers of different career stages and from different departments. The overall aim of the study was to address the diversity of experiences of female and male academics conducting research and dealing with related pressures at the institution. In order to uncover the lived experiences of the transformation process, we carried out two forms of qualitative research. First, we conducted 18 semi-structured interviews (taking from 40 to 82 minutes) with full-time and part-time academics. The selection of respondents was guided by the aim to reach out to wide spectrum of experiences and intersection of four criteria was used for this – sex, department (7), career stage (lecturer, assistant professor, associate professor) and publication activity (almost none, little, high). Second, we carried out an autoethnographic research, which consisted of taking introspective notes throughout the whole year 2021 on the research related events in our lives and discussing and analyzing these notes in analytical meetings which took place every month ([Denzin, 2014](#); [Ellis et al., 2011](#); [Lapadat, 2017](#)). We found ample evidence of the transformative process in general, and the heightened sense of competition in particular. There is a more acute sense of the scarcity of resources, the national and international evaluation methodology is urgently spelled out at every all-faculty meeting, as is the need

to succeed in the international competition. While collaborative practices may attenuate these differences and inequalities and contribute to a higher competitiveness of the entire organization by leveling these inequalities, they are mostly not carried out or valued.

Presentation 5: **Masked in virtuality. Subtle discrimination of migrant professional in virtual work.**

Hilla Back & Rebecca Piekkari, *Aalto University School of Business*.

Abstract: The increasingly globalized world economy and the growing boundary-less nature of the workforce have helped fuel a “war for talent”, where highly skilled migrant professionals are sought after to ensure the necessary skills needed for company performance (Chand & Tung, 2019). In a world where skilled labor is a scarce and highly valued asset, a better understanding of factors driving discrimination, exclusion and inclusion is key to ensure that these migrant professionals are retained. This empirical paper explores how migrant professionals experience subtle discrimination enacted by supervisors, co-workers and customers at a multilingual workplace. The minority status of these professionals of foreign descent stems from their inability to speak the language of their country of location. We undertake a case study of a multinational professional services company before and after the outbreak of the pandemic and combine it with a mixed method design. The results indicate that with a shift to virtual work, discrimination changed from more open to more covert. More precisely, virtual work became the main vehicle for enacting more covert forms of discrimination as virtuality itself allowed co-workers and superiors to mask discriminatory activities. At the same time, virtual work provided migrant professionals with a license to reduce their efforts to be included, leading to deeper language-based faultlines between minority and majority groups. We contribute to research on the mechanisms of subtlety behind subtle discrimination and language-based exclusion in virtual work. We highlight the critical need to undertake further studies on subtle discrimination, especially in multilingual organizations. As we move to more virtual and boundaryless ways of working, both in terms of the diversity of workforce and physical location, we must ensure that this shift is not accompanied – ironically – by new, albeit invisible boundaries between minority and majority groups.

Parallel Session B (13:30-15:45)

Presentation 1: **Coding gender? Zu den Chancen und Herausforderungen von technischen Lösungen für diversitätsgerechte Stellenanzeigen.** Aysel Yollu-Tok & Katja Dill, *Hochschule für Wirtschaft und Recht (HWR) Berlin*; Helena Mihaljević & Ivana Müller, *Hochschule für Technik und Wirtschaft (HTW) Berlin*.

Abstract: Mit der Digitalisierung der Arbeitswelt werden zunehmend Technologien eingeführt, die eine geschlechter- und diversitygerechte Personalgewinnung fördern sollen. Vor diesem Hintergrund bietet eine Reihe von Technologien ein automatisiertes Screening von Texten auf mögliche geschlechtsspezifische Ausschlüsse an. Einige davon machen explizit Vorschläge zur Ersetzung entsprechender Begriffe. Die Angebote reichen vom Durchsuchen der Texte nach Wörtern in manuell erstellten Wortlisten bis hin zum Einsatz komplexer Algorithmen. Die Lösungen klingen vielversprechend – nicht zuletzt, da Sprache als Vehikel für die Weitergabe und Persistenz von Stereotypen betrachtet werden und gleichzeitig zur (De)Konstruktion von gesellschaftlichen Verhandlungsprozessen beitragen kann. Im Rahmen des vom IFAF Berlin geförderten interdisziplinären Forschungsprojekts „Divers-AITechHR“¹, das sich mit den Auswirkungen intelligenter Technologien auf die betriebliche Auswahl beschäftigt, haben wir drei technologische Lösungen auf dem deutschsprachigen Markt anhand von 160.000 Stellenanzeigen untersucht. So wurden die Technologien anhand ihrer theoretischen Grundlagen und ihrer Funktionsweise untersucht, um die Möglichkeiten und Grenzen technologischer Übersetzung von wissenschaftlichen Erkenntnissen sowie deren (Aus)Wirkungen unter dem Spannungsverhältnis von Gender und Diversity zu diskutieren.

¹ <https://www.ifaf-berlin.de/projekte/divers-aitech/>

In dem intendierten Vortrag möchten wir demnach der Frage nachgehen, welchen Beitrag solche Technologien zur Reduktion von Diskriminierungsrisiken in Stellenausschreibungen leisten können. Schließlich zeigt die empirische Untersuchung, dass die Technologien zu teils sehr unterschiedlichen Einschätzungen gelangen, trotz Gemeinsamkeiten in ihren wissenschaftlichen Bezügen. Aufbauend auf den Ergebnissen der Analyse beleuchten wir den Weg von sozialpsychologischer Forschung zur Implementierung technologischer Lösungen und diskutieren die praktischen Schwierigkeiten bei der Übersetzung wissenschaftlicher Befunde in Technologien. Daran anschließend geben wir Impulse für die Nutzung technologischer Lösungen in der HR-Praxis sowie zum Forschungsdiskurs zu Gender, Diversity und Technologie.

Presentation 2: Kontrolle und Disziplinierung über mobiles Arbeiten – Chancen und Risiken für Frauen mit Betreuungspflichten. Anett Hermann, *Vienna University of Economics and Business*.

