

The Future is
Female



Fighting Women's Discrimination in the Workplace

YOUR ULTIMATE TOOLKIT

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TABLE OF CONTENTS

CHAPTER 1

Defining of terms

CHAPTER 2

Recognizing Discrimination

Introduction

Practical Guidance On Identifying Discrimination In All Its Forms

Subtle Bias:

Structural Discrimination:

Intersectionality

Direct discrimination

Gender discrimination

Discrimination based on religion

Conclusion:

CHAPTER 3

The Impact of Discrimination in the Workplace

Introduction

Economic Impact

Social Impact

Health Impact

External Impacts

CHAPTER 4

Countering and confirmation techniques

Introduction

What if you are being discriminated against?

What if your coworker is being discriminated against?

What if your employee is being discriminated against?

General Tips to Fight Discrimination

References

CHAPTER 1



Defining of terms

Boy's club: An often-informal group of men within a company who are accepted within the inner circle of that company's senior executives or key decision-makers.

Burnout: Burn-out is a syndrome conceptualised as resulting from chronic workplace stress that has not been successfully managed. It is characterised by three dimensions: feelings of energy depletion or exhaustion, increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and reduced professional efficacy.

Discriminations: Unequal or unfair treatment of individuals based on characteristics such as race, gender, age, religion, disability, sexual orientation, and more. It can be explicit, such as overt acts of bias or prejudice, or subtle, manifesting in unconscious biases and microaggressions. For Hormel/schwer (2010), discrimination is defined as ordinary statements and actions that are directed against members of certain social groups with disparaging or disadvantageous intent.

Feminist Leadership: Feminist leadership is a leadership approach that draws from feminist principles and values to promote equality, diversity, inclusivity, and social justice. It challenges traditional leadership models and hierarchies and seeks to create more equitable and empowering leadership styles and practices. While feminist leadership is often associated with advancing gender equality, it also addresses broader social inequalities and injustices.

Implicit Bias: Also known as unconscious bias or implicit stereotypes, refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases are typically outside of our conscious awareness and control. They can be based on characteristics such as race, gender, age, or other social categories and can influence our perception, judgement, and behaviour, often in a way that is automatic and unintentional.

Inclusivity: A fundamental concept in social and organizational contexts that aims to create an environment, culture, or society where all individuals, regardless of their background, characteristics, or identities, are valued, respected, and given equal opportunities to participate, contribute, and thrive. Inclusivity seeks to ensure that no one is excluded, marginalized, judged, or discriminated against based on factors such as race, gender, age, sexual orientation, disability, religion, or any other distinguishing feature.

Intersectionality: When an issue or case of discrimination that is linked to multiple areas of life or characteristics of a person or group, in that individuals can experience multiple interconnected forms of oppression and privilege simultaneously.

Marginalisation: Singling a person, or group of people, out because of their specific characteristics, and not including them in an organisation, group, event, and other instances that could be beneficial to them.

Master suppression techniques: subtle tactics used to maintain power and control over marginalised groups. They take different forms, including making invisible, ridiculing, withholding information, double punishment, blame and shame e.t.c

Microaggression: Subtle, often unintentional and brief everyday actions, comments, or environmental cues that convey derogatory or negative messages, primarily targeting marginalised groups based on their race, gender, ethnicity, sexual orientation, religion, or other social identities. These actions may not be overtly discriminatory but can be harmful and offensive. Microaggressions can be verbal, non-verbal, or environmental, and they encompass microassaults (explicit discrimination), microinsults (subtle, rude comments), and microinvalidations (dismissing or negating others' experiences).

Norms: Societal expectations and unwritten rules that shape our behaviour. They often perpetuate traditional gender roles, which can be harmful to both men and women.

Overt and covert: Both terms are linked to one's level of perception about something happening to or around them. Overt refers to things and situations that are more obvious, while covert refers to a situation that's not as easily recognizable.

Pink tax: The rise in prices of feminine products, which are directly targeted to a feminine audience.

