The University of Manchester

Work and Equalities Institute

Tackling diverse forms of inequality

McBride, A., Hebson, G. and Holgate, J. (2015). 'Intersectionality: are we taking enough notice in the field of work and employment relations?', *Work, Employment and Society*, 29(2), pp. 331-341.

Rodriguez, J.K., Holvino, E., Fletcher, J.K. and Nkomo, S.M. (2016). 'The Theory and Praxis of Intersectionality in Work and Organisations: Where Do We Go From Here?', *Gender, Work and Organization*, 23(3), pp. 201-222.

Addressing diverse forms of inequality

One of the major debates on the future of equalities is about how to recognise, understand and address the diversity of inequalities. These inequalities may take a number of forms and the more complex could be the consequence of the intersection of exclusion and discrimination experienced by, and within, different social groups (McBride et al. 2015). In their special issue of Gender, Work and Organization, Rodriguez et al (2016) focus attention on the potential of intersectionality to explore the dynamics of subordination and power in work and organisations.

WEI continues to contribute to debates on how to operationalise an intersectionally-sensitive approach to the analysis of inequalities within studies of work and employment (see box 1). These issues have not only been addressed at a theoretical level but also in practical policy terms through the collaborations between WEI members in the development of a new British Standard on diversity (see box 2).

Exploring inequalities experienced by specific groups

WEI research has been exploring how how specific groups have different experiences of inequality and face different barriers to achieving greater equality. Here we highlight six recent WEI research contributions on: the experience of discrimination among LGBT workers; how working hours and other factors

Hebson, G. and Rubery, J. (2018). 'Employment relations and gender equality' in Wilkinson, A., Dundon, T., Donaghey, J. and Colvin, A. (eds.), *The Routledge Companion to Employment Relations*. London: Routledge.

Rubery, J., and Hebson, G. (2018). 'Applying a gender lens to employment relations: revitalisation, resistance and risks', *Journal of Industrial Relations*, 60(3), pp. 414-436.

Box 1. Addressing class and gender: the implications of a gender lens for employment relations research

The challenges of addressing the interests of both class and gender within employment relations has been highlighted in recent reviews by WEI researchers (Hebson and Rubery, 2018; Rubery and Hebson, 2018). A gender lens provides opportunities for revitalisation through bringing in social reproduction alongside production, introducing intersectional identities alongside class, developing gendered critiques of 'neutral' markets and recognising the 'doing of gender' within the workplace. Nevertheless, problems of gender blindness, marginalisation of gender issues or preference for male interests still continue in both research and practice. Although there are risks involved, for example the fragmentation of interests, the exploitation by employers or policymakers of feminist critiques to limit trade union influence, nevertheless the costs of not embracing a gender perspective can be considered to go beyond missed opportunities for renewal and leave employment relations as a discipline and practice at risk of further decline

Box 2. Developing a new diversity standard (BS 76005)

Informed by the research of WEI colleagues on issues of diversity, exclusion and inclusion, two WEI members (McBride and Hoel) worked with an expert panel of practitioners and policymakers to produce the British Standard for 'Valuing people through diversity and inclusion'. Launched in 2017, this Standard provides a framework for a holistic approach to diversity and inclusion. It identifies the leadership commitment and behaviours required by organisations to value diversity and inclusion and highlights the opportunities that exist for creating dialogue about these practices and behaviours with customers, supply chain partners and wider communities.

Hoel, H., and McBride, A. (2017). "Getting in', 'staying in' and 'moving on': using standards to achieve diversity and inclusion', in Arenas, A., Di Marco, D., Munduate, L. and Euwema, M. C. (eds.) *Shaping Inclusive Workplaces through Social Dialogue,* Dordrecht: Springer International Publishing, pp. 33-51.

McBride, A. (2017). 'Recruiters have key role in new diversity and inclusion standard', Recruiter, May. Available at: (www.recruiter.co.uk/news/2017/05/recruiters-have-key-role-new-diversity-inclusion-standard).

Di Marco, D., Hoel, H., Arenas, A. and Munduate, L. (2015). 'Workplace Incivility as Modern Sexual Prejudice', *Journal of Interpersonal Violence*, 33(12), pp. 1978-2004.