Abstract: Der in den letzten Jahren zunehmende Wettbewerbsdruck innerhalb der Hochschullandschaft im deutschsprachigen Raum, aber auch international, führt nicht nur zu einem Strukturwandel im Wissenschaftsfeld generell, sondern auch zu Veränderungen innerhalb der einzelnen Hochschulen (Graf 2019, Hüther/Krücken 2016). Im Bourdieuschen Sinn erfolgt die Positionierung im wissenschaftlichen Feld zur Durchsetzung eigener Interessen über unterschiedliche Kämpfe (Bourdieu 1998, 1992, Lenger/Rhein 2018). Über Wissenschaftsmanagement, Zertifizierungen, Exzellenzstrategien etc. positionieren sich Hochschulen nicht nur als bedeutende Forschungs- und Lehrinstitutionen, sondern auch als attraktive Arbeitgeber. Commitment herzustellen und eine Bindung qualifizierter Fachkräfte an die Hochschule zu erreichen, wird über unterschiedliche Maßnahmen verfolgt (Hüther 2010). Eine dieser Maßnahmen ist die Flexibilisierung von Arbeitszeit und Arbeitsort über mobiles Arbeiten. Dem Flexibilisierungskonzept steht eine Organisationskultur gegenüber, die sich durch mehrere miteinander verwobener Hierarchisierungsprinzipien auszeichnet. Feldimmanentes wissenschaftliches Kapital wird über kulturelles und symbolisches Kapital des Erkennens und Anerkennens wissenschaftlicher Leistungen bestimmt (Bourdieu 1998, Barlösius 2012, Hüther/Krücken 2013). Gleichzeitig ist institutionelle und institutionalisierte Macht an Positionen gebunden (Graf 2019). Die Hierarchisierung sowohl der Positionen als auch der Akteur:innen setzt sich im administrativen Bereich für das allgemeine Personal fort. Hierbei kommt es zu einer Verbindung zwischen Bürokratieprinzip und „höfischen“ universitären Strukturen, als ein System von Grenzsetzungen (Bourdieu/Wacquant/Farage 1994). Graf 2019 beschreibt den damit verbundenen Kontroll- und Disziplinierungsaufwand über „Steuerungsansprüche[...]“ seitens des Hochschulmanagements, was dazu führt, dass die Hochschule ihre Forderungen aufwendig über Kontrollinstrumente überwachen muss. Ein hochschulspezifischer Habitus könnte hingegen als »funktionales Instrument zur Erreichung des Betriebszwecks durch Umwandlung äußerer Kontrollvorgaben und Verhaltensregeln in eine interne Verhaltenssteuerung« (Janning 2004, S. 106, in: Graf 2019, S. 100) dienen.“ Hinzu kommt, dass Hochschulen als Arbeitgeber weder hinsichtlich attraktiver Karrierewege noch ökonomische Anreize bieten können. In diesem Kontext ist die Studie zum „Mobilen Arbeiten an der WU Wien“ angesiedelt. Das ursprüngliche Ziel der Hochschule, Mitarbeiterinnen mit Kinderbetreuungspflichten an die Universität über Homeoffice-Angebote zu binden, hat sich inzwischen verändert. Die Gewinnung und Bindung von hochqualifizierten Fachkräften über die Schaffung attraktiver Arbeitsbedingungen im administrativen Bereich ist immer mehr in den Fokus gerückt. Gleichzeitig kam es durch die Corona-Pandemie zu einer Beschleunigung des Prozesses der Umgestaltung der Arbeitsorganisation. Die wissenschaftliche Begleitstudie dieses Prozesses untersucht, wie sich flexible Arbeitsformen auf unterschiedliche organisationale Differenzierungsprozesse auswirken?“ In diesem Zusammenhang wird der Frage nachgegangen, wie flexible Arbeitsmodelle zu einer stärkeren Einbeziehung von Frauen mit Kindern beitragen können. Die Ergebnisse der Studie zeigen, dass es über neue (digitale) Formen der Kontrolle, zu einer Stabilisierung bestehender Herrschaftsverhältnisse kommt. Die vor der Corona-Pandemie vorhandenen Freiräume zur Selbstgestaltung der Arbeit hinsichtlich zeitlicher Flexibilität vor allem bei Müttern werden wieder eingeschränkt. Männer und Frauen nutzten bereits vor der Pandemie universitäre Regelungen zum

Homeoffice aufgrund geschlechtsspezifischer Aufteilung der Familien- und Berufsarbeit unterschiedlich. Frauen mit Kindern sind tendenziell von Zeitarbeit betroffen. Eine Flexibilisierung der Arbeit hinsichtlich Zeit und Raum ermöglichte Frauen vor der Pandemie (und digitaler Kontrolle) eine größere gesellschaftliche und organisationale Teilhabe. Die zunehmende Kontrolle über unterschiedliche organisationale Maßnahmen (Policy, digitale Medien) führt zu Zeitdruck. Basierend auf einem feldspezifischen Habitus kommt es zu einem „schlechten Gewissen“, dementsprechender Mehrarbeit, Überlastung und Selbstausschöpfung, was sich auf impliziten Regeln des Wissenschaftsfeldes zurückführen lässt. Diese Verinnerlichung der organisationalen Erwartungen, geknüpft an spezifische zeitliche Strukturen, wie Semesterplanung, Studienpläne, Forschungsausschreibungen etc. führt zu einem Backlash für Frauen mit Betreuungspflichten. Eine Diskussion über die geschlechtsspezifische Strukturierung der Zeit und geschlechterdifferentes Zeitbewusstsein ist notwendig, um Führungs- und Organisationskulturen zu verändern und eine Inklusion von Personen mit unterschiedlichen Bedürfnissen zu erreichen.

Presentation 3: Videovermittelte Sozialität während der COVID-19 Krise – Potenziale der In- und Exklusion. Katharina Miko-Schefzig & Cornelia Reiter, *Vienna University of Economics and Business*.

