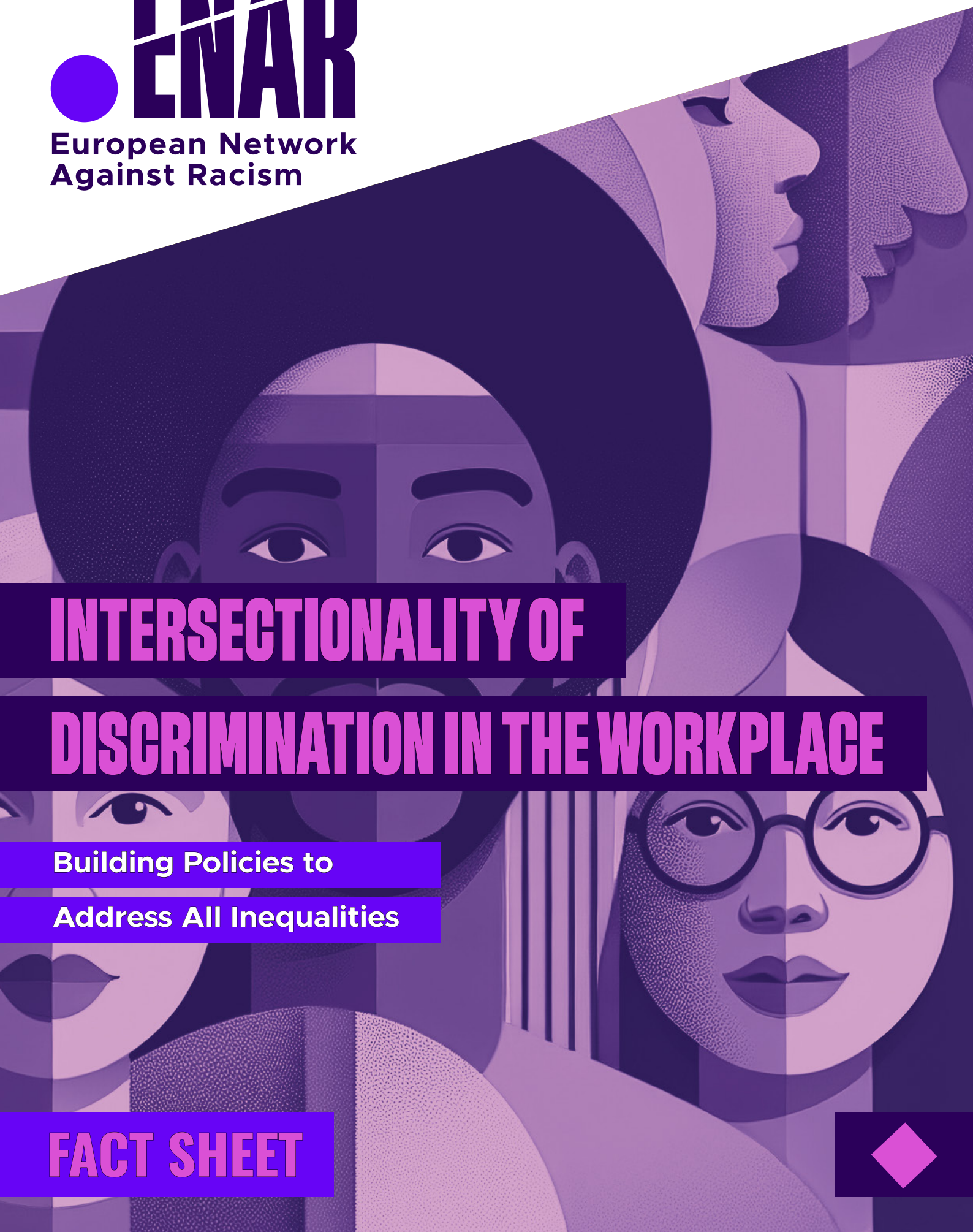
ENAR

European Network Against Racism



INTERSECTIONALITY OF DISCRIMINATION IN THE WORKPLACE

Building Policies to Address All Inequalities

FACT SHEET

Author: Lina Mechbal, ENAR Policy and Advocacy Advisor

Reviewers and contributors: Julie Pascoët, ENAR Policy and Advocacy Coordinator, and Amiirah Salleh-Hoddin, ENAR Senior Network Development Officer

Copy editor: Nabil Sanaullah, ENAR Communications and Press Manager

The Equal@Work Platform is a space in which a diverse range of employers - from the public and private sector, civil society, trade unions and political institutions – come together to explore progressive ways to operate workplaces that are open, equal, and free from discrimination. Participants engage in discussions about issues of diversity from an anti-racist perspective, with a common goal of finding innovative solutions and share best practices to improve access and participation of racialised minorities within the labor market. This factsheet is the outcome of conversations held during two Equal@Work seminars.

Published by the European Network Against Racism (ENAR) in Brussels, in 2024, with the support of the Citizens, Equality, Rights and Values Programme of the European Union, the Open Society Foundations, the Sigrid Rausing Trust, the Robert Bosch Foundation, and the ENAR Foundation.