Stereotypes: Stereotypes are non-expert, widely held, simplified, and generalised beliefs or assumptions about the characteristics, traits, behaviours, and attributes of a particular group of people. These beliefs often oversimplify and categorise individuals based on their perceived membership in that group, and they can have implications for stereotype maintenance. Kurylo, A. (2012).

Structural discrimination: An advanced level of discrimination that becomes entrenched in an environment at a much deeper cultural, organisation, policy, or institutional level.

Turnover rate: The number of persons who resign from a job within a particular period of time. The higher it is, the more the job is perceived as undesirable.

Unpaid care work: Responsibilities like childcare, eldercare, and household chores.

CHAPTER 2



Recognizing Discrimination

Introduction

Recognizing discrimination can be a complex task, as it often operates beneath the surface, hidden within the fabric of organisational culture, wearing the masks of implicit bias, microaggressions, stereotypes, systemic structures, organisation policies and practices within everyday interactions. At the workplace, this may manifest in hiring decisions, promotions, compensation, access to opportunities, or even in the way employees are treated by their colleagues and superiors.

Hidden Challenges: Discrimination is not always glaring or overt. In fact, it often operates in a stealth mode of implicit bias, microaggressions, stereotypes, and systemic structures. At the workplace, discrimination may manifest in hiring decisions, promotions, compensation, access to opportunities, or even in the way employees are treated by their colleagues and superiors.

The Importance of Recognition: Recognition is the first step towards dismantling discrimination. By understanding its many forms and manifestations, individuals and organizations can shine a light on the hidden corners where bias thrives. Recognizing discrimination is akin to diagnosing an illness – it's a prerequisite for finding the cure. When we can see it, we can address it. This recognition empowers individuals to take action, it drives organizations to improve their policies and practices, and it underscores the importance of allyship and collective effort in creating an inclusive work environment.

A Multifaceted Challenge: Recognizing discrimination is a multifaceted challenge, as it can intersect with various aspects of identity, including race, gender, age, sexual orientation, religion, disability, and more. It is not a one-size-fits-all problem. Discrimination can differ from one workplace to another and from one individual to another. Therefore, it is essential to understand the nuanced ways in which it operates.

PRACTICAL GUIDANCE ON IDENTIFYING DISCRIMINATION IN ALL ITS FORMS

Subtle Bias: Exploring microaggressions, implicit biases, and stereotypes.

Structural Discrimination: Understanding how policies, practices, and systems can perpetuate inequality.

Intersectionality: Acknowledging that discrimination often intersects with multiple identities and characteristics, making it crucial to recognize the compounding effects.

SUBTLE BIAS:

1. Microaggressions: contribute to unfriendly environments, reinforce stereotypes, and hinder diversity and inclusion efforts. Microaggression take various forms, including verbal, non-verbal, and environmental cues, and they may include microassaults (explicit discriminatory remarks or actions), microinsults (subtle and often unintentional rude or demeaning comments), and microinvalidations (dismissing or negating someone's experiences or feelings).

Recognizing microaggression one must:

Pay attention to subtle, often unintentional, derogatory comments, actions, or behaviours that target a person's race, gender, age, religion, or other characteristics.

Listen to how these comments make people feel. Microaggressions can be dismissive, invalidating, or belittling, and they often leave individuals feeling marginalised.

2. Implicit Biases: Implicit biases are formed through exposure to cultural attitudes, media, and personal experiences, and they can impact how we interact with and perceive individuals or groups, potentially leading to unintentional discrimination or unequal treatment. To recognize and address implicit biases we need to:

Be aware of your own biases. Take an implicit bias test (e.g., Harvard's Implicit Association Test) to uncover your hidden biases and work to mitigate their impact.

Pay attention to your gut reactions in interactions and decision-making, as implicit biases often influence these responses.

3. Stereotypes:

Recognize when stereotypes are applied to individuals or groups in the workplace. Stereotypes are rigid, oversimplified beliefs or judgments about people based on their characteristics.