Abstract: Die Einschränkung sozialer Kontakte während der COVID-19-Pandemie hat enorme Auswirkungen auf private, berufliche und öffentliche Situationen. Die plötzliche und radikale Aussetzung der meisten Aktivitäten und persönlichen Interaktionen während der COVID-19-Krise hat die Teilhabe an der Gesellschaft radikal verändert (Ammar et al., 2020). Viele Aspekte des sozialen Lebens haben sich auf videobasierte Interaktionen verlagert und zu einer beschleunigten Nutzung digitaler Kommunikationskanäle während und nach dem Lockdown in privaten (etwa Familiengespräche), organisationalen (etwa Arbeit zu Hause) und öffentlichen (etwa digitaler Schulunterricht) Situationen geführt. In unserem Vortrag präsentieren wir, wie videovermittelte Interaktion zur Aufrechterhaltung von Sozialität während und nach der COVID-19-Krise beigetragen hat, gehen aber auch auf Risiken ein, die damit einhergehen, dass die umfassende Nutzung digitaler Kommunikation digitale Interaktionen von einer Möglichkeit zu einer Notwendigkeit gemacht haben (Beaunoyer et al., 2020; Xie et al., 2020).

Einerseits beschreiben wir, wie die Videonutzung Menschen in privaten, organisationalen und öffentlichen Situationen einbezieht, indem sie (i) es Menschen ermöglicht, ohne physischen Kontakt zu kommunizieren und zu interagieren (z. B. Skype-Partys); (ii) indem sie die Aufrechterhaltung von Dienstleistungen über die Entfernung ermöglicht (z. B. Gesundheitsdienste; Therapie); (iii) durch die Verbindung von Gruppen zur Zusammenarbeit über die Entfernung (z. B. Teambesprechungen, Fernunterricht); und (iv) durch die Ermöglichung privater Kontakte, die Pflege von Beziehungen und das Angebot einer Art von Gemeinschaft (z. B. religiöse Gruppen, Spielrunden).

Auf der anderen Seite zeigen wir, wie videovermittelte Sozialität diejenigen ausschließt, die nur begrenzten Zugang zu diesen Technologien haben. Die beschleunigte Videonutzung birgt das Risiko, diejenigen sozial auszugrenzen und zu isolieren, die nicht in der Lage sind, die erforderlichen Technologien zu nutzen (Xie et al., 2020). Diese Entwicklung wird zwangsläufig die bestehenden "digitalen Ungleichheiten" (Beaunoyer et al., 2020) vertiefen. Die umfassende Nutzung der digitalen Kommunikation hat virtuelle, digitale Interaktionen von einer Möglichkeit zu einer "Notwendigkeit" gemacht (Beaunoyer et al., 2020; Xie et al., 2020). Macedo (2020) weist darauf hin, dass etwa die videogestützte Interaktion im Gesundheitsbereich den Menschen, die sie nutzen, viel abverlangt. Er sieht bei sich und seinen Kolleg:innen Ermüdungserscheinungen und betont den Wert der persönlichen Begegnung, der sensorischen Diagnose, des körperlichen Kontakts und des damit verbundenen Vertrauens.

Ein weiterer Punkt der Ausgrenzung betrifft die Verwischung der Grenzen zwischen Privat- und Berufsleben durch die videogestützte Arbeit von zu Hause aus. Anstatt sich in Büros zu treffen, müssen die Mitarbeiter:innen, die von zu Hause aus arbeiten, einen Einblick in ihre Privatsphäre gewähren. Diese geforderte Einsicht könnte die Arbeit zusätzlich erschweren die Fähigkeit des Arbeitnehmers,

Privat- und Arbeitsleben zu trennen (De' et al., 2020; Hodder, 2020). Dieser Aspekt steht in engem Zusammenhang mit geschlechtsspezifischen Ungleichheiten.

Parallel Session B (16:15-18:00)

Presentation 4: **Dis/organizing diversity management: Examining the two first years of diversity and inclusion work at a Nordic Bank.** Ece Gürsoy & Florence Villesèche, *Copenhagen Business School*.

Abstract: 'Doing the right thing' of engaging with diversity and inclusion (D&I) is a growing focus in firms due to both internal and external pressures (Villesèche et al., 2018). Despite the increased representation of women in the workforce globally, the poor track record for gender diversity in senior leadership roles is an enduring global issue, including in countries celebrated for their higher levels of gender balance, for instance, the Nordics in Europe (Muhr & Plotnikof, 2018). This is even more needed in heavily men-dominated sectors where such change can be met with strong resistance (Ashcraft, 2005). Trittin-Ulbrich and Villesèche (2021) argue that the communication stream of diversity management research has remained underdeveloped thus far, also, too few contributions bridge the CCO (communication constitutes organizations) and diversity research agendas to date.

In this article, we focus on a single case company, a Nordic bank (a pseudonym), which has pledged to become a diverse and inclusive bank and where D&I is now a part of the new corporate strategy. A multi-sited ethnographic study (Falzon, 2016; Marcus, 1995) is currently being conducted by the lead author, and this paper is part of a larger research project about gender diversity in leadership roles in the Nordic financial services sector. With a CCO lens, we interrogate how D&I has been communicatively constituted over this time and how this constitution relates to the pre-formalization stage (the past status quo) and the envisioned future. This can help us assess what may be problematic vs promising in the current efforts and to understand the extent to which communicative efforts shape the past, present, and future of D&I at the bank.

Presentation 5: **Organizing for diversity in nonprofit organizations: Organizational democracy or managerialism?** Berta Terzieva & Florentine Maier, *Vienna University of Economics and Business*.

Abstract: In the light of growing international migration and social diversity, this study looks at the inclusive potential of nonprofit organizations (NPOs) as employers and places for volunteering. It addresses the question of how nonprofits' organizational practices are related to workforce diversity in terms of ethnicity and gender. In examining this relationship, we focus on two opposing yet complementary configurations of practices: managerialism and organizational democracy. Existing research has generated inconclusive findings. For instance, managerialist organizing practices have been criticized for solely focusing on rationality and efficiency, reinforcing the existing superiority of masculinity and whiteness. Concurrently, it has been reasoned that the ideology of managerialism includes diversity management as a crucial component and, thus, puts emancipation and the quest for equal opportunities on its agenda. Democratic organizations may, in contrast, struggle to function if the workforce is heterogeneous in race or ethnicity, as differences might create more tensions and complicate decision-making. On the contrary, gender equality has long been successfully promoted by democratic forms of organizing. Drawing on survey data on NPOs in the metropolitan region of Vienna (Austria), we aim to estimate these complex relationships using structural equation modeling. Our preliminary findings suggest that managerialist organizing of NPOs is positively related to workforce gender diversity and \square contrary to our expectations, relates negatively to ethnic diversity. In contrast, organizational democracy positively affects workforce gender diversity in NPOs and has no significant effect on ethnic diversity. For the full paper, we plan to refine our model: incorporate interaction effects, attempt alternative operationalizations of diversity, and test various control variables (e.g., the population share of far-right voters and immigrants at the NPOs' location, NPOs' mission aimed at ethnic and/or gender diversity or homogeneity).

