



WEED OUT – Gender considerations and management in
understanding occupational violence

By Social Innovation Fund

Course Module 4





1. The Module contains 4 units:

- I. History and developments of the labour market and its relation to gender inequalities in the workplace
- II. Gender-specific characteristics at management level - at the workplace
- III. Micro- and power politics in organisations
- IV. Definition and differentiation between stereotypes, prejudices and clichés

2. Learning Outcomes

1. Be able to differentiate between stereotypes, prejudices and clichés.
2. Be able to identify gender-specific characteristics in the working context in specific on the management level.
3. Be able to cope with micro- and power political dynamics in the organization.

3. Learning Units

Unit 1: History and developments of the labour market and its relation to gender inequalities in the workplace

What is what?

Female participation in labor markets has been one of the most remarkable economic developments of the last century.

„**Occupational segregation**” still remains in most countries - women tend to be disproportionately concentrated in certain types of jobs, in services mostly.

Unpaid care work. Across all world regions, women spend more time on unpaid care work than men. On average, women spend between three and six hours on unpaid care work per day, while men spend between half an hour and two hours. If we consider the sum of paid and unpaid work, women tend to work more than men – on average, 2.6 extra hours per week across the OECD.



The Unequal Economics of Tourism

According to the Global Report on Women in Tourism (2011), women make up half of all employees in the hotel and restaurant industry. Because of gender stereotyping and discrimination, the vast majority of these women work in low status, poorly-paid and precarious jobs, many of which are seasonal. Women rarely reach managerial or professional positions, and when they do, they are usually paid less than men. In addition, many of the women in the hotel industry's insecure jobs are immigrants or migrants, and/or women of visible minorities. The feminization and racialization of such occupations tend to trigger a further decline in wage rates, job security and social value. Housekeeping is no exception. The hotel industry relies heavily on immigrant, minority and migrant women to do the back-of-house jobs. The titles 'maid' or 'chambermaid' — underscored by the slogan a home away from home — indicate that housekeeping is considered women's domestic work, and therefore not skilled labour. It is considered dirty and stigmatized through association with personal servitude. Housekeepers are expected to be invisible, going about their work without disturbing guests. All the housekeepers interviewed for this study complained that they are viewed as subservient and undervalued, which helps explain why few of them can move into front-of-house jobs.

The most common forms of violence at work that women face:

- ☐ **Sexual harassment.**
 - o 74% - 75% of women have experienced it at some time in their lives (study carried out in 2014 by the European Union Agency for Fundamental Rights, FRA);
 - o **Quid pro quo** - an employee faces pressure to engage in sexual activity in exchange for preferential treatment - promotions, job retention or other employee benefits.
 - o **Hostile work environment** - sexual advances, jokes or comments that cause an employee to feel intimidated or threatened; isolated incidences of rape or sexual assault.
- ☐ **Wage gap** – 23% worldwide (International Labor Organization, ILO);
- ☐ **Maternity harassment** – occurs when women are made to feel uncomfortable about their pregnancies;
- ☐ **Psychological abuse.**

5 Measures to combat Sexual Harassment in the Company:

1. Involve Management

The CEO and Board demonstrate that the company has a zero-tolerance approach to harassment.



punishment for harassment applies equally across the organization, regardless of employee status.

2. Ensure that employees know about and have access to confidential reporting channels through which they can report cases of sexual harassment.
3. Have an anti-harassment policy and ensure all employees sign up to it
4. Make training on preventing sexual harassment mandatory for all employees
5. Don't wait for employee reports to find out the extent of the problem in your company

Addressing Gender-Based Violence and Harassment in the Hotels, Catering and Tourism (HORECA) Sector.

The gender pay-gap situation in the EU.

Factors that contribute to pay inequality.

- How work is valued
- Segregation
- Stereotypes
- Work-life balance

- Women's skills are valued less compared to men's.
- Women and men still tend to work in different jobs.
- Women often work in lower valued and lower paid sectors of the economy.
- More women take parental leave. A lack of childcare facilities, means that women are often forced to leave the labour market.

Why closing gender pay gap is important?

Video:

1. End gender based violence and harassment in the world of work

<https://www.youtube.com/watch?v=KjvtOIAAtNsA>

EPIC: Why does the gender pay gap still exist?

