Intersection of Language, Gender, Race: Its Impact on Psychological Safety for Black Anglophone Women in the Québec workplace

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Aim/Purpose
This research aims to assess the extent to which discourse around representation in the Quebec workplace aligns with the experiences of Black Anglophone women.

Background
There is a persistent lack of quantitative and qualitative data on Quebec’s English-speaking Black Community (ESBC). With the increase in implementation of diverse, equitable, and inclusive policies in the workplace, and recent French-language laws, it is crucial to collect current and meaningful data on the community’s experiences.

Methodology
Data collection methods included interviews, surveys, and content analysis. Interviews were conducted with a small, diverse group of eight (8) Black Anglophone women aged 18-65.

Findings
Québec’s language politics creates additional barriers for Black Anglophone women in the workplace, even in a working French proficiency environment. The language social stratification hinders their work quality even after Diversity, Equality, and Inclusion policies have secured them a position.

Impact on Society
The volatile language politics in Québec intersect uniquely with gender and race, further shifting the goalpost for Black Anglophone women’s full inclusion in the workplace. By fostering and encouraging discourse, they can identify aspects of psychological safety, empowering themselves and their communities to navigate work environments more effectively.

Keywords
Psychological Safety, Anglophone, Black Women, Language Politics, Discrimination, Workplace

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### Areas of Contribution

<table>
<thead>
<tr>
<th>Paper Category</th>
<th>Type of Study</th>
<th>Industry</th>
<th>Discipline</th>
</tr>
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<td>☒ Original Research</td>
<td>☒ Radical</td>
<td>☒ Media</td>
<td>☒ Business Technology</td>
</tr>
<tr>
<td>☐ Case Study</td>
<td>☐ Incremental/Enhancing</td>
<td>☐ Telecom</td>
<td>☒ Human Resources</td>
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<td>☐ Reviews</td>
<td>☐ Disruptive</td>
<td>☐ Consumer Financial Services</td>
<td>☒ Management</td>
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<td>☐ Breakthrough</td>
<td>☐ Retail</td>
<td>☒ Marketing</td>
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<td>☐ Technology</td>
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<td>☐ Non-Profit</td>
<td>☒ Engineering</td>
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<td>☒ Business/Professional Services</td>
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### Human Elements Addressed

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<th>☐ Personality Traits</th>
<th>☐ Development</th>
<th>☒ Mental Wellbeing</th>
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<td>☒ Behavior</td>
<td>☐ Environmental</td>
<td>☒ Consciousness</td>
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INTRODUCTION

Even though Black women continue to face multitudinous challenges due to systemic racism in the workplace, there has been a growing trend among public and private companies/organizations in various industries to implement diverse, equitable, and inclusive policies. When we examine the Black employment experience, it is clear that it encompasses multiple aspects, including job accessibility, the hiring process, work quality, organizational culture, compensation, promotion/job mobility, and job retention. In Québec, the intersection of gender, race, and language in socio-political stratifications has intensified certain forms of workplace discrimination while introducing new ones. This distinctive intersection has resulted in work environments and curated workplace cultures that often lack support, trust, and psychological safety for the Black Anglophone woman. This research paper aims to compare the collective narrative with the individual report and assess the extent to which the discourse around representation in the workplace aligns with the experiences of Black Anglophone women. It is crucial to explore the challenges Black Anglophone women face in the workplace and challenge the prevailing narrative that suggests that most Black Anglophone women may likely be “satisfied” with their jobs. Research from Statistics Canada concludes that despite hardships in the workforce, Black individuals were generally satisfied with their jobs (Do et al., 2020). According to the data collected from the Statistics Canada 2016 General Social Survey, “the majority of the Black population reported a high level of job satisfaction, namely 85% of Black women and 90% of Black men (Do et al., 2020).

Additionally, 79% of employed Black individuals felt a strong sense of belonging to the organization for which they worked, similar to the results in the rest of the population (82%) (Do et al., 2020). Despite these statistics, there are covert (and explicit) weaknesses in workplace communication practices that adversely and disproportionately affect Black Anglophone women. By fostering and encouraging open, specific discourse that helps this demographic identify aspects of their psychological safety in the workplace, they can empower themselves and their communities to navigate their work environments more effectively and contribute to their improvement. Effective communication and increased psychological safety can positively affect workplace performance, quality, retention, mobility, and other factors. Reflection does not always equal representation - new diversity policies may offer some Black Anglophone women more opportunities in the labor market, but are these opportunities conducive to their professional growth and well-being? The volatile language politics in Québec intersect uniquely with gender and race, further shifting the goalpost.
for Black Anglophone women’s full inclusion in the workplace. The intersection of language and gender and the complexities of race-related politics significantly affect the psychological safety experienced by this group of double minority women in the workplace. Psychological safety in the workplace is consequential in fostering a supportive and inclusive environment where Black individuals, including Black Anglophone women, can thrive. In this paper, I hope to highlight the experiences of Black women concerning workplace psychological safety, focusing on the challenges they face, the impact of discrimination on their mental health, and the importance of creating a psychologically safe work environment for their overall well-being. The unique intersection of language dynamics in Québec with race and gender has made the Black Anglophone woman vulnerable to repeated onslaughts of language biases, stereotypes, and micro-aggressions. Understanding and addressing these issues is a practical step in the right direction - creating an inclusive and supportive work environment that values the contributions of Black Anglophone women. What does a “diverse,” “equitable,” and “inclusive” work environment look like and feel like for the average Black Anglophone woman?