ENAR – European Network Against Racism aisbl
Tel +32 2 229 35 70
Email: info@enar-eu.org
www.enar-eu.org

Design and layout: www.crossmark.be

TABLE OF CONTENTS

INTRODUCTION

Work is an essential part of our social identity and daily lives. In that sense, it is another social space in which structural systems of oppressions can be reproduced. Covid-19 times have been a vivid example of how workplaces reflect social phenomenon and therefore discriminations. The pandemic highlighted how a policy affects individuals differently and can lead to different regimes of socioeconomic consequences, intersecting and reinforcing existing structural and systemic inequities. The analysis of pandemic-related policies shows how certain communities, particularly those historically marginalised due to systemic, institutional, and structural racism, have faced higher infection and death rates, limited access to healthcare resources, and increased vulnerability due to pre-existing structures and policies that disregard racialised groups, thus exacerbating racial inequalities.

Racialised groups, often at the intersection of race and class, faced compounded challenges, for instance:

- Working in low-wage jobs, they often lacked adequate health insurance; being disproportionately represented in jobs that do not allow for remote work, they occupied frontline, service and healthcare roles and did not get recognition.
- Disparities in access to quality education were exacerbated by the move to online learning. Communities with limited access to technology and reliable internet faced educational setbacks.
- Vaccine distribution highlighted systemic issues with racialised communities facing barriers such as limited access to vaccination sites and vaccine hesitancy due to historical medical mistrust that has not been acknowledged and therefore persists.
- Racialised groups were also disproportionately affected by law enforcement measures related to lockdowns, leading to increased abusive policing and profiling.

The pandemic's impact on health and economic justice was tremendous. The social distancing measures and their disruptive impact on health and employment have had a more significant impact on the most vulnerable parts of societies: racialised groups, women, and low-income families. There, we witnessed a clear example of an intersectional phenomenon on a global scale: the individual and community impacts from exposure to Covid-19 arising from multiple and interrelating structures of inequality.

This perspective underscores the urgency for a swift transformation in workplace policies and procedures to cater to diverse individual needs. It is crucial to note that doing so goes beyond mere procedural changes; it entails a redefinition of fundamental concepts and calls for a true commitment to dismantle racism in all its different dimensions (individual, institutional, historical, and structural).

Over the past two decades, the realm of "diversity management" has evolved significantly, with employers from both the private and public sector, trade unions, political institutions, and civil society organisations actively formulating strategies to enhance equity and diversity within workplaces. Notably, institutional and corporate diversity policies have made substantial progress in addressing gender-related issues. Gender equality has emerged as a central focus in diversity management, resulting in significant strides towards combating discrimination against women. However, the extent to which these numerous diversity initiatives truly benefit all employees, particularly those from racialised backgrounds, warrants examination. This is where intersectionality enters the scene: used practically, intersectionality serves an inclusion and accessibility purpose for all as it leads to a holistic approach that encompasses different intersecting identities, and therefore needs.

This factsheet seeks to explore the concept and theory of intersectionality to better understand what intersecting discrimination in the labor market looks like and what it means to develop and implement intersectional policies in the workplace.

UNDERSTANDING INTERSECTIONALITY: WHAT DOES IT MEAN?

Historical roots: intersectionality and the fight against oppression

Intersectionality is rooted in the history of the struggle for liberation. that took place in the late 1960s American context, when women of color from liberation movements articulated a critique of patriarchy as a phenomenon operating within their organisations and pointed at their erasing from the feminist movement that was predominantly white. By doing so, they provided analytical tools to understand the specificity of their oppression as women of color. Indeed, the end of the 1960s saw the emergence of a new body of thought that was captured in the framework of Black feminism1. Tracing back to Sojourner Truth's "Ain't I a Woman" speech in 1851, there has been a historical pattern of women of color being overlooked in both feminist and race-based social movements. In response to this observation, scholar-activists such as Crenshaw, Bell Hooks, Patricia Hill Collins, Gloria Anzaldúa, Iris Morales, Denise Oliver-Velez or Cherríe Moraga advocate for a more thorough examination of the interrelated factors shaping power dynamics, privilege, and oppression. Drawing from their experiences as non-white women in a capitalist society, they sought to highlight the overlap of multiple factors to explain the conditions of Black women by describing how race, gender, class, and sexual orientations influenced their daily lives. Through this framing, they asserted that the intersecting nature of their identities called for politics that accounted for all the aspects of their identities.

The theoretical work provided by these women activists was academically incorporated in 1989 by critical race theory and feminist legal scholar Kimberlé Crenshaw in "Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics", in which she coined the expression "**intersectionality**"[2]. Nowadays considered a key concept in feminist antiracist work, the notion of intersectionality highlights the overlap of various social identities that contributes to the systemic oppression and discrimination experienced by individuals. Later in 1991, K. Crenshaw furthered her analysis of the condition of women of color in the United States by exploring core ideas in community organising, social justice, coalitional politics, and identity politics. As such, the concept of intersectionality and its framework provides new interpretative tools when it comes to social justice and equality.