Einarsdottír, A., Hoel, H. and Lewis, D. (2015a). 'It's nothing personal': Anti-homosexuality in the British workplace', *Sociology*, 49(6), pp. 1183-1199.

Einarsdottir, A., Hoel, H. and Lewis, D. (2015b). 'Fitting the bill? Disclosure and (dis)embodiment of sexual identities in the workplace', *Work, Employment and Society*, 30(3), pp. 489-505.

Hoel, H., Lewis, D. and Einarsdottir, A. (2017). 'Debate: Bullying and harassment of lesbians, gay men and bisexual employees: findings from a representative British national study', *Public Money and Management*, 37(5), pp. 312-314.

McNulty, Y., McPhail, R., Inversi, C., Dundon, T. and Nachanska, E. (2017). 'Employee voice mechanisms for lesbian, gay, bisexual and transgender expatriation: the role of Employees-Research Groups (ERGs) and allies', *International Journal of Human Resource Management*, 29(5), pp. 829-856.

may be inhibiting shared caring and gender equality; the roles played by trade unions in protecting and organising migrant workers; how to address health and safety issues for an ageing workforce; how to assess the extent and the causes of bonded child labour in Asia; and the spatial, lifecourse and ethnic inequalities in Greater Manchester.

i) Discrimination in the workplace against the LGBT community

Recent research in the UK and abroad including that by WEI researchers (Di Marco et al. 2015, Einarsdottír et al. 2015a,b, Hoel et al. 2017) suggests that employees from the LGBT community, gay women and bisexuals in particular, experience more discrimination, bullying and harassment than their heterosexual colleagues with their health and wellbeing disproportionally negatively affected. In particular, LGBT employees were far more likely to encounter negative behaviours at work of an intrusive, sexualised nature or to face socially excluding acts. For many, their negative experiences were often associated with stereotyping, with most negative stereotypes attached to lesbians. Focus group discussions with heterosexual employees, held by WEI researchers, revealed that many were unwilling to accept that LGBT people could face discrimination with alternative explanations readily to hand, and with LGBT employees often blamed for their own misfortune. Managers were often reluctant to intervene when LGBT employees were targeted with LGBT employees often made responsible for setting their own behavioural boundaries. Challenging stereotypes and establishing behavioural standards for acceptable behaviour should be

prioritised. In another study WEI researchers also found that employee voice mechanisms within organisations were inadequate in suppporitng LGBT staff who were interested in expatriate international assignments (McNulty et al. 2017),

ii) Can shared parental leave help close the gender equality gap?

Despite the change in women's labour market attachment, progress in changing the gender division of care wok has been patchy but research by affiliated members of the WEI have found that weak involvement by fathers in care may be due to much more than gender role attitudes including working hours regimes (Fagan and Norman 2016; Norman 2017, Norman and Fagan, 2017) or the specific design of shared parental leaves (Banister and Norman, 2018). The benefits of paternal involvement are not only those of gender equality but potentially also of more stable relationships (Norman et al. 2018).

Banister, E. and Norman, H. (2018). 'Are some fathers ignored by family friendly policies?', Fathers Network, January. Availble at: (www.fathersnetwork.org.uk/ignored_by_policy).