**DATA AND METHODOLOGY**

The research utilized a mixed-methods approach, incorporating quantitative and qualitative data. While the primary focus was on qualitative research, quantitative data was also collected to provide additional context and support and to complement the storyboarding process where qualitative data lacked. Data collection methods include interviews, surveys, and content analysis. Interviews were conducted with a small, diverse group of eight (8) Black Anglophone women aged 18-65 to gather in-depth insights into their experiences, perspectives, and challenges. In addition to government websites and information databases, survey data from Statistics Canada provided demographic and socioeconomic data that helped contextualize Black Anglophone women’s experiences and aid in aligning discourse with possible realities. Academic journals, scholarly studies, and media sources such as news articles supplemented quantitative data, and interview accounts, with more real-life examples and current events.

**POPULATION**

The population sample for this research was Black Anglophone women aged 18-65 and consists of individuals who meet the following criteria:

1. Ethnicity: This category encompasses individuals with African ancestry,
regardless of their country of origin or cultural background, who identify primarily as Black.

2. Gender: This consists of individuals who identify as women; this includes cisgender women and transgender women who identify as Black Anglophone women.

3. Language: The sample includes fluent English speakers, as “Anglophone” refers to those who speak English as their first language. *To better highlight the challenges French language use creates for English-speaking Black women in Québec, a distinction was made - Black women who not only prefer to speak English as their “first language” but those who possess a very limited to non-existent proficiency in French. Having the ability to comfortably switch between French and English though one identifies as ‘Anglophone, is a separate experience from only being able to speak English.

4. Age: The age range of 18-65 to capture a broad spectrum of experiences.

5. Geographic Location: Black Anglophone women who reside and work in Québec, who resided/ worked in Québec. The geographic location (Québec) is vital for this research because it has a distinct social context (employment opportunities, social and economic factors) and influences the perspectives of Black Anglophone women.

Definitions

Psychological Safety

With the growing body of literature on Black perinatal health in the United Kingdom and the United States, the gap in Canadian research and data collection has become more salient than ever before. Psychological safety refers to the perception that individuals can express their thoughts, ideas, and concerns without fear of negative consequences, such as ridicule, punishment, or rejection (Gallo, 2023). It is a pertinent aspect of a supportive and inclusive work environment where individuals can feel comfortable taking interpersonal risks, sharing their opinions, and engaging in open and honest communication. Psychological safety fosters trust, collaboration, and innovation within groups, teams, and communities as it allows for a positive exchange of constructive feedback, learning from mistakes, and exploring diverse perspectives. Psychological safety in the workplace encompasses mutual respect, trust, and a climate where individuals feel comfortable being authentic.
It entails the belief that others will not reject individuals for being true to themselves, that team members genuinely care about and show interest in each other, and that there is a shared respect for each other’s competence (Edmondson, 1999. Pg 354, 361). In the context of workplace psychological safety, individuals may hesitate to admit errors or seek help due to concerns about appearing incompetent and damaging their image. This reluctance can have tangible consequences, as it may create unfavorable impressions on individuals with decision-making power regarding promotions, raises, or project assignments. The fear of negative repercussions can hinder psychological safety within the workplace. Employees may feel discouraged from taking risks, admitting mistakes, or seeking assistance those ultimately affecting their overall well-being and hindering their professional growth (Edmondson, 1999 Pg 351).

Edmondson stated “although building trust may not necessarily create a climate of mutual respect and caring, trust may provide a foundation for further development of the interpersonal beliefs that constitute team psychological safety” (Edmondson, 1999 Pg 375.).