1 See The Combahee River Statement; and women of the Young Lords Organization.

2 Crenshaw, Kimberle, "Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics," University of Chicago Legal Forum: Vol. 1989: Iss. 1, Article 8. Available at: http://chicagounbound.uchicago.edu/uclf/vol1989/iss1/8

Dr. Crenshaw coined the term in response to the DeGraffenreid v. GENERAL MOTORS legal case in which plaintiffs alleged discrimination based on both race and gender; and contended that their unique position as both women and Black warranted combining racial and sex-based discrimination into a new sub-category for their case. However, **the court rejected this approach and ruled against the five women**. The term intersectionality brought by Dr. Crenshaw emphasised the legal system's failure to comprehend the interconnected nature of social oppressions.[3]

Black feminists and Dr. Crenshaw's work shed light on the fact that the oppressions faced by Black women cannot be understood separately: **it is not about being a woman or being Black, but how the intersections of both social identities produce a specific oppression** that encompasses both layers and that surpasses the sum of its individual parts.

Defining intersectionality: beyond single-axis analysis

> Intersectionality describes the interconnected nature of social categorisations such as race, class, gender, disability and sexual orientation as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

This concept describes how various systems of inequality interact and result in unique experiences of discrimination. It is essential to note that **multiple discrimination is distinct from intersectional discrimination**. Intersectionality goes beyond merely recognizing different forms of oppression; it describes how these oppressions (such as racism, sexism, homophobia, fatphobia, transphobia, ableism, ageism, religious discrimination etc.) can intersect and interact with one another. This perspective contends that the intersectional experience transcends the sum of individual oppressions, as highlighted by Dr. Crenshaw's statement: **"Because the intersectional experience is greater than the sum of racism and sexism, any analysis that does not take intersectionality into account cannot sufficiently address the particular manner in which Black women are subordinated."**[4]

- Multiple discrimination refers to biased treatment based on a combination of grounds.
- Emphasising multiple identities underscores the presence of intersectional groups and the significance of addressing their unique circumstances, experiences, and identities.
- Intersectionality occurs when various factors interact in a way that makes them interlinked, shifting the focus from establishing new subgroups to addressing power structures and exclusion through action.

Intersectionality challenges the limitations of single-axis frames in laws and policies, providing transformative conceptual framework that actively informs actions. By examining unequal social positioning based on intersecting grounds, intersectionality captures the complexity of issues. Adopting an intersectional lens is crucial for understanding how various forms of oppression and inequalities intersect; and this lens extends beyond individual experiences to explore intersections between broader societal structures, such as capitalism, racism, and sexism for instance. **Recognising the relevance of intersectionality in shaping practices, institutions and addressing inequalities becomes paramount for fostering a more inclusive and equitable society.**

When brought up and enforced as a central notion, both as a tool for evaluation and analytical lens, and as a critical praxis, intersectionality brings our understanding of systemic injustice and social inequality to the next level by attempting to untangle the lines that create the complex web of inequalities.

3 2020.4.14_cij-factsheet-intersectionality-at-a-glance-in-europe_du2r4w.pdf (intersectionaljustice.org)

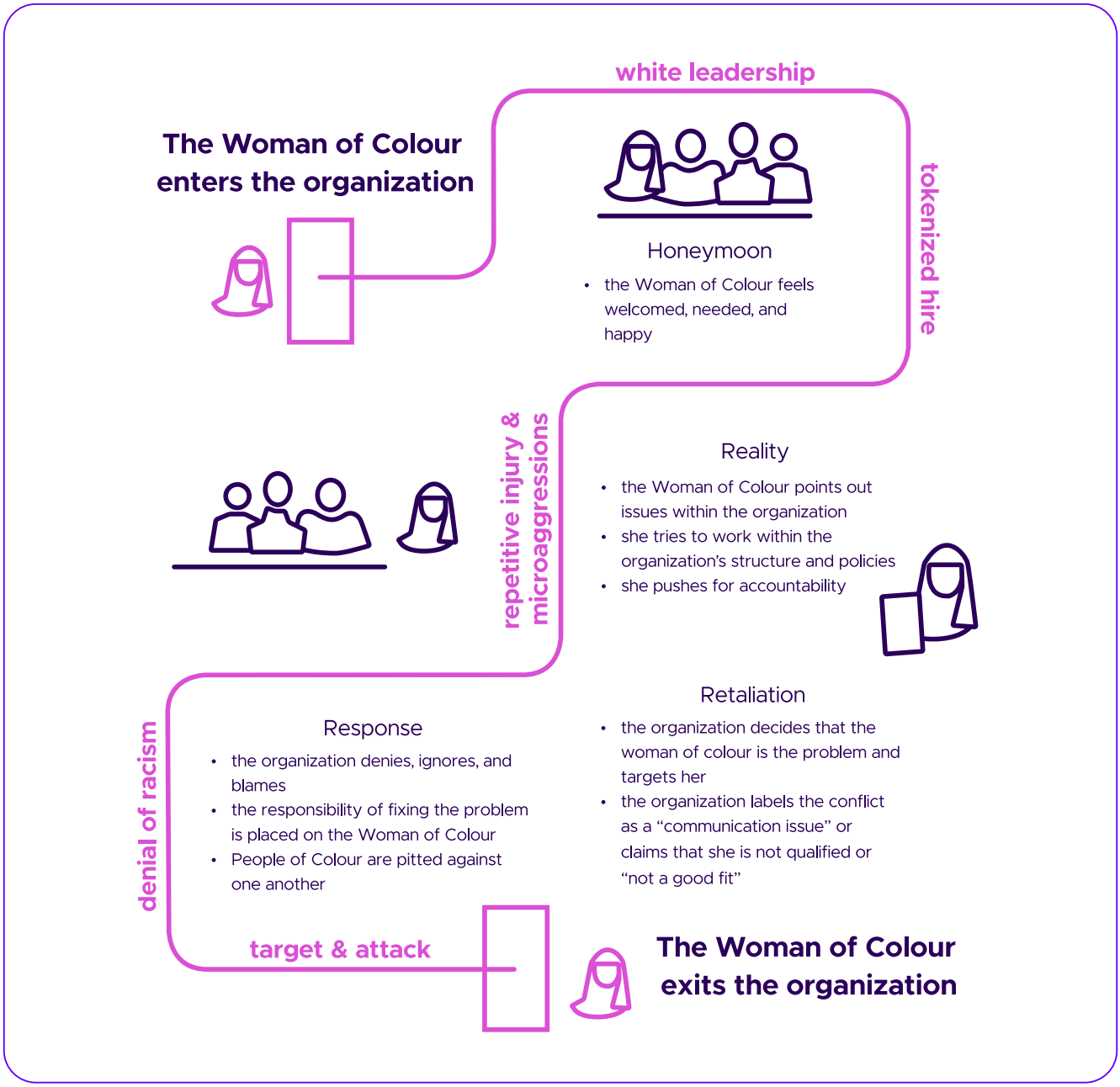
4 K. Crenshaw, Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics, University of Chicago Legal Forum, article 8, vol. 1989.