Day 2 March 25, 2022

Parallel Session A (9:00-12:30)

(Session organizers: Ajay Bailey, Utrecht University & Saakshi Joshi, Manipal Academy of Higher Education)

Presentation 1: Availability of public transportation to access healthcare for older adults in Bengaluru, India. Divya Sussana Patil, Manipal Academy of Higher Education (MAHE).

Abstract: Transportation enables the movement of individuals to access essential services and to stay connected with the community. Ageing comes with its own challenges particularly with respect to health, which results in an increased frequency of hospital visits. However, there are several transportation barriers faced by older adults while accessing healthcare services. Prior research has not explored in detail the various aspects of transportation limiting healthcare access for older adults. Hence, this study was conducted in Bengaluru, India to understand the transportation barriers, which limited OA access to healthcare and the strategies they used to avail healthcare services. 60 older adults, who were 50 years and above, residing in Bengaluru were interviewed over telephone. A semi-structured in-depth interview guide was used. Data collection was carried out between June-December 2020. Our findings showed that older adults who belonged to lower-income groups and lived in the peripheral areas, faced more difficulties to avail the transport modes to reach healthcare facility. Restricted access to healthcare services due to unavailable and unaffordable transportation resulted in missed appointments, delayed care and deterioration of health condition. In addition, those having financial constraints opted for self-medication or local medicines, which were considered less expensive. Therefore, ensuring improved access to healthcare services can help older adults have better health outcomes.

Presentation 2: Mobilities for productive ageing: inequalities in transport access for older women in Bengaluru, India. Prajwal Nagesh, Institute for Social and Economic Change, India & Utrecht University.

Abstract: As per International Labour Organization (ILO) estimates, in the Global South, by 2025, more than one-third of its older population will still be in active employment (without accounting for caregiving and volunteerism). Participation in these activities provides economic stability, purpose and rhythm to their daily lives. While transport access to these productive spheres has remained a social policy concern within the age-friendly cities framework, older women's experiences of negotiating urban transport options and commuting to these activities remain understudied. Older women face time poverty due to overlapping responsibilities and lower access to motorised vehicles, so they experience unique challenges at the intersection of transport inequalities and patriarchy. This paper uses a qualitative approach to capture how older women engage in nonlinear work patterns, commute to these activities, and employ coping strategies with empirical detail. Twenty-six in-depth telephonic interviews were conducted with older women (50-85 years) between June and November 2020 in Bengaluru, an urban metropolis in southern India. Our findings highlight that older women's trips perform economic, affective and health functions as they access multiple socio-economic sites within the neighbourhood. They frequently referred to chain-snatching (robbery) on the streets and being embarrassed due to the inability to access shared mobility apps as barriers to their mobilities. Their anecdotal narratives indicate dwindling safer modes of transport and a deeper manifestation of fear emanating not always as a victim but also as a bystander. Often the negotiations were individual-centric and added to their domestic drudgery, impacting their work, personal health and leisure. We argue the need for age-friendly cities to encompass the everyday experiences of older women and their

anxious journeys, thereby enabling a nuanced understanding of intersectionalities affecting transport inequalities.

Presentation 3: Fluid identities: Locating intersections between age, capital, class, religion and mobility. Seama Mowri, *Utrecht University.*

Abstract: Crenshaw's intersectional theory (1989) is integral to any effort to understand the daily commute of South Asian women in public transport. In this paper, we use the framework to examine the intersectional and interactional effects of religion, gender, social capital, class, and disability status and how women enact fluid contextual identities as a coping mechanism on the streets. In this study, we use 30 qualitative interviews to understand how women in Dhaka negotiate individual factors (gender, personality, age, education, sexuality, class, familial and religious pressures) and structural factors (social norms, legal system, poverty) within and outside their own communities, and what (dis)advantages intersectionality affords them. Construed in this manner, we argue that it is not enough to say gender shapes mobility; rather intersectional experiences of women vary widely and shapes the complexities and contingencies of women's travels. This represents a useful analytical lens for policymakers and stakeholders in strengthening evidence for designing transport interventions, and evaluating impact and outcomes.

Presentation 4: Public spaces and safety: Experiences from Kolkata, India. Sanghamitra Roy, *Manipal Academy of Higher Education (MAHE), India & Utrecht University.*

Abstract: Accessing public spaces is an everyday struggle for women in India due to a wide range of barriers. Lack of safety is one of the most critical barriers that restricts women's mobility spatially and temporally, compelling them to undertake the trips only under certain conditions and with certain precautions. This study based on 26 in-depth interviews and two focus groups discussions in Kolkata, aims to understand how the built environment and the people therein shape women's perceptions of safety, and how women negotiate such conditions and contestations. Visual surveys were also conducted to spatially contextualize the narratives of the participants. This study finds that negative personality traits and characteristics, presence of middle-aged men and strangers, cultural differences, and places that report repeated occurrences of harassment are perceived as unsafe. Upmarket areas too are perceived as unsafe because of low visibility and presence of fewer people reducing natural surveillance or 'eyes on the street'. However, permeable street edges that enhance visibility, and presence of people engaged in routine and meaningful activities are perceived as safe. For women, accessing public spaces and participating in activities therein without the consent of others still remains a challenge and requires constant negotiations. While most internalize the process of negotiation, younger women tend to step forward and speak up in efforts to reclaim their right to public spaces. The findings of this study can help policy makers and planners develop gender-sensitive urban development policies and guidelines to facilitate acceptable accessibility to public spaces.