2. https://www.youtube.com/watch?v=wa1El_VZ5q4

<https://news.un.org/en/story/2022/09/1126901>



3. FamUnDo – An innovative project to improve companies in family-friendly policies

<https://lpf.it/family-learning.eu/?page=outcomes>

How Companies Can Prevent Sexual Harassment in the Workplace

Explore the data behind the Global Wage Report 2018:

https://www.ilo.org/global/about-the-ilo/multimedia/maps-and-charts/enhanced/WCMS_650829/lang--en/index.htm

Compare and discuss the data for your country and other chosen EU country.

Recommendations for Prevention

1. THE HOTEL INDUSTRY must uphold labour rights and the principle of pay equity, and take tangible steps to improve the safety and overall working conditions of their employees

2. GOVERNMENTS can enact public policy in four key areas to make a lasting difference in the lives of housekeepers, and to reduce the yawning gap between rich and poor and between the working lives of men and women.

- Ensure that all workers are paid a living wage and receive benefits.
- Protect workers' right to organize and hold corporations accountable for violations of labour rights
- Support women's rights organizations working to end violence against women

3. CONSUMERS can make a difference by speaking out and choosing to spend their money at businesses that treat their workers with respect and dignity. When travelling, choose to stay in unionized hotels whenever possible and avoid hotels that are known to violate workers' rights. Consult www.Fairhotel.org to learn more.

Unit 2: Gender-specific characteristics at management level - at the workplace

Women in Management.

Proportion of senior management roles held by women over the past five years has increased.

Women's senior leadership roles are shifting:

- ☐ Women leaders are still more likely to be HR directors;
- ☐ In recent years, the proportion of women in other leadership roles like CEO, Chief Finance Officer, and Chief Information Officer has increased (Women in business, 2021, <https://www.grantthornton.global/en/insights/women-in-business-2021/>)



- ☐ In 2021, 26% of all CEOs and managing directors were women, compared to only 15% in 2019.5
- ☐ The Fortune Global 500 reported an all-time high of 23 women CEOs in 2021, including six women of colour.
- ☐ Proportion of senior management roles held by women over the past five years is increasing.

Women Dominate The Restaurant Workforce, Except At The Top

Countries adapt quotas for female board members.

Accelerate Progress For Women

Research show:

- ☐ female CEOs increase the social performance of organizations
- ☐ Women CEO's are less overconfident than men, which is a trait that is positively associated with a crisis
- ☐ Women's economic participation and leadership are essential to driving business performance and achieving gender balance on corporate boards.

Unit 3: Definition and differentiation between stereotypes, prejudices and clichés

Stereotypes

A stereotype is a thought that someone has about specific types of individuals that may or may not accurately reflect reality.

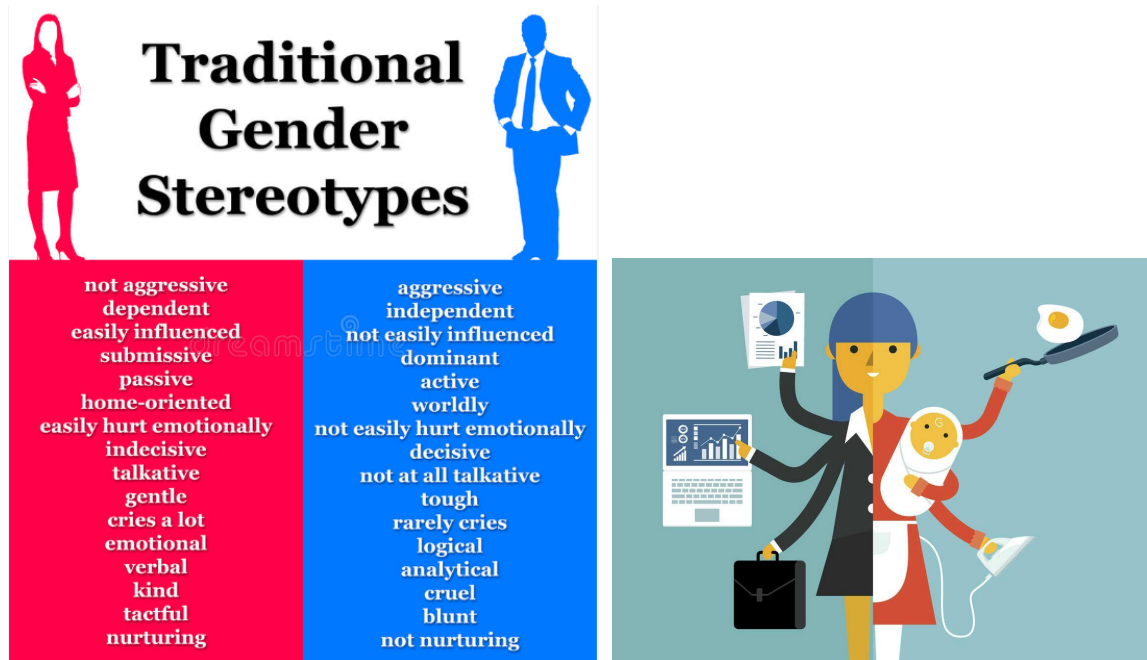
Stereotypes can also be thought of like caricatures, which are pictures that exaggerate certain features.

