



UNIVERSITÀ DEGLI STUDI DI MILANO  
DIPARTIMENTO DI  
SCIENZE SOCIALI E POLITICHE

# LE ORGANIZZAZIONI RIPRODUTTRICI DI DISUGUAGLIANZE E LA CRISI DI DIVERSITY, EQUITY E INCLUSION: UNA POSSIBILE STRATEGIA DI RILANCIO

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# Introduction

- From poverty to social inequalities: the need for **legitimizing differentiation**
- Organizational equality: the Diversity project and its aim to **move from differentiation based on ascription to differentiation based on merit**
- The recent crisis of the Diversity project: are **Trump and his allies** undermining it?
- Far-right politicians as “weathervanes”: the **declining social legitimacy** of the Diversity project
- Underlying reasons: who is losing commitment to the project? More than just the privileged...
- A possible interpretive key: the Diversity project perceived as **“a luxury of the wealthy”**

# A key social stratification model (Blau and Duncan, 1967)

At a broad level, definitions of social class have emphasized **access to or possession of certain resources** (e.g., wealth or educational attainment), **structural positioning in a societal hierarchy** (e.g., relationship to means of production: Marx & Engels, 1948; occupational status: Wright, 1997), or **class identity stemming from everyday cultural experiences**. Still, consensus on a definition of social class has eluded scholars across disciplines (e.g., DiMaggio, 2012; Markus & Fiske, 2012).

**What was the occupation of your main household earner when you were about aged 14? OR Parental Education**

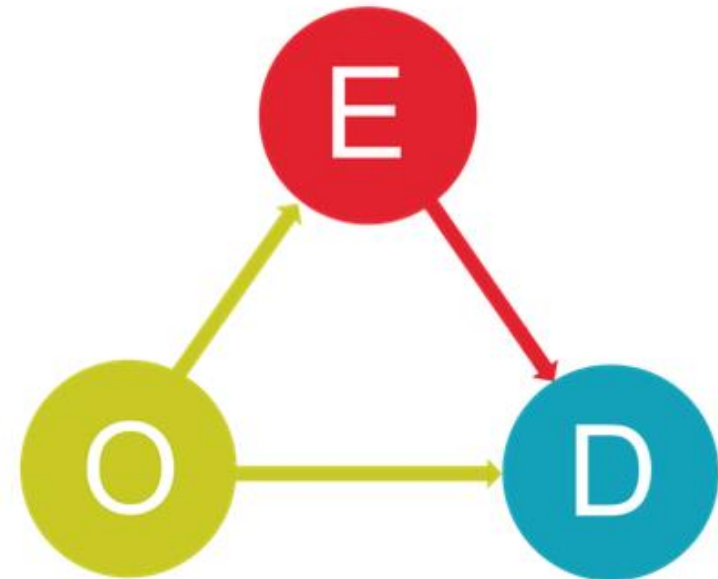
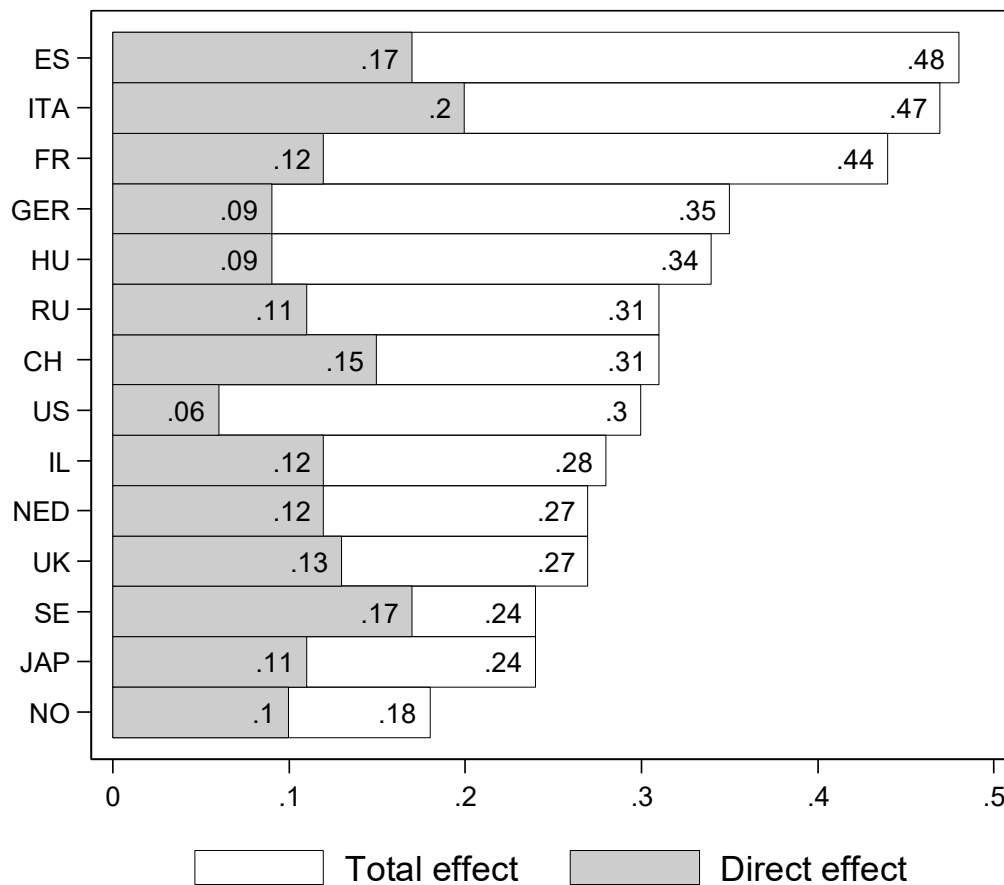