Challenge stereotypes when you hear or see them. Encourage open discussions to debunk stereotypes and promote a more inclusive environment.

STRUCTURAL DISCRIMINATION:

Understanding How Policies, Practices, and Systems Can Perpetuate Inequality

1. Policies:

Review your organisation's policies, particularly those related to hiring, promotion, compensation, and diversity and inclusion.

Look for any policies that disproportionately affect certain groups. For example, policies that require extensive work hours may discriminate against employees with caregiving responsibilities.

2. Practices:

Observe everyday practices in your workplace. Do certain groups consistently receive less mentorship, recognition, or opportunities?

Analyse performance evaluations and feedback. Are there disparities in how feedback is delivered to different employees?

3. Systems:

Examine the broader systemic factors that may perpetuate discrimination. This includes the company culture, power structures, and the demographic composition of leadership.

Consider the impact of systemic issues on marginalised groups' access to opportunities and decision-making processes.

INTERSECTIONALITY

Acknowledging That Discrimination Often Intersects With Multiple Identities and Characteristics, Making It Crucial to Recognize the Compounding Effects.

1. Multiple Identities:

Recognize that individuals may belong to multiple marginalised groups, each with its unique challenges. For instance, a Black woman may face different forms of discrimination compared to a white woman or a Black man.

Listen to and respect the experiences and perspectives of individuals with intersecting identities.

2. Compounding Effects:

Understand that discrimination can be more severe when multiple forms of bias intersect. For example, a transgender person of colour may experience compounded discrimination based on race, gender identity, and sexual orientation.

Consider how the workplace environment may disproportionately affect employees with intersecting identities.

3. Inclusivity and Intersectionality Training:

Invest in training and educational programs that focus on intersectionality. These programs help employees and leaders develop a deeper understanding of how different forms of discrimination intersect.

Encourage open discussions about intersectionality in the workplace, where employees can share their experiences and learn from one another.

Direct discrimination

Discrimination is direct when it is explicitly based on sex or is not objectively justified.

Example: A practice based on stereotypes or prejudice against a group of people can be an indication of direct discrimination.

Gender discrimination

In the workplace, employers can impose a dress code. To do so, they must respect the principle of gender equality, otherwise they will be discriminating.

Example: Forcing a waitress to wear clothing that reveals her body to keep her job is a form of discrimination, since men are not generally subjected to such treatment.

Discrimination based on religion

Discrimination based on religion may be direct or indirect. A dress code that specifically prohibits the wearing of a sign of belief or religion constitutes direct discrimination.

Conclusion:

Recognizing discrimination requires vigilance, empathy, and a willingness to stand up for the rights and dignity of individuals facing unjust treatment. This guide is a call to action, inviting individuals, employees, employers, and allies to take a closer look at the subtle yet destructive forces that can undermine the very essence of a diverse and dynamic workplace.

The subsequent chapters and resources in this guide will delve deeper into the strategies and actions necessary to address and combat discrimination effectively. From creating inclusive policies to fostering allyship and advocacy.

The road ahead is one that requires commitment, resilience, and a shared vision of a workplace where everyone can thrive, unburdened by the chains of discrimination. In this pursuit of a discrimination-free workplace, knowledge is power. It empowers individuals to stand up against discrimination, organisations to champion inclusivity, and societies to move closer to the ideals of fairness and justice. By the time you reach the end of this exploration, you will be better equipped to not only recognize discrimination but to be an agent of change, fostering an environment where every employee is valued, respected, and able to reach their full potential.

CHAPTER 3



The Impact of Discrimination in the Workplace

Introduction

Discrimination in the workplace is not only something that happens, but proves very impactful through its ripple effects. These impacts can be seen in the areas of life of the discriminated person – such as economic, social, health-related – as well as external impact on their familial settings, their individual and wider workplace, etc. May this be a checklist to all those who may have faced some level of prejudice, to compare their experience and use this as a starting point to help determine whether they may have faced similar discrimination.