Stereotypes historically

Almost all joke postcards derived humour from insulting others, whether **women, Blacks, immigrants, or the poor**. On several of the cards in the post, the women illustrated are Irish immigrants, a status that was generally portrayed as both stupid and ugly.



Traditional Gender Stereotypes



Clichés and Prejudice

Clichés are terms, phrases, or even ideas that, upon their inception, may have been striking and thought-provoking but became unoriginal through repetition and overuse.

A **prejudice** is an opinion - usually an unfavourable one - that was formed before having any evidence and that is not based on reason or experience.

Unit 4: Micro- and power politics in organizations

Often relationships between men and women are **marred by power imbalances** due to a combination of gender, social and cultural factors as well as individual childhood wounding.

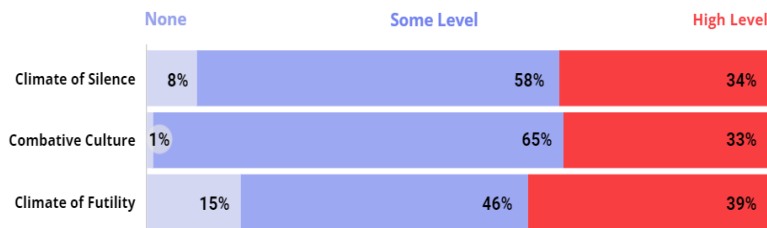
- ☐ Dominant gender norms are underpinned by unequal conceptions of status and power differentials;
- ☐ It became further emphasized at the intersections with other differences – serving to legitimize violence.
- ☐ In tourism promotion, women are often depicted as sexual object for men.
- ☐ There are also spaces of empowerment and resistance created within the practice of tourism, challenging stereotyped notions of femininity and masculinity.

Violence and harassment – sexual or moral – come about in workplaces where, unequal power relationships predominate, work organization and management are deficient, and corporate culture has been contaminated by poor interpersonal relationships.



Sector specific factors in the context of occupational violence

Negative Organizational Climates Are Powerful Barriers to Interrupting Sexism



Experiencing high levels of these three negative climates is common

How Organizations Can Encourage Men to Interrupt Sexism (Report), 2022

NOT ALL MEN

INTERVENE WHEN

THEY SEE OR HEAR

SEXIST COMMENTS

IN THE WORKPLACE

Actions, organizations can take to engage men in combatting workplace sexism:

- Address systemic issues that perpetuate a climate of silence, a combative culture, and a climate of futility in the workplace.**
- Challenge rigid standards of masculinity and address systemic issues that increase masculine anxiety among men in the workplace.**
- Create an environment where managers are open and employees feel heard.**

Formal and Informal Power:

Formal power comes from the official position one holds within an organization or social structure.

Informal power comes, not from an official position, but from the respect and appreciation one has earned from the members of a group. This respect and appreciation allow the individual to influence his or her peers in a way that others within the group cannot.

I. Informal power - by being known as very competent and skilled in what he does;

Or/and

II. Informal power - by being likable and charismatic.



PRACTICAL EXAMPLES

- Make a group of 3-4 people. Discuss the listed below statements, one or two in each group, about how your organizations are doing and what could be done about it.
- What is the role of the formal and informal leaders of the organization here?
- (10 min.)

- **Address systemic issues that perpetuate a climate of silence, a combative culture, and a climate of futility in the workplace.**
- **Challenge rigid standards of masculinity and address systemic issues that increase masculine anxiety among men in the workplace.**
- **Create an environment where managers are open and employees feel heard.**

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