Presentation 5: Unequal access to public transport and transport-related social exclusion of older adults in Dhaka, Bangladesh. Selim Jahangir, *Transdisciplinary Centre for Qualitative Methods (TCQM), Prasanna School of Public Health, Manipal Academy of Higher Education (MAHE), India.*

Abstract: Unequal access to public transport for older adults has implications for the extent to which they feel lonely and excluded. This study investigates key physical and social barriers in accessing public transport in Dhaka, Bangladesh, and how the unequal transport accessibility leads to social exclusion of older adults. A total of 30 participants aged 60 years and above were recruited to understand the barriers in accessing buses. In this study the intersectionality of age, gender, spatiality and lower income households have been taken into consideration. The study employed visual surveys and in-depth interviews to bring forth the context and lived experiences of older adults using public transport in their everyday lives. Difficulty in accessing buses due to overcrowding and congestion, struggling

hard to get on rickshaws due to height, avoiding CNG (auto rickshaws) and cab due to high fare, disliking Laguna (a three-wheeler van for carrying passengers) for compact seating arrangements, undesirable behaviour and social attitudes are the major challenges for older adults to access essential services. These physical and social challenges affect their independent mobility and limit their access to work and social life, contributing to their experiences of social exclusion. This study also explores how the neighbourhood remoteness, lack of last mile connectivity, and untimely availability of different modes of transport discourage older adults from participating in social activities and produce a feeling of social isolation and exclusion. Hence, more inclusive transport policies are essential in low and middle-income countries to reduce the transport related social exclusion and improve the wellbeing of the older adults.

Presentation 6: **Exploring women's safe travels in the Delhi Metro using story completion.** Saakshi Joshi, *Manipal Academy of Higher Education (MAHE), India.*

Abstract: The Delhi Metro, which began functioning in the early 2000s, has been discussed in literature as a safer transport mode for women when compared to existing road-based modes such as buses. What contributes to this perception of it being a safe mode? To understand women's perceptions about travels using the Delhi Metro, a story completion method was used. 84 female participants completed stories on different travel situations encountered inside the metro premises including choosing a coach, waiting for transport at night, being touched in a crowded space, navigating metro routes, and using metro facilities such as washrooms. By focusing on these different aspects of transport use, the paper advances qualitative research on women's mobility by exploring what women perceive as barriers to their metro travels and the travel strategies they deploy to ensure their mobilities. The findings based on the completed stories highlight a combination of skills which women actively deploy to overcome different barriers, depending on their travel priorities (e.g., reducing travel time). These skills include coping (e.g., adapting to delay), performative (e.g., mannerisms), technical (e.g., phone use), spatial (e.g., location of coach), cultural (e.g., awareness of norms), cognitive (e.g., who to seek help from), communicative (e.g., with co-passengers), and sanitary skills (e.g., bodily modifications). Through these insights we find how women actively shape their safe travels when using a public transport mode, and how the transport infrastructure plays a role in shaping this experience.

Parallel Session A (13:30-16:30)

Presentation 7: **Who Speaks for Justice? Individual and Institutional Predictors of CEO Activism.** Alison Cook & Christy Glass, *Utah State University* & Alicia Ingersoll, *Weber State University.*

Abstract: CEOs increasingly take public stands on social and political issues tangential to their corporation's core mission. Emergent research on this phenomenon has explored the prevalence, impacts and risks of increasing CEO activism for firms. However, very little research has explored the individual and institutional factors that motivate CEO activism. This project attempts to refocus this nascent field by exploring the gendered, racial, sexual and organizational factors that motivate American leaders to speak out on issues ranging from inclusion, gun control, climate change, Black Lives Matter and #MeToo. While Hambrick and Wowak's (2021) stakeholder alignment model predicts that activism is more likely when leaders anticipate broad support from constituents, Chatterji and Toffel (2019) predict that activism results from individuals' personal ideology or sense of morality. We argue that neither position accounts for the particular challenges CEOs from historically marginalized groups, including women, BIPOC individuals and members of the LGBTQ+ community, confront in highly visible leadership roles. To answer our research question – who speaks for justice? – we present findings from two related analyses. First, we present findings from an exploratory study of gender differences in CEO activism that shows women CEOs are more likely to speak out compared to men CEOs. Second, we present findings from a more thorough and nuanced analysis of all women CEOs in the Fortune 500 and S&P 500 between 2019-2021. At the individual level, we find that young, BIPOC

and LGBTQ+ CEOs are more likely to speak publicly compared to others. At the institutional level, we find that market value and the presence of women on the board of directors serve as predictors of CEO activism compared to other firms. We consider the implications of these findings for the appointment, tenure and visibility of underrepresented CEOs.

Presentation 8: Apocalypse now! Or, how an imagined dystopian future for some is already lived reality for others. Thomas Burø, Jannick Friis Christensen & Bontu Lucie Guschke, *Copenhagen Business School*.

Abstract: This abstract is developed in response to a special issue call of the journal *ephemera* about organizing for the apocalypse* whose premise—that the apocalypse is something of the future, yet to come—we want to challenge through critical analysis of diversity, intersectionality and inequality as expressed in a particular instance of a ‘for us by us’ pride protest in Denmark.

The call asks, “what happens if the laws and customs of contemporary society cease to function?” and “what if the state cannot guarantee our safety and protect us from disasters?”

While acknowledging that these questions are everyday concerns of survival elsewhere; presuming that this is only a ‘what if’ question in a Western context speaks from a normative (straight, white, rich, etc.) position that remains ignorant to the reality of many QTIBIPoC² folks, whose lives are not necessarily guaranteed by the nation state but, rather, threatened by it, given that existing laws and customs do not always work in their favour.

Empirically, this study draws on ethnographic material from Nørrebro Pride – a self-declared anti-capitalist, anti-commercial, anti-corporate, and anti-racist annual demonstration that takes place in parallel with—or counter to—the commercial Copenhagen Pride parade and WorldPride in 2021. Two authors produced fieldnotes from participatory observations of Nørrebro Pride in 2021, while the third author experienced and documented the event from outside as a spectator, doing a videography.

For the conference, we would like to discuss the following: If Nørrebro Pride as a space for organizing queer resistance against an already existing apocalypse is a response to horror, then what kind of response is it? To facilitate this discussion, we include as appendix to our submission an excerpt of the full paper that juxtaposes our descriptions of the pride event with a body of accounts of the violence that queer folks suffer in and at the margins of Western societies.