Fagan, C., and Norman, H. (2016) 'What makes fathers involved? An exploration of the longitudinal influence of fathers' and mothers' employment on father's involvement in looking after their pre-school children in the UK' in I. Crespi, E. Ruspini (eds) Balancing Work and Family in a Changing Society: The Fathers' Perspective, Palgrave: Basingstoke
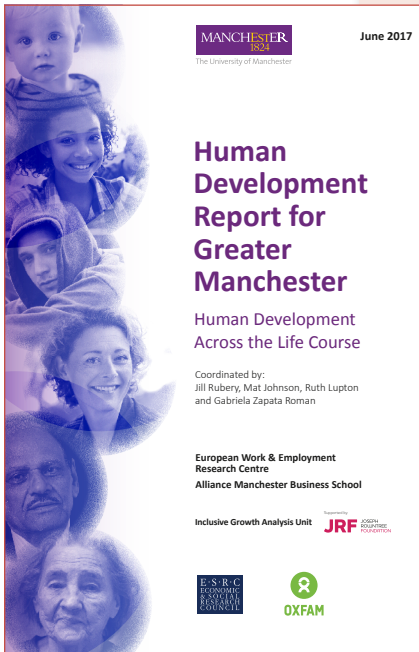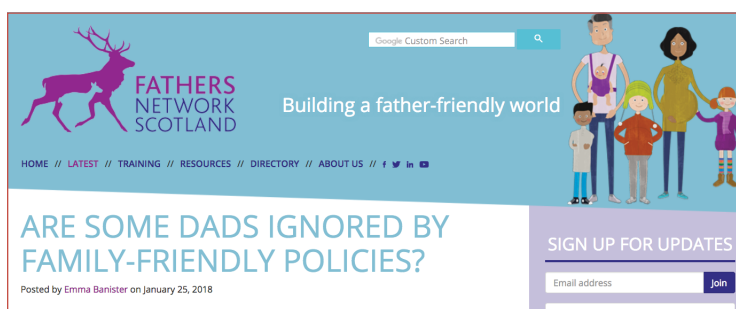
Norman, H. (2017)., 'Paternal involvement in childcare: how can it be classified and what are the key influences' Families, Relationships and Societies, vol 6, no.(1), pp. 89-105. DOI: 10.1332/204674315X14364575729186

Norman, H, and Fagan. C (2017) What makes fathers involved in their children's upbringing?, Working Families workflex blog: https://www.workingfamilies.org.uk/workflex-blog/father-involvement/

Norman, H., Elliot, M. and Fagan, C. (2018 In Press)., 'Does fathers' involvement in childcare and housework affect couples' relationship stability?' Social Science Quarterly.

iii) Organising and protecting migrant workers

The rise of low-skilled (intra-European) immigration towards Western European

FATHERS NETWORK SCOTLAND

Building a father-friendly world

HOME // LATEST // TRAINING // RESOURCES // DIRECTORY // ABOUT US //

Google Custom Search

SIGN UP FOR UPDATES

Email address   Join

Sign in with Facebook

ARE SOME DADS IGNORED BY FAMILY-FRIENDLY POLICIES?

Posted by Emma Banister on January 25, 2018

Marino, S. (2015). 'Trade unions, special structures and the inclusion of migrant workers: on the role of union democracy', *Work, Employment and Society*, 29(5), pp. 826-842.

Marino, S., Roosblad, J. and Penninx, R. (eds.) (2017). *Trade Unions and Migrant Workers: New Contexts and Challenges in Europe*, ILERA Publication Series. Cheltenham: Edward Elgar Publishing.

Five stereotypes about older workers debunked
July 24, 2018 9.32am BST
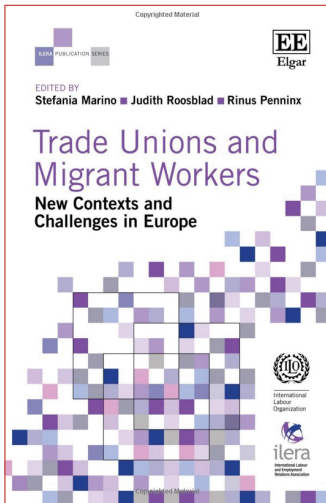
countries is increasingly perceived as a 'threat' for the host society. Conflicts and differences between national and migrant workers have become manifest, not only in the labour arena but also in the wider society. Discriminatory sentiments and episodes of violence concerning ethnic minorities are also spreading. The responses of the social actors to the interplay between migration and employment in the host countries is and will be central in shaping the future social fabric. Among such actors, trade unions play an important role not only because economic immigration is primarily linked to labour but also because many conflicts occur in the labour arena both at the individual and collective levels. WEI research has investigated trade union responses to immigration, immigration policies and a broad range of migrant workers, as well as the trade unions' (actual and potential) role in the economic and social integration of immigrants (Marino 2015; Marino et al. 2017). It has also focused on the trade unions's role in encouraging self-organizing of migrants, mediating conflicting interests between national and migrant workers and addressing discriminations in the labour market and society as well as within trade unions themselves.

iv) Health and Safety issues for an ageing workforce

Extended life expectancy and workforce age demographic change, and related changes to retirement law and pension eligibility, mean that we are all likely to be working to an older age than was previously the case. Studies suggest that in relation to stress, burnout and conflict management in the workplace older workers have advantages over younger workers (Johnson et al., 2017; Beitler et al., 2016, Zapf et al. in press). Despite this, research also continues to demonstrate

the existence of negative stereotyping and discrimination against older workers (Johnson, 2015; Twumasi, 2015; Twumasi and Johnson 2018). WEI researchers have also been considering what this means for workers in terms of the health and safety of employees and what organisations can do to protect workers and to facilitate their ability to remain in the workforce for longer (see box 3)

Beitler, L., Machowski, S., Johnson, S., and Zapf, D. (2016). 'Conflict Management and Age in Service Professions' *International Journal of Conflict Management*, 27(3), pp. 302-330.

Johnson, S.J. (2015). 'How are work requirements and environments evolving and what will be the impact of this on individuals who will reach 65 in 2025 and 2040?', London: Foresight, Government Office for Science. Available at: (https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/461437/gs-15-25-future-ageing-work-environments-er18.pdf).

Johnson, S. J., Machowski, S., Zapf, D., Holdsworth, L. (2017). 'Age, emotion regulation strategies, burnout and engagement in the service sector: advantages of older employees', *Journal of Work and Organizational Psychology*, 33(3), pp. 205-216.

Twumasi, R. (2015). 'Working late: exploring the new dynamics of later life working in light of changes in age related legislation, policy and practice', Doctor of Philosophy, Loughborough University.

Twumasi, R. and Johnson, S. (2018). 'Five stereotypes about older workers debunked', The Conversation, July. Available at: (https://theconversation.com/five-stereotypes-about-older-workers-debunked-99954).

Zapf,D., Johnson, S. and Beitler, L. (In Press). 'Lifespan Perspectives on Emotion, Stress, and Conflict Management'in Baltes, B., Rudolph, C. and Zacher, H. (eds.). *Lifespan Perspectives on Working*. London: Elsevier.

Beers, H. Day, N. Johnson, S. (2018a). 'Occupational Health and Extended Working Lives in the Transport Sector', Health and Safety Executive (HSE), No. 1104. Available at: (http://www.hse.gov.uk/research/rrhtm/rr1104.htm).

Beers, H., Johnson, S. and Day, N. (2018b). 'Changing worlds of work and occupational health: Insights on working into older age', Safety and Health Practitioner, April. Available at: (https://www.shponline.co.uk/working-into-older-age-hse/)

Box 3. Changes to work needed to adjust to an ageing workforce: the case of lorrydrivers

WEI researchers together with the Health and Safety Executive, studied the health effects of working into older age for professional drivers of heavy goods vehicles (HGV) aged over fifty (Beers et al. 2018a,b). They found that the long, unsociable hours, high physical and mental demands, and often long periods of sedentary work could and were having a deleterious effect on the health of lorry drivers but that being engaged in an appropriate amount of physical work was in fact beneficial in helping drivers to remain in good health The key issue highlighted

by participants was the importance of appropriate management of working hours and physical tasks in enabling working in older age but unfortunately not all managers were aware of or accommodating requests to adjust the work to facilitate older age working. A network, led by WEI researchers, has been created to allow further investigation of the health and safety of professional drivers and to gather and disseminate best practice guidelines ('Age, Health and Professional Drivers' Network', https://sites.manchester.ac.uk/ahpd/).

v) The extent and causes of bonded child labour in South Asia

Research by WEI affiliates (Mura and Olsen 2018) has been exploring problems of defining and measuring bonded child labour in South Asia and in explaining its incidence. They conclude that in many cases the bondage of children is embedded in their respective communities and that elements of bonded labour are common to both adults and children, suggesting the need for more general strategies that tackle both these groups due to intertwined relationships existing in bondage scenarios and to the decision-making role of parents in triggering the bonded cycle for their children. The complicated and multifaceted nature of bonded child labour means that an holistic, long-term and interdisciplinary approach is required.