Workplace Culture
Workplace Culture, sometimes called Organizational Culture, “consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors, and understanding” (Society for Human Resource Management, 2022). The shared norms and behaviors shape the overall work environment within a company or organization. It includes the attitudes, practices, and social dynamics that influence how work conducts from the executive level through management, team(s), and any ancillary staff. Workplace Culture establishes the blueprint for decision-making, forming work relationships. Leadership style, organizational values, communication patterns, and employee interactions influence Workplace Culture. A positive Workplace Culture promotes engagement, satisfaction, and productivity, while a negative one can lead to low morale, conflict, and decreased performance. “Organizational culture can manifest itself in various ways, including leadership behaviors, communication styles, internally distributed messages, and corporate celebrations. Since culture comprises so many elements, it is unsurprising that terms for describing specific cultures vary widely. Because culture is difficult to define, organizations need to help maintain consistency in their messages about culture. Employees may also find it challenging to identify and communicate about perceived cultural inconsistencies” (Society for Human Resource Management, 2022).
Socio-political context

Language
The socio-political history of Francophones and Anglophones in Québec is a complex and significant aspect of Canadian history. It involves a range of events, policies, and tensions that have shaped the relationship between these two central linguistic communities. The history of Québec’s Francophones dates back to the early colonization period when French explorers established settlements in the region. Over time, the French language and culture became deeply rooted in Québec, forming the foundation of the Francophone identity. However, the British conquest of Québec in 1760 marked a turning point in the region’s history. The British implemented policies to assimilate the French-speaking population into English-speaking British culture. This period, known as the “Conquest,” led to a decline in the status and influence of the French language and culture in Québec (Miquelon et al., 2006). The decline in status and influence of the French language was a catalyst for the economic hardships of the French during this time. The Royal Commission on Bilingualism and Biculturalism, established by the Canadian government in the 1960s, found that significant economic disparities between French and English Canadians were a major cause of linguistic conflict. Québec, with a predominantly French population, had the highest inequality, where individuals of British origin earned 140% of the provincial average, while those of French origin earned only 92%. As a result, Québec provincial governments, dominated by the French, have implemented legislative measures to address and reduce the economic advantages enjoyed by English Canadians (Fenwick, 1982).

Throughout the 19th and early 20th centuries, tensions between Francophones and Anglophones persisted. The Quiet Revolution in the 1960s marked a significant shift in Québec’s socio-political landscape. Francophones began to assert their cultural and linguistic rights, demanding greater recognition and autonomy. This period saw the rise of the Québec nationalist movement, which aimed to protect and promote the French language and culture. The linguistic tensions in Québec peaked in the 1970s with the rise of the separatist movement led by the Parti Québecois. The movement sought to establish an independent Québec with French as the official language. It was a period of intense debates and conflicts between Francophones and Anglophones, with language becoming a central issue. “The Quiet Revolution was characterized by a desire for economic rattrapage, that is, for the francophone collectivity in Québec to catch up economically with the rest of North America” (Coleman, 1981, p. 461). In response to these tensions, the Canadian government enacted the Official Languages Act in 1969, which recognized both English and French as the official languages of Canada. This legislation aimed to protect the linguistic
rights of Francophones and Anglophones across the country, including in Québec (Government of Canada, 2022). Québec remains a predominantly Francoophone province, with French as the primary language of government, education, and everyday life. However, the province also recognizes the rights of Anglophones and other linguistic communities, ensuring access to English-language services and education. The socio-political history of Francophones and Anglophones in Québec is a complex narrative that reflects the struggles, achievements, and ongoing efforts to balance linguistic and cultural diversity within the province. It is an integral part of Québec’s identity and continues to shape its socio-political and economic landscape.

Gender

The intersectionality of gender can affect Black Anglophone women’s representation in the Québec labor market in several ways. Firstly, the data shows that men outnumber women among the senior ranks in Québec entities two-thirds of the time. This data indicates a lack of gender diversity in leadership/management positions, which can limit women’s opportunities for advancement and decision-making roles. Additionally, the fact that organizations in Québec only disclose information about their most senior employees means there is a lack of transparency regarding gender representation at lower levels. This lack of data makes it difficult to assess the extent of gender disparities and identify areas where women in general and even more challenging - Black Anglophone women may face advancement barriers. (Doolittle & Wang, 2022)

The data also suggests that lower-level women are more likely to be promoted if there is strong female representation in the next-highest rank which highlights the importance of having women in leadership positions as role models, advocates for, and facilitators of other women’s advancement. A lack of women in senior roles can create a self-perpetuating problem where women struggle to rise and break through the glass ceiling. A lack of gender diversity in leadership positions, limited transparency regarding gender representation at lower levels, and the absence of strong female representation in decision-making roles, curates gender disparities in the Québec workforce. Addressing these issues is crucial for promoting gender equality and creating a more inclusive and representative workforce in Québec (Doolittle & Wang, 2022).