Economic Impact

Economic impact speaks to the financial and work-related opportunities that are affected by the discrimination faced in the workplace.

Salary inequalities

Often called a pay-gap, this is both a cause and effect, seemingly in a vicious cycle. Statistically, women usually earn less than men across sectors and industries. As an impact of discrimination, salary inequality often posits that women aren't worth as much as men, and hence don't deserve, and shouldn't be paid, as much as a man.

Example: Countries like Korea have a 31.2% wage gap; Mexico 16.7%, Switzerland 13.8%, Czech Republic 13.6% and Malta 11.1%.

Less opportunities (for jobs and promotions)

This may be caused by discrimination both directly and indirectly. Directly usually means the perspective of not seeing women as capable and smart as men, and so not trusting them as much where bigger projects are concerned. Indirectly, this can be seen even before you get into the workplace, with how an applicant is perceived in their interview phases. Here, a woman may be judged more than her male counterpart, for wanting to/having a family, by her appearance, if she is of childbearing age, etc.

Example: An HR Manager is asked by her senior Executive to not hire women at a childbearing age, as this will be a risk to the company's productivity.

Decreased productivity

The attention required to face and/or address discrimination at work reduces the level of attention and interest that can be shown to the actual workload. This causes the output of the discriminated person to either be comparatively lower, or they have to work overtime to meet the requirements.

Example: A woman having to attend a series of meetings to discuss her pay gap to seek fairness, which is time she could have spent completing a project plan.

High turnover

Discrimination often forces the victim to have to leave the company, either because of the discrimination itself, or what it further produces. This is sometimes at a point where the company is trying to protect itself and lay the blame on the victim. This even affects the victim's future application process and perception of their reputation – such as a recruiter viewing this on a person's resume and judging their potential for longevity.

Example: A senior executive makes a junior employee feel uncomfortable; they end up leaving because of the social capital and influence that this senior executive has throughout the company.

Social Impact

Social impact looks at the ways in which discrimination alters how we interact with each other as humans, and all elements of our lives – as social beings, both within ourselves, within our workplaces and out into the world..

Less respect in the workplace

This is also a cause and effect of discrimination. The act of discrimination against a woman can lead to external parties within the work environment, or other onlooking stakeholders, to lose respect for that woman based on the things said or portrayed about her – even though usually these third parties don't have the full context. A woman may also be forced to be more defensive than she would normally be (in a safer space) and this defensiveness may be judged by others.

Example: A woman is harassed in the workplace, of which she seeks justice for. However, the perpetrator (who has influence) gaslights her and her colleagues, and portrays it as if the woman is lying.

Exclusion from "boys' club"

This often presents itself as a withholding of information and an exclusion from core and crucial activities. This can be overt and covert. Directly, a person may be left off an email thread or

intentionally not be invited to critical meetings; or indirectly, dismissing a recommendation for a women's promotion, to promote someone a part of the boys' club instead.

Example: Organising informal activities and parties (to share information and build relations) and excluding the female colleagues, even those with more senior roles – which can lead to marginalisation and even resignation.

Undervaluing of work produced

This surrounds the concept that the quality of a woman's work is not as good as a man's, especially in the male-dominated industries. Usually, the man's opinion would be asked first and taken more seriously – even if he doesn't have as much skill, experience, or track record of success.

Example: A woman and a man present on a similar topic or pitches at two different sittings, but the woman's work faces much more scrutiny, and it is more prone to ridiculing – while the man's ideas are given more interest and taken in greater consideration.

Conflict and unfair conflict resolution

Discrimination can lead to conflict when a victim attempts to address an issue and it's either not taken seriously, dismissed or goes unaddressed; when further measures are attempted, the woman is even vulnerable to be painted as 'bossy' and 'emotional'. Whereas a man advocating for his rights is more acceptable. Those victims who don't address it also experience internal conflict, with consideration of whether they are to blame, shame for not addressing it, and also general lack of safety in the workplace.

Example: A mother seeks to leave work early to take care of her sick child; but her supervisor's reaction is shaming and disrespecting her; whereas onlookers don't intervene and/or side with the abuser.