Figure 1: The OED triangle

# Class still matters: let's start with some data



whole bar: gross  
origin effect

grey bar: direct  
origin effect

OLS regression  
( $Y = I_{sei}$ ;  
 $X = \text{parental } I_{sei}$ )

Bernardi, F., & Ballarino, G. (Eds.). (2016). *Education, occupation and social origin: A comparative analysis of the transmission of socio-economic inequalities*. Edward Elgar Publishing.

# Evidence is super clear, and not questioned

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## Social Class and Work: A Review and Organizing Framework

Jennifer J. Kish-Gephart   
*University of Massachusetts, Amherst*  
Kristie J. N. Moergen  
*University of Arkansas, Fayetteville*  
Jacqueline D. Tilton   
*Appalachian State University*  
Barbara Gray  
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## Social Class in the Organizational Sciences: A Conceptual Integration and Meta-Analytic Review

Andrew Caleb Loignon  
*NEOMA Business School*  
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*University of North Carolina at Charlotte*

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2022, Vol. 8, No. 1, 56–76.  
<https://doi.org/10.5465/amd.2020.0030>

## MAPPING THE CLASS CEILING: THE SOCIAL CLASS DISADVANTAGE FOR ATTAINING MANAGEMENT POSITIONS

PAUL INGRAM  
JEAN JOOHYUN OH  
Columbia University

[Check for updates](#)



## The Class Pay Gap in Higher Professional and Managerial Occupations

Daniel Laurison<sup>a</sup> and Sam Friedman<sup>b</sup>

American Sociological Review  
2016, Vol. 81(4) 668–695  
© American Sociological Association 2016  
DOI: 10.1177/0003122416653602  
<http://asr.sagepub.com>



# The role of organizations

- Learning from extant research: SEB (unintentional) discrimination in:
  - **getting in** (hiring and selection: process & requirements, networks, homophily and cultural fit)
  - **getting along** (class work, individual voice)
  - **getting up** (performance management - behaviors, talent management and 'employee potential', self-limiting behaviours reinforced)
- In the UK, **class pay gap is double** than the gender pay gap (SMF, 2024)
- We learned **what to do**: non-discrimination practices, resource practices, accountability practices
- The need for a **new ingredient**: extensive dissemination practices to address resistance (anti-scientific stances, be-yourself culture)