Mura, S. and Olsen, W. (2018). 'Bonded Child Labour in South East Asia: Building the Evidence Base for DFID Programming and Policy Enagement', Department for International Development, UK Aid. Manchester: The University of Manchester. Available at: (https://assets.publishing.service.gov.uk/media/5a9d512ae5274a7bd0047f8c/FINAL_DFID_BCL_Report_0203.pdf)

vi) Spatial, lifecourse, class, gender and ethnic inequalities in Greater Manchester

A Human Development Report for Greater Manchester was produced by WEI researchers (Rubery et al. 2017), following the methodology of the UN's Human Devleopment Reports which puts people not growth first as the central measure of performance. The report explored inequalities by education, income and health, across the ten local authorities in Greater Manchester and by six life stages. Overall scores were found to be lower for Greater Manchester than for England as a whole with particularly large problems in relation to life expectancy. Spatial inequalities were high, with three of the ten local authorities often scoring above the national average while others were consistently well below. Large gaps relative to the national benchmark were found for the early years and older worker life stages and for all men of working age.

Rubery, J., Johnson, M., Lupton, R. and Zapata Roman, G. (2017). 'Human Development Report for Greater Manchester: Human Development Across the Life Course', European Work and Employment Research Centre, July. Manchester: The University of Manchester. Available at: (http://www.research.mbs.ac.uk/ewerc/Portals/0/Documents/human-development-report.pdf).

✉ Alliance Manchester Business School
Booth Street West
Manchester
M15 6PB

@ WEI@manchester.ac.uk

🐦 mbs.ac.uk/WEI

Director: Professor Jill Rubery

Royal Charter Number RC000797

Work and Equalities Institute

Identifying and promoting the conditions for more inclusive and fair work and employment arrangements

New thinking on how to address the challenges posed by changes in work, employment and equalities is urgently needed. Inequalities – from health and education to poverty and exclusion - are influenced by labour market factors, but employment conditions are also shaped by patterns of inequality. The Institute brings together two internationally-recognised Alliance Manchester Business School research centres (European Work and Employment Research Centre and Fairness at Work Research Centre) with expertise across human resource management, industrial relations, labour economics, organisational psychology, employment law, technology, organisation studies, sociology and social statistics.

Our research is being used in knowledge exchange, dialogue and debate with key stakeholders and policy makers, and makes informed contributions to policy formation and practice. To achieve this, the Institute draws on input from an advisory board of policy makers and practitioners with local, national and international expertise. The Institute's research ranges from the local to the global, and builds on the already strong connections with national and international policy bodies. Our approach to research includes the use of international institutional and comparative analysis, organisational case studies and qualitative interviews, and surveys and quantitative data analysis.

Our work is central to the debate on inequality in society

The team has a track record, built over more than twenty five years, of informing the evidence-base and policy agenda of the European Commission, the European Parliament, and the United Nations' International Labour Organisation, as well as national organisations such as the Equality and Human Rights Commission, the Chartered Institute of Personnel and Development and the Trades Union Congress. They have also helped launch many doctoral students and early career researchers onto successful careers as academics, researchers and policy makers in various sectors and countries.

WEI has an active PhD community of over 20 students

Our research students are working on a range of issues concerned with the changing nature of regulation and work including: new forms of worker voice and conflict in the gig economy, migrant networks and the emergence of independent worker networks, regulation and HRM in SMEs, union revitalisation in South America, CSR and labour standards in West Africa, precarious work and women's employment, technostress and well-being, the impact of automation on women's work in the retail sector, the experience and/or the regulation of precarious employment, UK pension reforms, bystander behaviour in workplace bullying, and women stepping away from high level careers, to name but a few. The group of students actively present at conferences and organise a range of seminars and research networks within the institute. They build on long traditions of work on labour market segmentation and inequalities, comparative employment research, regulation and representation issues in employment relations, human resource management, stress and well-being and technology and work organisation. There are a number of AMBS scholarships available each year to support new PhD students as well as studentships from the ESRC's North West Doctoral College.