Health Impact

This is the impact that discrimination has on the human experience, both their physical and mental health. Usually, this is because of feeling stressed, unheard and fearful within a workplace where they are expected to operate at maximum capacity.

Reduced passion, motivation, satisfaction

When being in a dismissive and conflict-riddled workplace, the normal ways of working are interrupted. The victim is forced to censor themselves and almost wears a mask to cope. This can lead to difficulty in focusing and a loss of the real motivation and passion for work – because most of their energy is used to cope and survive rather than thrive and be happy. This

can be linked to other impacts of discrimination, where the victim has a diminished will to do well in the workplace.

Example: A woman is underpaid and hasn't been promoted in 3 years is not feeling recognized, ends up being very demotivated, and so finds herself waiting more and more on the time to clock out.

Burnout

This can present itself in different forms. A victim of burnout could be showcasing themselves having a shorter fuse, chronic anxiety, being extremely tired, lack of focus, or even eating way more or way less than they normally would. Victims of burnout usually face multiple of these symptoms rather than a single one.

Example: A woman is putting in extra effort to be good at her job, but has to work harder to prove herself than a man. Because of this overwork, and drinking a lot of coffee to keep up, she doesn't realise the growing exhaustion.

Anxiety and depression

A workplace that has a lot of discrimination, both direct and indirect, can become a 'toxic' one. Here, workers usually feel unsafe and on-edge, as if waiting for the next incident to happen, or for another scenario where they have to address it or defend themselves. The anxiety is constantly wondering whether it will repeat itself, and the depression is constantly having to try to cope with all that's happening.

Example: A female colleague tells another that a senior executive has made advances on her, and a few days later she is suspended; the other female colleague is quite anxious that the same may happen to her.

Stress-induced physical problems

Discrimination often leads to feelings of stress, which leads to other physical effects based on how severe it gets. This can be headaches, stomach aches, eczema, psoriasis, menstrual and hormonal challenges (because of rising cortisol levels) etc. Also, based on the physical posture and how the body aims to protect itself, this can lead to further physical ills such as muscle soreness and back pains. Here, sleep deprivation and stress can be a vicious cycle of one leading to the other. Furthermore, there can even be a number of side-effects based on the medication taken to try to soothe these aches. As well as the workload and limited health insurance reduces the likelihood of women going to the hospital, it increases the likelihood of self-medication, which can lead to its own issues and addictions.

Example: A woman experiences unhealthy eating habits due to the heavy workload, leading to gastroenteritis, which goes untreated for a length of time. Attempts to solve it with home remedies allows the ailment to get much worse.

Reduced health benefits/policies

Here, women aren't afforded the same amount of leeway for medical attention, and the issues women face are not taken as seriously. A critical issue here is a lack of menstrual leave, where women are expected to work at their highest capacity, while experiencing excruciating pain. Also, maternal leaves are sometimes within a short time span, companies see it as a burden to pay these mothers while they're away from work, and women often feel the pressure to go back to work to keep their jobs – while going through all the postpartum symptoms.

Example: A woman being forced to go to work even though they are under severe and debilitating pain due to their menstrual cycle or pregnancy.

External Impacts

Workplace discrimination not only impacts the direct victim but those in her life – including her family, friends, and even her colleagues.

Familial issues

The level of stress faced, both mentally and physically, can be so overbearing that it causes a person to not be able to meet the basic needs of themselves or their families. Also, where a woman faces a pay gap, they can be less capable of raising their families, especially in the case of a single parent household. Similarly, in a nuclear household, the discrimination against the woman may be used by the partner as a point to diminish her contribution to the household.

Example: A woman facing many issues and discrimination at work throwing her anger onto their child, partner or other family members once they get home.