RELEVANCE OF INTERSECTIONALITY IN THE WORKPLACE

Challenging the Status Quo: Integrating Intersectionality in Workplace Policies

Intersectionality in the workplace centers on understanding how the interplay of identities impact individuals and groups within a work environment by incorporating this understanding into processes and procedures – from recruitment strategy to professional development and leadership opportunities.

The "Problem" Woman of Colour in the Workplace



Credit: www.coco-net.org, Adapted from "The Chronicle of the Problem Woman of Color in a Non-Profit" by the Safehouse Progressive Alliance for Nonviolence

Intersectionality elevates our comprehension of systemic injustices and disparities in the labor market by **unraveling the intricate threads that weave the complex tapestry of discrimination.** Furthermore, it serves as a pragmatic instrument for addressing intersectional discrimination via the implementation of policies and legislation. In the absence of a deliberate intersectional approach, **endeavors aimed at achieving equality and combating discrimination often inadvertently perpetuate the very patterns of discrimination they intend to rectify**. This occurs because the mechanisms of structural discrimination infiltrate every facet of employment, encompassing initiatives dedicated to anti-discrimination and social justice.

From Tokenism to Structural Change: Rethinking Traditional DEI Approaches

A growing criticism of diversity policies is that they often fall short in comprehensively recognising and embracing the diverse and intersecting identities of their workforce, often because they do not acknowledge, question and address the wider oppressive systems in which they operate. Put differently, **diversity policies tend to lack an intersectional approach, frequently categorising employees based on a single dimension of their identity**. Without actively addressing the convergence of discrimination and inequality, and without striving to empower all marginalised groups within the workplace, Diversity, Equity and Inclusion (DEI) policies will not only prove ineffective but also inadvertently exclude certain individuals and disproportionately disadvantage others in the process.

Imagine a company with DEI policies that primarily focus on gender representation. While these policies aim to address gender disparities, they may inadvertently exclude individuals with intersecting identities, such as women of color. Without actively addressing the convergence of discrimination and inequality, this approach may overlook the unique challenges faced by women of color who experience both gender and racial discrimination. In this scenario, the DEI policies might promote gender diversity by increasing the number of women in leadership roles. However, without an intersectional lens, they may fail to recognise the specific barriers that women of color encounter due to the intersection of gender and race. Consequently, women of color may find themselves underrepresented, facing concrete ceiling, subtle biases, and lacking support systems tailored to their unique experiences. In this case, the policy, while well-intentioned, falls short in providing a comprehensive and inclusive solution.

The failure to actively address the convergence of discrimination means that certain individuals, especially those with intersecting marginalised identities, may not fully benefit

from the implemented measures. The result is a policy that is not only less effective but also unintentionally perpetuates disparities within the workplace.

Empowering All Employees: The Transformative Power of Intersectionality

Adopting intersectionality to build workplace policies would enable a transformation in our approach to accountability, moving beyond individual responsibility towards a structural understanding of how racism unfolds at work. Through intersectionality, we can shift our perspective and contemplate systemic issues. **As intersectionality serves an inclusive purpose, paying attention to intersectional discrimination in the workplace and using this knowledge to build policies leads to tackling the unique experiences of every employee.** For instance, addressing the childcare needs of women of color who might encounter systemic obstacles when looking for childcare systems in the workplace not only benefits this specific group but may also unveil the needs of other individuals requiring similar support, like employees who are also caregivers for other family members (parents, children, grandparents etc.).

We are employing DEI language, yet it is important to note that intersectionality represents a significant shift towards adopting a decolonial model. There is a **misconception around the idea that decolonial efforts are distinct from the everyday functioning of a business.** However, how employers treat their employees is fundamentally intertwined with their business outcomes. The connection with decoloniality lies in the **acknowledgment that the treatment of employees is deeply interconnected with business outcomes.** In the context of decoloniality, this implies recognising that historical power dynamics, colonial legacies, and systemic inequalities can influence how employees are treated within an organisation. A decolonial perspective encourages an examination of power structures and a shift away from oppressive models, emphasising the need for fair and equitable treatment. Therefore, a **decolonial approach involves dismantling hierarchical and oppressive practices in the employer-employee relationship**, recognising that the way employees are treated has broader implications for the organisation's success and the overall societal context.

By centering on employees' needs, employers empower their workforce, leading to individuals bringing their most genuine and innovative selves to work. In other words, employees navigating a workspace where their needs are addressed feel safe and can operate without having to put energy in surviving a hostile environment. Any workplace that accommodates individuals' essential practices, such as allowing half-days on Fridays for religious observance, is creating an environment for employees to thrive and challenges the idea that creating more inclusive workspaces is detrimental to business operations.

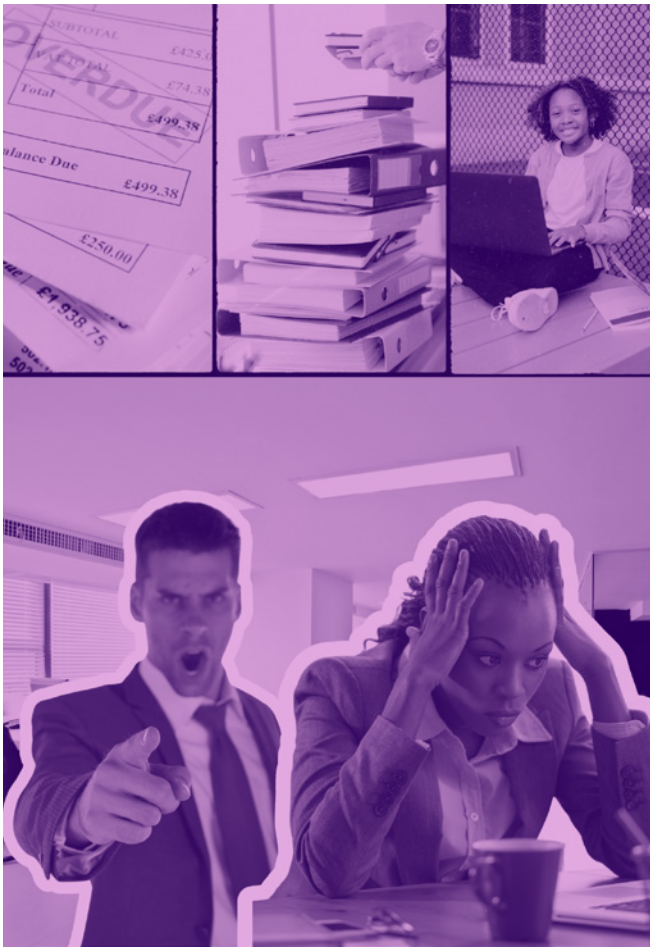
Benefits of intersectional approaches to dei in the workplace

INTERSECTIONAL APPROACHES TO DEI	WHERE INTERSECTIONALITY GOES FURTHER	ADDITIONAL LAYERS OF BENEFITS
Enhanced Employee Engagement and Performance	Intersectionality goes further by recognizing not only individual identities but also how these identities intersect, acknowledging the unique challenges faced by individuals with multiple marginalized identities.	Improved mental health outcomes for employees as intersectionality addresses nuanced stressors related to overlapping identities.
Increased Organizational Innovation	Intersectionality delves into the intricacies of how various dimensions of diversity intersect, fostering a richer understanding of the complexities individuals bring to the workplace.	Enhanced problem-solving capabilities as diverse teams, informed by intersectionality, navigate challenges with a broader and more insightful perspective.

BUILDING ANTI-RACIST WORKSPACES: THE IMPACT OF INTERSECTIONAL APPROACHES

Creating Inclusive Environments: Diversity, Equity and Decoloniality

Developing effective intersectional policies in the workplace involves a consideration of several key questions. To foster equity and address intersecting inequalities, particularly racial discrimination, companies should initiate comprehensive efforts that go beyond recognising easily identifiable forms of discrimination. It is essential to eradicate the root causes of intersectional discriminations within the workplace, ensuring a proactive stance in preventing such issues. **Policies need to not only be comprehensive but also complementary**, covering all facets of intersecting inequalities to avoid excluding any group. This brings about a **change from isolated categories of discrimination to an intersectional framework**, which requires a paradigm shift in recognising as well as acknowledging that some forms of discrimination are less overt but equally significant.



Various forms of inequality are interconnected and must be collectively examined and addressed to prevent the reinforcement of one form of inequality by another. For instance, solely addressing the gender pay gap without considering other dimensions that could lead to pay gap like race, socio-economic status, and immigration status is likely to perpetuate disparities among women. It is essential to adopt an inclusive approach that recognises and tackles the intersections of different forms of inequality concurrently.