Presentation 9: Navigating Homosexuality in Accounting: A Critical Perspective on Capitalist Career Drivers in a Heteronormative Environment. Antonio Marković, *University of Vienna* & Lea Katharina Reiss, *Vienna University of Economics and Business*.

Abstract: The accounting profession is dominated by conservative, masculine, and heterosexual ideals of workers that create a challenging space for homosexual employees to navigate their sexuality. At the same time, employees working in this field are especially privileged with regard to their social class because of the high status accounting jobs provide. Addressing a lack of empirical investigation of homosexual identity navigation in this professional context, our study explores how the heterosexual norm and upper class privileges influence how homosexual employees navigate their identities in the work environment of a leading accounting company. Findings of the study shed light on different perceptions and modes of sexual identity navigation in accounting and abstract social norms become visible through enactment. As we critically reflect on capitalist drivers of homosexuality navigation and suggest that they often stand in opposition to disclosure of homosexuality and acts of queer solidarity, the study shows that homosexuality navigation and queer solidarity are conflicting processes in higher-class professional contexts. Our research provides three major contributions that answer calls for research that disrupts heteronormativity and queers accounting organizations. First, by focusing on homosexual employees in accounting and their experiences of homosexual identity navigation, we disrupt prevailing heteronormativity in accounting studies and highlight queer perspectives within the

² Queer, Trans, Intersex, Black, Indigenous, People of Colour.

profession. Second, by integrating literature on heteronormativity and social class disparity, we identify patterns of capitalist career drivers shaping the navigation of homosexuality in accounting, and thereby queer accounting research that undermines hetero-normalizing regimes. Third, by disentangling how heterosexist and capitalist structures interact to create complex systems of oppression and privilege that shape how individuals navigate their sexuality at work, we help to illuminate the structural conditions that give rise to heteronormativity within accounting contexts and provide access points to reflect on how these conditions may be destabilized.

Presentation 10: **Equality, diversity and inclusion as a moral market.** Flora Antoniazzi, *Copenhagen Business School*.

Abstract: Efforts towards overcoming inequality (re-)produced in organizations (commonly known and studied as diversity management) are deployed by ‘in-house’ staff (such as HR specialists or diversity officers) but also by a variety of externally hired actors (such as consultants, business networks, or NGOs) (Carrillo Arciniega 2021; Risberg & Sørderberg 2008; Holvino & Kamp 2009). As we oversee a variety of different actors providing their expertise on equality, diversity, and inclusion (EDI) to organizations, I argue that the supply and demand of EDI expertise constitutes a market rather than EDI being a challenge addressed in individual workplaces. I propose to conceptualize EDI as a moral market where higher moral standards than in conventional market practices are set and where the involved actors demand and respect these standards (Balsiger 2021; McInerney 2014). Identifying, analyzing, and categorizing these key actors and understanding their roles and positionalities will allow for insights into how, by whom, and through what transactions and valuations this moral market is socially constructed. In the paper, I aim to show that current scholarship on EDI in organizations lacks an understanding of the relations between EDI expertise suppliers and demanders and hence, that novel theoretical interpretations of EDI are needed. Drawing from the moral market literature and employing mainly perspectival theorizing, I plan to re-interpret and re-frame EDI to foster new understandings and alternative opportunities to study the topic (Cornelissen et al. 2021). On the one hand, this theoretical reflection will address the lack of theorizing on the moral market basis of EDI. On the other hand, the paper will contribute to extending the systematic and theoretically informed analysis of moral markets towards a yet uncharted territory. I argue that conceptualizing EDI as a moral market instead of understanding it as a challenge addressed in individual workplaces will further facilitate capturing mechanisms through which power and privileges are produced and secured.

Parallel Session B (9:00-12:30)

Presentation 1: **Challenging privilege: incorporating the concept of deservingness into critical diversity studies.** Christa Binswanger & Jelena Tošić, *University of St.Gallen*.

Abstract: From the very beginning of critical management and organization studies (MOS), intersectionality was welcomed to question the instrumental notion of diversity as a ‘business case’. This notion of diversity as means to increase performance tends to neglect power hierarchies ingrained in access to resources such as education or pro-motion. In certain contexts, diversity management even deepens “benevolent discrimination” (Romani et al. 2019) instead of enhancing equal opportunities. In our contribution we ask, how a critical perspective on institutionalized practices of differentiation might gain contour in the light of ‘deservingness’. Understood as a moral justification of inequality based on culturalist arguments and stereotypes (Tosic and Streinzer 2022), the analytical lens of deservingness can help to grasp how inequalities ‘work’ and how they are legitimized and codified (e.g. in legal or organisational terms). Figures such as the ‘ideal worker’ (Acker 2006) can thus be critically and intersectionally analysed through the lens of deservingness exploring which dimensions of difference and diversity (gender, age, class etc.) are moralized in what way. In contrast,

other 'undeserving' figures (e.g. the "social scrounger" or the "undeserving migrant") become delegitimized as workers, depending on time, socio-political and organisational context.

In this paper we suggest incorporating deservingness into critical MOS to enhance understandings of the way ideological elements work. E.g., based on the belief in meritocracy, success-stories often serve to legitimize the position of privilege. Thus, the analytical triangulation of diversity, intersectionality and deservingness can strengthen theoretical strands in critical MOS which call for a "non-positivistic, non-essentialist understanding of diversity [...] as socially (re)produced in on-going, context-specific processes" (Zanoni et al., 2010).

Presentation 2: A Biographic Approach to Differential Impacts of Social Class Backgrounds on Women's Careers. Lea Katharina Reiss, *Vienna University of Economics and Business*.

Abstract: The unique challenges and experiences of women with regard to their social class backgrounds have largely been overlooked in the study of careers. To shed new light on the role that intersectionality plays in professional careers of women with different social class origins, this study uses a critical realist approach in the analysis of biographic-narrative interviews with 46 women. Results reveal how structural factors affect the women's agency in their life and career paths as well as how they shape the reproduction and elaboration of gender-class structures. The study contributes to current discourses on women's career agency and the development of intersectionality theory by suggesting a theoretical model of career agency in intersecting gender-class structures. The model highlights mechanisms that influence women's careers and thereby deepens the understanding of how different dimensions of gender and social class interact to influence careers of women with different social class backgrounds.