Wider workplace issues

Here, other colleagues may be impacted by workplace discrimination. If it is a case where a woman is severely punished after standing up for herself, this may lead to fear and censorship in other colleagues; as well as a generally heavy atmosphere to have to work in. Also, a woman may be stigmatised and stereotyped through oppressive and offensive words that put her in a box that she doesn't fit in. Moreover, other women also avoid taking action, due to fear of them being treated in a similar way. This can further lead to setting of unfair expectations, especially where inaccurate information – such as fairness in compensation, lack of bonuses, promotion ceilings, frequently discredited ideas, etc – is used as precedence.

Example: A woman asks for a wage increase but is not granted it, with the justification that the current wage is all that she's worthy of for her responsibilities – also several women have asked prior and were similarly declined, while the male counterparts weren't.

CHAPTER 4



Countering and confirmation techniques

Introduction

According to the Global Gender Gap Report 2022 by the World Economic Forum, 38% of women worldwide have experienced workplace discrimination at some point in their careers. The highest rates are reported in Latin America and the Caribbean (46%), followed by the Middle East and North Africa (45%), and South Asia (43%). Thus, if you are being subjected to workplace discrimination, you are not alone and you are not “crazy”. When talking to other women about it, you realise that the majority have experienced some sort of workplace discrimination and have felt as if it was their fault or they had something to do with it. However, the responsibility of these actions falls with the perpetrators and with those who accommodate them. Therefore, it is crucial, once you recognise discrimination and know the impact it can have on your life, to try to take action, both directly and indirectly. In the following paragraphs you can find some prompts on how to react if you are experiencing or onlooking someone being subjected to discriminatory behaviour.

What if you are being discriminated?

Acknowledge the situation

First of all, it is crucial that you acknowledge that you are being discriminated against. This is not easy, because women often have tendencies to blame themselves (as we already saw with the blame and shame suppression technique). Thus, it might be helpful to analyse the situation in an objective way, and, in order to do that, you can write your feelings down, and reflect on them on your own. You may also find it helpful to dissociate from yourself for a moment and pretend you are someone else who is looking at what is happening from the outside. In this way, you can ask yourself what you would think about it if you were someone else and had a more objective point of view. You can pretend you are a friend of yours and give advice to yourself without judgements and fear.

Take action

Once you recognize the problem, you may want to take action in a way that seems most appropriate to you. If you are in need of support, confide in someone you trust, and ask them for advice or to back you when you seek justice at your workplace. Having allies, both inside and outside your work environment, will make you feel seen and believed to.

A safe mindset

During this time, it is essential to create the right mindset for yourself too. You can shout it out loud, talk to your friend, write about it, seek professional help and do whatever is needed for you to feel at peace. Moreover, setting clear and firm boundaries with everyone ensures that you will not be subjected to harmful behaviours. This helps people to respect your personal space and understand that you may not be okay with some actions that are usually normalised. As a matter of fact, when everyone sets and respects boundaries, it contributes to creating a safe work environment.

Reacting to ridiculing

In case you are subjected to ridiculing, do not play into it, as it tells the perpetrators that it is acceptable to treat you, and other people, this way. In fact, what you could do is ask for an explanation and question what is being said, maybe in a way that makes them even uncomfortable. However, if you find yourself in a particularly dangerous situation, just distance yourself from the place as soon as possible and ask for help from the police when needed. If you find it suitable, do not be afraid to talk back. People need to recognize that discriminatory behaviour is not normal and that it should not be accepted.

Transparency

Another element that could help you cope with and even prevent you from discrimination is transparency. Being transparent means clearly discussing with your employer and colleagues the amount of work you can get done and set realistic objectives for yourself. Please, bear in mind that it does not make you any less valuable if you are not able to do as much as your colleagues. Your health and mind come first and you don't have to sacrifice them just for the approval of others.

What if your coworker is being discriminated?