For example, a woman of color may encounter different obstacles than a white woman or a man of color, as their experiences are shaped by the intersection of gender and race. Add to these intersections neurodivergence and gender expression, and you have a new set of experiences of oppression. How do you design policies that encapsulate the needs of all these different people?

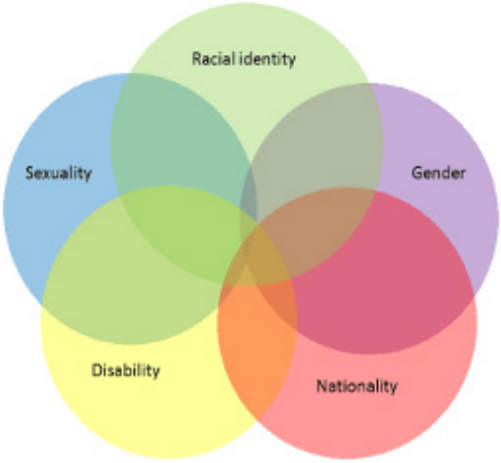
Driving Innovation: The Role of Intersectional Understanding

One way of making intersectionality resonate more with the private sector, is to integrate this concept to core business units. This can be achieved by aligning intersectionality with core business strategies, demonstrating its relevance and impact on organisational success.

Embedding intersectional considerations into the development of products and services
A tech company ensures that its software is accessible to users of diverse abilities, acknowledging the intersection of disability and technology use.

Integrating intersectional considerations into performance metrics and evaluations.
A retail company evaluates the success of its marketing strategies not just in terms of overall sales but also in terms of reaching and resonating with diverse customer demographics.

Connecting different DEI policies is crucial for a holistic approach; **policies should not operate in silos but complement each other to address various dimensions of diversity effectively.** Successful implementation requires a commitment to ongoing dialogue, education, and a genuine integration of intersectionality principles into the fabric of the organization. A genuine integration of intersectionality principles into the fabric of the organisation involves systematically weaving these principles into every aspect of the company's structure, policies, practices, and culture. It means actively acknowledging and addressing the intersecting identities of employees in recruitment, ensuring that policies are inclusive and considerate of diverse needs, fostering employee resource groups that represent a spectrum of identities, and making intersectionality a cornerstone of leadership commitment and decision-making. It also requires data collection that reflects the complex interplay of demographics, incorporating intersectionality into performance metrics, engaging with and supporting communities facing multiple marginalisations, and consistently using inclusive language in internal and external communications. This thorough and intentional integration ensures that intersectionality is not just a buzzword but a lived reality in the organisation's daily operations and overarching ethos.



Credit: https://cas.gsu.edu/advance/intersectionality/

DECOLONISING WORKPLACE PRACTICES: DIVERSITY, EQUITY AND BEYOND

Confronting Power and Privilege: Establishing Anti-Racist and Decolonial Practices in Business

Initiating conversations about intersectionality involves fostering an environment where employees feel comfortable discussing their intersecting identities. Many conversations on diversity and equity in the workplace should revolve around decoloniality – questioning why business attire worldwide perpetuates the same white notions of professionalism for instance. Examining the origin story and considering for whom and why this convenience exists becomes essential. Societal conditioning has discouraged open discussions about the negative aspects of certain norms, such as who consistently experiences comfort.

Leveraging Data to Challenge Inequities: Evidence-Based Policymaking"

Promoting the collection of intersectional data in the workplace is paramount for fostering equity and inclusivity. Anchored in the six key principles of equity data collection,5 this approach prioritizes centering the affected individuals. By collecting disaggregated data across multiple identity factors, such as race, gender, socio-economic background, age, sexual orientation and disability, organizations gain a comprehensive understanding of their workforce's unique challenges and needs. This detailed data not only supports evidence-based policymaking but also ensures that initiatives are genuinely inclusive. Recognizing the nuanced interplay of various identities allows for the development of targeted strategies, creating a workplace environment that caters to the diverse experiences and requirements of all employees. In essence, embracing intersectional data collection is a crucial step towards building a workplace culture that values equity and embraces the richness of individual diversity.

To accurately depict the representation within your company, including the composition of the leadership team, it is essential to gather data through mechanisms such as voluntary, anonymous employee surveys. In instances where small businesses with fewer employees may need alternative methods, collaboration with the HR department is crucial to ensure the careful design of surveys and the preservation of employee confidentiality. For instance, metrics should be examined across demographics, emphasising the importance of understanding not only the number of employees with disabilities or the representation of Black employees in the structure but also those at the intersection of both identities. This nuanced approach to data collection provides a more comprehensive understanding of workforce diversity and aids in constructing an authentic improvement plan based on the gathered insights.