# An interesting experience: the Social Mobility Employer Index

## Top 75 Employers

1	PwC UK	19	bp	37	Charles Russell Speechlys	56	British Land PLC
2	Browne Jacobson	19	Osborne Clarke LLP	37	Savills (UK) Limited	56	Mace
3	Grant Thornton UK LLP	19	Slaughter and May	38	Mears Group plc	57	Deloitte UK LLP
4	KPMG UK	20	Weightmans LLP	39	AMS	58	RPC LLP
5	Accenture	21	DWF	40	Eversheds Sutherland	59	Haringey Council
6	Linklaters	22	Ashurst LLP	41	Auto Trader UK	60	Radcliffe Chambers
7	Allen & Overy LLP	22	Freshfields Bruckhaus Deringer	41	Clyde & Co LLP	61	ITV
8	Severn Trent	22	Schroders	42	BlackRock	62	Macquarie
9	BCLP	23	Macfarlanes LLP	43	Norton Rose Fulbright LLP	63	Farrer & Co LLP
10	Department for Work and Pensions	24	Enterprise Rent-A-Car	44	Co-op	64	Teach First
11	Womble Bond Dickinson (UK) LLP	24	Hogan Lovells	44	Jacobs	65	Stewarts Law LLP
12	DLA Piper	25	Aviva	44	Ofcom	65	White & Case
13	Baker McKenzie	26	EY	45	Simmons and Simmons LLP	66	Fidelity International
14	Lewis Silkin LLP	27	Department for Transport	46	TLT LLP	67	HSBC UK
14	Phoenix Group	28	Santander	47	Burges Salmon LLP	68	Direct Line Group
15	Sparta Global Limited	29	Goldman Sachs	48	M&G plc	69	Coca-Cola Europacific Partners (CCEP)
16	Squire Patton Boggs	30	Brodies LLP	49	National Grid	70	Gibson Dunn & Crutcher UK LLP
17	CMS	31	The BBC	50	Pinsent Masons	70	Weil, Gotshal & Manges (London) LLP
18	Cabinet Office	31	Shepherd and Wedderburn LLP	51	Sharpe Pritchard LLP	71	Department for Education
		32	Hymans Robertson	52	Mishcon de Reya LLP	72	Royal Air Force
		32	Mayer Brown International LLP	53	Burness Paull LLP	73	Birmingham Repertory Theatre Ltd
		33	Frontline	53	Stephenson Harwood	74	Barclays PLC
		34	FDM Group	54	Legal and General	75	Historic England
		35	Clifford Chance LLP	55	Amazon		
		36	Addleshaw Goddard LLP	55	OC&C Strategy Consultants		

<https://www.socialmobility.org.uk/employerindex>

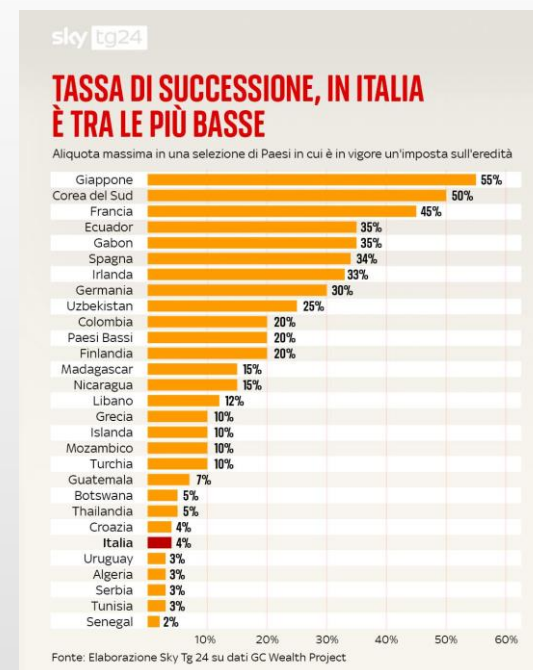
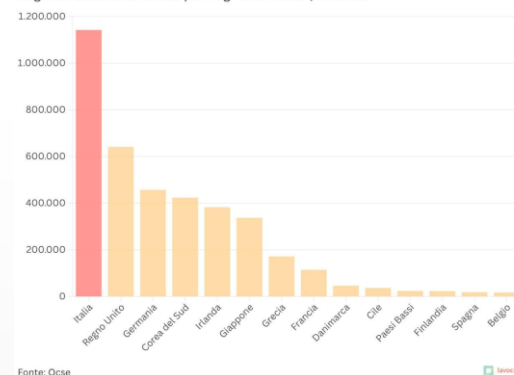


# Let's develop realistic expectations: it's going to be a long journey/1



## L'Italia è un paradiso fiscale per le grandi eredità

Soglie di esenzione fiscale per i figli di donatori, in dollari





# Let's develop realistic expectations: it's going to be a long journey/2

May 13th 2024, ChatGPT Image Generator: please create two pictures of two employees at their workplaces. The first employee comes from an high class family, and s/he grew up in a economically, socially, culturally rich context. The second employee comes from a low class family, and s/he grew up in a economically, socially, culturally poor context.



# The key role of Education: HRM class @ Unimi

Before:



After:

