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Editors

Inequality and Organizational Practice

Volume I: Work and Welfare

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Preface

Managing diversity and equality has generated an enormous number of tools and frameworks advising organisations as to how key issues could be effectively addressed; however, there is still no agreement as to how we need to recast organisational attitudes and make real and sustained progress towards addressing discrimination in the workplace. Professional and academic literature is too complex, to the point that it is difficult to recognise how organisations could positively address workplace inequalities. We know that a highly diverse organisation, free from discriminatory behaviours and appropriate levels of good human resource practices, promotes inclusion, and eventually leads to performance gain. However, we need to acknowledge that changes in employment relations, social stigmas, cultural differences, organisational realities and demographic changes put pressure on organisations across the globe to not just consider these challenges, but to make significant changes in the way they manage and treat people. It is essential for everyone to be treated equally in the workplace with access to appropriate levels of support and resources. Of course, ‘reality is a lot messier than that’ (Burrell 2016), but our goal is to stimulate a positive debate around key diversity issues related to work and welfare. As the Chartered Institute of Personnel and Development (2018) argued, business leaders now have the opportunity to champion diversity away from easy financial returns by focusing on the numerous benefits that diversity and inclusion can bring to

organisations. This is the leitmotif of this volume, which aims to provide insightful knowledge on how we can further promote visible and non-visible difference in modern organisations.

Our intention in assembling this volume has been to assess how organisations manage or generate hidden inequalities and question whether the current legislative framework offers adequate solutions to contemporary organisational issues. Various laws and legislations offer some support to promote equality in the workplace. However, many areas of organisational and individual activities are not covered by the existing legal framework, thus serving as an exclusionary mechanism upon individuals' dignity and well-being. This shows the need to accept and support employees who are experiencing any form of unseen social stigma and inequality in the workplace. Hence, we have specifically used the term *hidden* in our volume title to provide an explicit label and assess how organisational practice and purpose reinforces readily unseen potential differences amongst individuals. This volume acts as a critical platform to unveil hidden aspects of organisational practice around work and welfare. Our emphasis was to produce a new volume that offers practical and strategic insights for practitioners', managers', students' and policy makers' thoughts, provoking positive dialogue. This has been achieved through the selection of a unique blend of contributors across the globe. Their experience and understanding of hidden inequalities have enabled us to produce this volume, but most importantly to put at the forefront anyone who has been affected by social stigma and discrimination. Raising awareness around hidden inequalities is a great achievement as new knowledge can contribute to removing hurtful, offensive and unacceptable discriminatory behaviours and practices from the workplace. This is the ideal outcome; however, we still have a long way to go to ensure equality for everyone.

We hope that readers will enjoy reading the content of this volume and appreciate the inclusive positive arguments expressed here. Hopefully, the numerous case studies, examples and insightful stories can support organisational change in the future.

Nottingham, UK

Stefanos Nachmias
Valerie Caven

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