Without access to statistics on Black women, it becomes challenging to discern trends in hiring practices and other related areas. It is therefore imperative to use quantitative data to identify blind spots. Altering our perspectives regarding the data analysis is essential to highlight where data may be insufficient or where identities are underreported: shifting our mindset about data analysis is crucial to uncover areas of insufficiency or underreporting of identities. This means actively examining not just the quantitative metrics but also the qualitative aspects of the data. It involves going beyond traditional data interpretation methods to identify gaps and disparities, understanding that the story behind the data is as important as the numbers themselves. This may include adopting more inclusive data collection methods, acknowledging the limitations of current reporting systems, and actively seeking to amplify the voices that may be marginalised or overlooked in the existing dataset. In essence, it's about embracing a more holistic and critical approach to data analysis that unveils both the visible and often invisible dimensions of identity and representation within the dataset. Qualitative and quantitative data should not be seen as separate entities – instead, they are interconnected. We can use both numbers and narratives to gain a comprehensive understanding of what the data means. These data sets and research methods help us determine what we know, what remains unknown, and where further investigation is required.

Case study: Zendesk's Commitment to Intersectional Data and Equity

Zendesk's commitment to building an inclusive workplace is exemplified through concrete actions and policies. They develop software to bring customer service online, driven by the goal to create a space that serves everyone. Recognizing that the workplace should reflect all identities, they focus on breaking down barriers through a people-first strategy encompassing culture, policy, and structural change. To achieve this strategy, they developed a few tools:

Zendesk is a customer service software company that provides a cloud-based customer support platform to businesses. Operating globally, Zendesk's platform is designed to streamline customer interactions, support ticket management, and engagement across various channels, including email, chat, phone, and social media. The company serves a diverse range of industries, helping organisations of all sizes enhance their customer service capabilities and improve overall customer experiences.

New Leader Onboarding Program:

- The New Leader Onboarding Program is designed to integrate diversity, equity, and inclusion principles into the onboarding process for new leaders within Zendesk. This initiative ensures that leaders entering the organisation are equipped with the foundational understanding and commitment to fostering an inclusive workplace. It aligns with the broader GDEI approach, emphasising the importance of leadership alignment with diversity and inclusion goals from the outset.

Illuminate Leadership Program:

- Zendesk's Illuminate leadership program is a multifaceted initiative focused on equipping leaders with the skills and knowledge necessary for inclusive leadership. It addresses crucial aspects such as unconscious bias, psychological safety, and inclusive leadership practices. This program recognises the pivotal role that leaders play in shaping organisational culture and aims to cultivate leaders who champion diversity, equity, and inclusion at every level.

Inclusion Index:

- The Inclusion Index is a tool designed to measure and assess the inclusivity of Zendesk's workplace. It serves as a quantitative and qualitative benchmark, enabling the organisation to gauge its progress in fostering a diverse and equitable environment. This index likely involves key performance indicators related to diversity, equity, and inclusion, providing actionable insights for continuous improvement.

In 2020, Zendesk committed to a comprehensive conversation on anti-racism, adapting their content globally to recognise the different manifestations of racism. Their initiatives, such as the wheel of power activity, provide practical tools to address power dynamics. Additionally, Zendesk supports underrepresented employees in the tech sector through programs designed to ensure that everyone can bring their authentic selves to work.

In early 2022, Zendesk also took significant steps toward inclusivity by expanding their voluntary Self-ID program. By adding options for sexual orientation and gender identity beyond cisgender man and woman in the U.S., Zendesk acknowledges the importance of recognizing diverse identities within its workforce. This initiative encourages employees to self-identify, allowing the company to collect data that reflects the intersectionality of its workforce. The voluntary nature of the survey respects individual privacy while promoting a more accurate representation of the employee demographic.

Truly implementing intersectionality requires looking at all talent processes and practices through an intersectional lens. First, review existing policies and programs to see if they consider intersectional identities or take a siloed, single-axis approach. Then, work with employee resource groups representing various communities to get input on enhancing programs.

POLICY RECOMMENDATIONS: IMPLEMENTING INTERSECTIONAL STRATEGIES FOR SYSTEMIC CHANGE

Recruitment stage

1

Job descriptions

Involve all team members in designing job descriptions to ensure a collective and diverse perspective. Focus on competences over formal qualifications, explicitly recognising non-formal and informal learning. Emphasise where a competence should be applied rather than specifying how it has been acquired. Be realistic about the required skills, avoiding wishful thinking. Include clear salary information to foster transparency and balance power dynamics and clearly state your commitment to a diverse and inclusive team by actively encouraging individuals from diverse backgrounds, cultures and experiences to apply.

2

Application Process

Implement anonymous application forms to mitigate bias. Anonymise the education section to prevent elitist selection. Use inclusive language in job postings. Conduct blind candidate screenings, ensuring employers do not see personal information like name, age, ethnicity, gender, etc. Encourage candidates to provide voluntary demographic information[6] through a separate anonymous form in which you clearly explain how this information will be used and for which purposes.

3

Strategic Advertisement/Dissemination

Partner with local civil society organisations to broaden the reach of job advertisement. Collect and analyse intersectional data to inform recruitment strategies.

5 Demographic data refers to statistical information about the characteristics of a population such as racial/ethnic background, gender, age, socioeconomic status, disability, religion, sexual orientation etc. This data is collected on the principle of self-identification, ensuring individuals voluntarily provide information that accurately reflects their identity.

4

Interview Process

Standardise interviews with the same set of questions for all candidates. Adopt a mixed model approach, incorporating written and situational settings. Showcase different problem-solving approaches.