Be an ally

If one of your coworkers is being subjected to discrimination, understand that it is really easy to be affected by the "bystander syndrome", namely observing the situation and ignoring it as nothing happened, or even partaking in it in some way. It is crucial you avoid participating in discriminative actions in the workplace and call it out when a colleague is being targeted. Speak up when master suppression techniques are being used, instead of being a bystander. You may also give words of encouragement to your colleague and assure them that they are heard and seen. In addition, make sure you abide by the boundary rules set by your coworkers and, if there is one, the code of conduct of your organisation. Finally, you may actively participate in the creation of a safe work environment by coming forward with new rules or by initiating spontaneous conversations about the topic.

What if your employee is being discriminated?

Be a feminist leader

Acknowledge that the problem exists. When an employee comes to you, listen to them and try to analyse and overview the situation. You have the possibility to change the status quo and should do everything in your power to make sure people are treated as human beings, regardless of their personal characteristics. If anything happens in your organisation, make clear to the perpetrators that discriminatory behaviour is not acceptable and should not be repeated. Create a safe space, build team trust and engage in team building activities so not only the employees can learn to trust you but also know they are safe in their workspace. Finally, establishing flexible hours and making sure that there is an accommodating work environment is the starting point to actively counter discrimination and eliminate some of the root problems causing it from the start.

Safe person

Having a designated safe person appointed for your organisation would be greatly beneficial towards the goal of creating a safe workplace. This professional figure could contribute to creating the right environment to denormalise discriminative behaviours by creating a code of conduct and overlooking its actual reinforcement in all aspects of the work life. This means that there would be a trusted professional to whom employees experiencing discrimination could refer to in case of need, so that they feel comfortable enough to openly talk about it without judgement. Moreover, starting conversations about mental health is essential for the creation and safeguarding of a healthy work environment. This can be done also through informal talks with professionals and reenacting bad situations so that employees know how to recognise and fight them.

General Tips to Fight Discrimination

Listen Actively: Pay close attention to what individuals are saying. Sometimes, victims of discrimination will share their experiences or concerns.

Changes in Behavior: Be alert to changes in a person's behaviour, mood, or demeanour. Discrimination can lead to stress, anxiety, and a sense of isolation.

Frequent Targeting: Notice if someone is consistently facing negative comments, behaviours, or incidents that seem disproportionate to others. Frequent targeting may be a sign of discrimination.

Unequal Treatment: Observe if someone is consistently treated differently than their peers or colleagues in situations such as promotions, pay, work assignments, or access to opportunities. *Microaggressions:* Be attentive to microaggressions—subtle, often unintentional slights or insults related to an individual's characteristics, such as race, gender, religion, or disability.

Isolation and Exclusion: If someone is consistently excluded from social gatherings, meetings, or projects, it could be a sign of discrimination.

Differential Feedback: If you notice that someone receives disproportionately negative feedback or criticism compared to their peers, it may indicate bias.

Stereotyping: Watch for instances where someone is consistently pigeonholed into stereotypes associated with their characteristics, which may limit their opportunities or create a hostile environment.

Disproportionate Challenges: Recognize when someone faces more challenges, barriers, or obstacles in their work or career development compared to others with similar qualifications or experience.

Unfair Policies and Practices: - Be aware of unequal policies or practices within your organisation that may disadvantage certain groups. This can include disparities in pay, promotions, hiring, or access to training and development.

Pay Attention to Intersectionality: - Consider how multiple aspects of an individual's identity may intersect and lead to compounded discrimination. For example, someone who belongs to multiple marginalised groups may face unique challenges.

Encourage Open Dialogue: - Foster a culture where individuals feel safe discussing their experiences with discrimination. Encourage them to speak up and offer your support when they do.

Empathy and Support: - Show empathy towards individuals who may be experiencing discrimination. Offer support and be a source of encouragement, understanding, and advocacy. *Advocate for Change:* - If you identify a pattern of discrimination within your organisation, advocate for policy changes, training programs, and awareness initiatives to combat it.

Seek Guidance: - Consult your organisation's HR department or employee assistance program for guidance on how to address discrimination effectively.

Encourage Reporting: - Encourage the person facing discrimination to report incidents to the appropriate channels in your organisation so that the issue can be properly documented and addressed.

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Be kind to yourself and each other. We're all humans.