

Contents

| | | |
|----------|---|-----------|
| 1 | Introduction | 1 |
| 2 | Persistence of Gender Discrimination in the Workplace | 7 |
| 2.1 | Terms and Definitions | 7 |
| 2.2 | Numbers and Developments | 10 |
| 2.2.1 | Women in Education and Academia | 10 |
| 2.2.2 | Women as Top Executives | 12 |
| 2.2.3 | Women on Corporate Boards | 15 |
| 2.3 | Gender Discrimination: Explanations in Economics | 17 |
| 2.3.1 | Rationalization of Differential Treatment: Taste for Discrimination | 17 |
| 2.3.2 | Rationalization of Differential Treatment: Gendered Reproductive Roles | 20 |
| 2.3.3 | Rationalization of Differential Treatment: Rational Bias . . . | 24 |
| 2.3.4 | Rationalization of the Status Quo: Pipeline Theory | 25 |
| 2.4 | Lessons from Economic Theory | 26 |
| 3 | Corporate Social Responsibility: A Theoretical Overview | 27 |
| 3.1 | Social Claims Towards Private Business: A Debate of Historical Dimension | 27 |
| 3.2 | The Scope of Corporate Social Responsibility: Definitions and Perspectives | 30 |
| 3.3 | Carroll: Pyramid of Corporate Social Responsibilities | 35 |
| 4 | Topical Approach: Gender Discrimination as CSR Problem | 39 |
| 4.1 | Corporate Economic Responsibility for Equal Opportunity | 40 |
| 4.1.1 | The Relatively Best Candidate for the Job | 40 |
| 4.1.2 | Diversity: A Potential Source of Competitive Advantage . . . | 50 |
| 4.1.3 | Stakeholder Management | 65 |
| 4.1.4 | The Business Case for Equal Opportunity | 73 |

| | | |
|----------|---|------------|
| 4.2 | Corporate Legal Responsibility for Non-discrimination | 74 |
| 4.2.1 | European Union Law: An Anti-discrimination Framework | 75 |
| 4.2.2 | Non-discrimination from a Human Rights Perspective . . . | 109 |
| 4.2.3 | The Legal Case for Non-discrimination | 112 |
| 4.3 | Corporate Ethical Responsibility for Equal Treatment | 113 |
| 4.3.1 | Aristotle: Ethics of Justice | 114 |
| 4.3.2 | Enlightenment: Ethics of Rights | 115 |
| 4.3.3 | Corporate Ethics | 117 |
| 4.3.4 | The Moral Case for Equality | 120 |
| 4.4 | Conclusion: Gender Discrimination as CSR Failure | 121 |
| 5 | Persistence of Discrimination as CSR Failure | 123 |
| 5.1 | Non-actualization of Economic Responsibility | 123 |
| 5.1.1 | Gender Bias | 124 |
| 5.1.2 | Decision-Maker Self-Interest | 133 |
| 5.2 | Non-actualization of Legal Responsibility | 142 |
| 5.3 | Non-actualization of Ethical Responsibility | 144 |
| 5.4 | “Trouble Spots” for Organizational Gender Discrimination | 144 |
| 6 | Empirical Study: Discrimination in Personnel Selection? | 147 |
| 6.1 | Pre-study: Organizational Job Advertising Practice | 149 |
| 6.1.1 | Purpose and Design | 149 |
| 6.1.2 | Content Analysis of “Real” Job Advertisements | 150 |
| 6.1.3 | Pre-study Results | 152 |
| 6.2 | Personnel Selection Experiment | 155 |
| 6.2.1 | Experimental Design | 156 |
| 6.2.2 | The Sample | 164 |
| 6.2.3 | Analysis of Employer Preferences: Ranked Selection Decisions | 165 |
| 6.2.4 | Selection Arguments: Qualitative Study | 171 |
| 7 | Lessons to Learn for Organizational Practice | 183 |
| | Acronyms | 193 |
| | Appendix A | 195 |
| | Appendix B | 199 |
| | Appendix C | 203 |
| | References | 209 |

<http://www.springer.com/978-3-319-29156-7>

Corporate Social Responsibility and Discrimination

Gender Bias in Personnel Selection

Keinert-Kisin, C.

2016, XI, 242 p. 5 illus. in color., Hardcover

ISBN: 978-3-319-29156-7