5

Selection Process

Ensure diversity in the panel, including leadership, supervisors and entry-level employees. Maintain diversity balance. Use transparent grids for evaluation. Allow space for gut feelings, especially in roles where soft skills or teamwork are central. Make recruitment procedures more transparent by introducing mandatory disclosure of the reasons for refusing a job position as soon as an interview has been conducted. This aims to provide transparency regarding the reasons a candidacy was not accepted to avoid discrimination in hiring.

During the job

1

Zero-Tolerance Policies for Discrimination & Microaggressions

Establishing and enforcing clear policies and training against all forms of discrimination, with a commitment to investigating and addressing incidents that involve multiple dimensions of identity-based discrimination. Use trust person mechanisms and build a transparent reporting system that does not leave room for any type of intimidation.

2

Agile and Flexible Work Arrangements

Offer flexible work hours or remote work options to accommodate employees with various needs. This policy must be stated in the collective labor agreement. It will benefit parents, individuals with disabilities, or those managing multiple responsibilities such as taking care of one or multiple family members.

3

Inclusive Leave Policies

Developing leave policies that consider various life circumstances, such as parental leave, caregiving leave, or bereavement leave, acknowledges and accommodates the diverse needs of employees. Such policies should also foresee to maintain financial compensation so that employees most impacted by economic disparities due to social and economic background are not discriminated against in the process.

4

Diversity in Leadership Programs

Actively work towards increased representation through targeted recruitment efforts. Implementing programs to promote diversity in leadership positions that specifically consider intersectionality. This can address the underrepresentation of individuals with intersecting marginalised identities in higher-ranking roles.

5

Data Collection on Employee Demographics

Regularly collect and analyse demographic data to identify, address and monitor disparities within the workplace. Conduct regular surveys to gauge employee experiences and satisfaction, paying attention to intersectional concerns.

6

Employee Resource Groups (ERGs)

Support the formation and activities of ERGs to provide a platform for marginalised group to have a safe space to voice their concerns and collectively organise.

7

Implicit Bias Training

Providing mandatory training that goes beyond a singular focus on diversity and includes an understanding of intersectionality. This fosters conversations amongst employees around the complexities of different identities in the workplace. Such trainings must be embedded in an understanding of the four dimensions of racism and go beyond the narrative that racism lies in interpersonal relations only. Without understanding and acknowledgement of societal structures that perpetuate racism, the tools used to talk about racism in the workplace do not proceed to transform interpersonal relationships as expected.

8

Accessible Facilities and Technologies

Ensuring that the workplace is physically accessible and inclusive – spaces for everyone (restrooms/common spaces) and accessibility of events for people with disabilities.

9

Health and Wellness Programs

Offering health and wellness initiatives that consider the diverse health needs of employees, including mental health support; as well as resources and accommodations for different cultural and religious practices.

10

Pay Equity Initiatives

Addressing pay disparities by examining salary structure through an intersectional lens. This involves considering the impact of gender, race, age, and other factors to ensure fair and equal compensation. Address wage gaps through transparency and make the salary grid available for everyone. Engage in regular pay equity assessments to ensure accountability.

RESOURCES FOR ANTI-RACIST ACTION AND INTERSECTIONAL EDUCATION

ENAR resources

Equal@Work Toolkit, Equality Data Collection in Employment and the Workplace, 2014.

ENAR Factsheet, Equality Data Collection: Facts and Principles, 2016.

ENAR, Forgotten Women: the impact of Islamophobia on Muslim women, 2016.

ENAR briefing, Intersectionality and policy-making on discrimination in the European Union, 2018.

ENAR and Center For Intersectional Justice (CIJ), Intersectional Discrimination in Europe: relevance, challenges, and ways forward., 2018.

ENAR and CIJ symposium, Intersectionality: a tool for equality and justice in Europe: a short report, 2018.

Equal@Work Toolkit, Women of colour in the workplace, 2018.

Equal@Work Toolkit, Structural Racism in the Labour Market, 2022.

External resources

Crenshaw, K., Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics. University of Chicago Legal Forum, 1989(1), 139-167, 1989.

European Commission - European Network of Legal Experts in Gender Equality and Non-Discrimination, Intersectional Discrimination in EU Gender Equality and Non-Discrimination Law., 2016.

GWI - Heinrich Böll Foundation, Why Intersectionality Can't Wait, 2019.

Equinet and CIJ, Why Intersectionality Is Relevant for a Fairer Europe, 2020.

ENAR, Towards the Mainstreaming of Intersectional Policies in Belgium, 2020.

Crenshaw, K. (1989) Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics.

Intersectional discrimination in EU gender equality and non-discrimination law. European Commission - European network of legal experts in gender equality and non-discrimination, 2016.

https://equineteurope.org/intersectionality-just-another-tool-to-fight-discrimination/

https://www.gwi-boell.de/en/2019/05/20/why-intersectionality-cant-wait

https://www.enar-eu.org/why-intersectionality-is-relevant-for-a-fairer-europe/ (Equinet + CIJ)

https://www.enar-eu.org/towards-the-mainstreaming-of-intersectional-policies-in-belgium/

European Network Against Racism

www.enar-eu.org
info@enar-eu.org