Presentation 3: Woman or old? On the intersection of age and gender and the gaze of youth in Western feminism. Maryam Laura Moazed, *University of Graz*.

Abstract: The concept of intersectionality is intertwined with the critique of white feminism's tendency to treat women as one homogeneous group turning a blind eye to the impact of other identity factors and the complexity of discrimination. Gender on its own is regarded as an insufficient explanation of the discrimination women experience. While questioning the monolithic understanding of the feminine has become more common in debates, discourses are rather about heteronormative, cisgender, white ideas. Age is not part of the public discussion, academia shows little interest. This paper examines the intersection of age and gender. Both are primitive categories and rapidly evaluated, but they differ in weight. An old woman is more old than woman, it seems, which has implications. It makes her invisible as a woman – for the general public and for Western feminists – and less protected. When older women die from homicide, for instance, the cases are not treated as femicide but gender neutral elder abuse which is not followed by a strong emotional response, calls for action or hashtags. Western feminism mainly focuses on aspects like childcare, abortion, gender pay gap, objectification. Eldercare in the family is not identified as a feminist issue even though it disproportionately affects women, neither are lower pensions although women constitute a massive part of the elderly poor, just to mention two examples. While there is awareness concerning the male gaze, the gaze of youth is ignored. Finally, cultural aspects are discussed to better understand how deeply ingrained ageism is. Using an intersectional lens is a chance to make Western feminism more inclusive. A concept of the whole life is needed to make sure all women benefit from feminist advances, no matter what age.

Presentation 4: Inequality in the workplace. Legal framework and minority employees' awareness of legal possibilities for protection of labor rights. Ana Nestorovic, *Vienna University of Economics and Business*.

Abstract: This qualitative study aims to explore: 1) the existence of discrimination in the workplace, 2) legal possibilities for protection of employee's labor rights, and 3) the existence of employees' will to exercise those rights. This research will be based on in-depth interviews with minority professionals. The existing problem is that there are laws that protect employees in business organizations but it is possible to note that in practice, protection on the grounds of race and ethnicity is not offered. We can say then, that the legal framework is perceived as 'toothless'. There is a large gap in the area dealing with discrimination based on race and ethnicity, and also a gap in the practice of protection from subtle discrimination. At this time of the greatest refugee crisis in recent history, it is necessary to find the best way to integrate refugees, especially women, into the host countries, and work is the first and necessary condition for integration. The essence of this research is the observation that I, as a lawyer have gained in my practice, and which has been confirmed by the literature. Employees do not know their rights, especially when they belong to immigrant groups and ethnic minorities, because they are focused on existential issues. We also see that employees have a hard time accepting the situation in which they are, and deceive themselves that there is no discrimination in the workplace because they do not want to play the role of the victim. Questions to be answered are: 1) do employees encounter discrimination, and if so, of what kind (subtle /overt)? 2) are the respondents aware of their labor rights? 3) if employees consider that their rights are violated would they initiate protection of them?

Presentation 5: **Of Athletes, Bodies and Rules: Making Sense of Caster Semenya.** Matteo Winkler, *HEC Paris* & Giovanna Gilleri, *The University of Milan*.

Abstract: This article helps navigate through Mokgadi Caster Semenya et al. v. International Association of Athletics Federations (IAAF), a case decided by an arbitral panel of the Court of Arbitration for Sport (CAS) in 2019 and by the Swiss Federal Tribunal (SFT) in 2020, and now pending before the European Court of Human Rights. In this case, South African runner Caster Semenya contended that the IAAF's eligibility regulations, which require women athletes with testosterone levels higher than 5nmol/L to lower them for a six-month period prior to a competition and continuously thereafter, discriminated against her on grounds of genetic characteristics, sex and gender. Both the CAS and the SFT confirmed that Semenya had been discriminated but nonetheless upheld the IAAF's regulations as a 'necessary, reasonable and proportionate means of attaining a legitimate objective'.

This article complements the existing academic literature on the case — which consists of two strands of criticism based on human rights and critical legal theories — by adding a third, original perspective grounded on legal narratology. We look at a set of narratives that the adjudicators used to make sense of the case, by deconstructing them as legally flawed and ethically questionable. Particularly, we challenge that: (1) Deciding on eligibility is not deciding about sex/gender; (2) Testosterone is an accurate predictor of athletic performance; (3) The required testosterone-suppressing treatment is safe and harmless; and (4) Semenya now protects women as a whole. We find that, despite the adjudicators' attempt to offer an objective, neutral and apologetic narrative, the way they made sense of Semenya's excellent performance is stereotyped, gendered and stigmatizing. We therefore conclude that the narratives presented in Semenya are inherently flawed and contradict the principles of fairness and equal participation in sport.

Presentation 6: **From Implementation to Confirmation of Gender-Responsive Budgeting? The Case of Austria.** Tobias Polzer, *Vienna University of Economics and Business* & Johann Seiwald, *Budget Office, Austrian Federal Parliament*.

Abstract: The paper studies the adoption of Gender-Responsive Budgeting (GRB), drawing on Rogers' model for the diffusion of innovations, for two major elements of the Austrian approach to GRB — regulatory gender impact assessments and gender aspects in audits — through document analyses. We use descriptive statistics in order to analyse whether increasing convergence of identified gender

topics, gender analyses being carried out and proposed gender measures can be observed: over time (diachronic perspective); in different organizations (synchronic perspective); and in different text genres (impact assessments and audit reports). We assume that a growing convergence of gender analyses and gender measures indicated a stronger meaningful utilization of GRB for policy-making, as GRB then supports evidence-based policy-making and encourages policy-making in line with the definition of GRB. We interpret such a convergence as contributing to the 'confirmation' of the innovation as it is used in the intended way.

The study analyses the significant impact of the implementation context (such as the constitutional anchoring, the preparation plan, capacity building and methodological guidelines) on the results of the implementation. The research demonstrates that 'implementation' and the ultimate 'confirmation' of GRB vary across governmental sectors and successful meaningful application require complementary implementation activities.

The Austrian case emphasizes that Gender-Responsive Budgeting (GRB) is most successful if underpinned by legislation; however, overly detailed and rigorous guidelines might constrain advancements in the framework. This paper shows the 'blank spots' where GRB analyses were not undertaken, indicating the importance of formal checks and (independent) policy assessments to ensure meaningful analysis and planning of actions. Political support is crucial for diffusion; however, it is not a guarantee to fully exploit GRB's potential. Finally, training strengthens the starting basis for implementation and needs to be extended in later periods of the implementation.

Parallel Session B (14:00-16:30)

Presentation 7: **Organisational gender regimes in Saudi Arabia: Intersecting social norms.** Claudia Eger, *Copenhagen Business School*.

Abstract: This article explores how gender and religious norms intersect in structuring organizing processes and practises related to women's integration in the labour force in Saudi Arabia. Religion-based social norms—broadly described as not harming the public image, society's values and being Sharia compliant—remain a persistent factor in shaping workplace inequality. Drawing on two focus groups and 33 semi-structured interviews with firm owners, managers and government representatives in Riyadh, Saudi Arabia, this research explores how managers have navigated the process of organising to integrate female employees. This article makes an original contribution to the theorisation of the material and discursive mechanisms that persist in justifying organisational gender regimes in Saudi Arabia. The findings show that the normative structure of gender and associated differences are perceived as legitimate by some due to their anchoring in Sharia principles, making changes in the bases of inequality difficult and contentious. Managers adopted three organising principles—you have to dance (norms as practise), playing it safe (inhabiting the 'ideal') and this is not a party (norms as 'law')—to make sense, negotiate, and give effect to these norms. The complex intersection between the culturally embedded understanding of norms as 'law' and norms as normativity functions as a key mechanism in the (trans)formation of organisational gender regimes, shedding a critical light on how inequalities become entrenched in workplace cultures and interactions.

Presentation 8: **(Un)challenging the masculine structure: Examining the dynamics of masculinities and femininities in a police force.** Andrea Romo Pérez, *Vienna University of Economics and Business* & David Anrango, *Universidad Miguel Hernández de Elche*.

Abstract: Males continue to represent the majority (84.7%) in Ecuador's national police. Due to pressures for gender diversity in the public sphere, females are increasingly appearing in this traditional, highly hierarchical male-dominated organization. But even when women and men share the same rank, women are likely to remain in units that prevent them from significant activities at

work, such as gaining more risk-taking experiences in the field, keeping up with performance indicators, participating in physical training or events, receiving honors, and demonstrating their different talents, competences and physical capabilities. Sexism in the workplace also heightens resentment among women. Informal exclusion is also visible through instances of harassment and discrimination at work, including sexist and homophobic jokes. In addition, several women have experienced discrimination or negative comments related to pregnancy and maternity. The intersections of gender and class, age and aesthetic capital (Anderson et. al., 2010) influences women's social/organizational locations. For example, low-ranking women with poor social capital and who are also rated less physically attractive may experience diverse career and personal challenges. This situation persists despite Ministerial Agreement 104 (May 2021), and other governmental initiatives (Ministerio del Interior & Policía Nacional, 2010), aimed to cover and tackle the aforementioned problems.

Connell (1987, p. 183) has pointed out that "hegemonic masculinity is always constructed in relation to various subordinated masculinities as well as in relation to women." Several women opt for a conflict-avoidant strategy in the force, and at times, their complicit silence perpetuates the hegemonic masculinity portrayed and embodied by a large number of police officers. Silence in the ranks that becomes complicit with those in power manifests when officers stay quiet about bias, prejudice, and mistreatment against other colleagues, usually women and sexual minorities. Many officers, men and women, may even advance by not saying anything if the masculine structure works in their favor. Complicit and subordinated masculinities (and femininities) are in a complementary and accommodating relationship with the organization's hegemonic masculinity, which further legitimizes unequal gender relations between men and women—and among masculinities (Messerschmidt, 2019).

Connell also highlights the existence of femininities that employ "strategies of resistance or forms of non-compliance" (Connell, 1987 as quoted by Messerschmidt, 2019, p. 86). These are femininities that may challenge, contest and change the hegemonic masculinity. Following this line of thought, this paper examines and discusses the different forms of agency displayed by women, who from their different social locations, are challenging the organizational gender order. In line with previous research (Haarr & Morash, 2013; Jones, 2017), the role played by mentors, who support, encourage or enable women to challenge existing arrangements, will also be discussed.

The current study acknowledges the intersectionality of gender with other social inequalities such as class, age, and aesthetic capital. This empirical research expands the analysis of masculinities and femininities in traditionally male-dominated organizational settings located in the global south. At the same time, it serves as a platform to further the analysis and discussion of diversity management benefits and challenges in police organizations. The study is based on semi-structured open-ended interviews with 36 police officers. Interviews were conducted between November 2021 and January 2022. Police officers varying in age, rank, class, and sex participated. The research is also based on primary and secondary data analysis.

Presentation 9: The Limits of Representation? How Gender Diversity Affects Bias against Women of Color. Rana Abulbasal & Christy Glass, *Utah State University*.

Abstract: Racial and gender biases in the workplace are widespread. However, token theory predicts that biases, specifically negative stereotypes, performance pressures, and scrutiny decrease when the representation of a numerical minority group reaches or exceeds a critical mass. This theory suggests that an increase in the number of women in an organization should lead to a better work experience for all women. Most empirical tests of token theory focus on gender or race separately. Thus, we do not know the extent of the effect of women's overall representation on the experience of women of color who navigate organizational settings at the intersection of gender and race and/or ethnicity. Using a mixed method design that includes findings from a statewide survey for lawyers and in-depth interviews with women lawyers, this study seeks to address this gap by exploring whether women's representation reduces the biases women of color experience in highly skilled professions. Specifically, we explore whether biases against women of color are impacted when: 1) the overall representation

of women increases; 2) the representation of women in senior roles increases; and 3) when women of color hold leadership positions. Findings suggest that neither women's overall representation nor women's representation in senior positions reduced bias against women of color. Instead, women's representation was associated with increases in the experience of bias among women of color in some areas. Additionally, holding a leadership position for women of color did not protect them from experiencing biases in the workplace.