Race

Québec is home to the second-largest Black population in Canada, accounting for 26.6% of the country’s total Black population.
This number is projected to increase, representing between 5.0% and 5.6% of Canada’s population by 2036. Between 2011 and 2016, approximately 52,935 Black immigrants arrived in Quebec, making up three in 10 of the newcomers to the country during that period (Maheux and Do, 2019). The Black population in Quebec is diverse, with individuals reporting around 180 different ethnic and cultural origins (Maheux and Do, 2019). The majority of Black individuals in Canada reside in large urban areas, with 94.3% living in Canada’s census metropolitan areas (CMAs) in 2016, compared to 71.2% of the total population, with Montréal among the multiple cities with at least 50,000 Black residents in 2016 (Maheux and Do, 2019). The history of race relations in Québec is complex and has evolved. Colonization and the establishment of French settlements, which led to interactions and conflicts with Indigenous peoples, marked Québec’s early history. In the 19th and early 20th centuries, Québec experienced significant immigration, primarily from Europe, which shaped the province’s demographic makeup. However, racial tensions emerged as non-French and non-Catholic immigrants faced discrimination and marginalization. In more recent decades, Québec has seen an increase in immigration from diverse racial and ethnic backgrounds, leading to debates and socio-political policies about multiculturalism, integration, and the preservation of Québec’s French language and culture. Although the province has implemented policies and initiatives to promote intercultural understanding and address diversity, equity, and inclusion issues, challenges and ongoing discussions surrounding race and identity persist in Québec society. The issues surrounding race are challenging to tackle within the recent political climate as Québec’s Premier and other members of the government have denied the existence of any systemic racism (Loewen, 2020).

**RESULTS ANALYSIS**

Québec’s language politics creates additional barriers for Black Anglophone women in the workplace, even in a working French proficiency environment. The language social stratification limits Black Anglophone women’s access to job opportunities, professional networks, and resources; it hinders their work quality even after Diversity, Equality, and Inclusion policies have secured them a job position. This language-based marginalization exacerbates the existing marginalization faced, making it harder for them to feel psychologically safe at work. It establishes the notion that language identity alone, rather than language proficiency, skills, qualifications, etc., is the determining factor in workplace success. This further perpetuates the broader systemic inequalities and cripples Black Anglophone women’s professional growth and well-being.
Moreover, the differential workplace treatment experienced by Black Anglophone women due to language politics contributes to feelings of exclusion, isolation, and lack of belonging. It creates an additional sense of being “othered” within their province.

**Double Standards and Language Policing**

Black Anglophone women often face double standards in their language use at work. They are often scrutinized more harshly for their speech patterns, accents, or assertiveness compared to their white counterparts, and compared to their Francophone counterparts. This language policing creates a sense of self-doubt, and self-censorship, and hinders their ability to express themselves authentically, affecting their psychological safety. Most of the women interviewed are coincidentally Afro-Caribbean, and provided keener insights on how much accents are used to “other” Black Anglophone women discouraging them from having a voice in the workplace. Even Black Anglophone women who originate from countries with more fluent French accents and have capable pronunciation still experience microaggressions because of not having a Québec French accent. One of the women interviewed, who is fully bilingual, notes seeing an obvious switch in tone and attitude with most of the clients at her company when she switches from speaking English to French. She would greet clients sometimes in English, which would not elicit much response, but immediately after the switch - enthusiastic and warm versions of “Ahhh! Tu parles français!” (Ahhh! You speak French!). She admits feeling slightly taken aback, albeit also conflictingly relieved - initially, she thought it may have been her dark skin tone that accounted for the frigidity, but it was the linguistic identity. This language policing does not appear to account much for actual French proficiency, or effort and makes Black Anglophone women feel alienated amongst colleagues, clients, and management.

**Microaggressions and Communication Barriers**

Microaggressions, subtle forms of discrimination, can manifest through language in the workplace. Black Anglophone women face comments or questions undermining their expertise, intelligence, and authority. These microaggressions create communication barriers, erode confidence, and contribute to a lack of psychological safety.

Microaggressions create a hostile or unwelcoming environment, hindering their ability to express themselves freely.

Intersection of Language, Gender, Race: Its impact on Psychological Safety for Black Anglophone
and contribute their ideas without fear of judgment or reprisal. The communication barriers that follow lead to micro-invalidations fellow employees dismiss their perspectives evoking feelings of being unheard or invisible. Furthermore, their contributions are often minimized or invalidated, in addition to negative comments disguised as jokes and backhanded compliments about their language use. Another one of the women recalls being doubted she would be able to ace her customer service team presentation on the first try because of her “unique accent”, among other things, and being given a tongue-twister by her supervisor to practice rolling her French Rs better. She explained - “I am guessing he probably meant well, but it was an English-speaking job… I did not need to be asked to perfect a French pronunciation in front of everyone. I was not the only English-speaking person, but I was the only English-speaking woman in that group”, she confessed, then admitted feeling self-conscious. They are also given limited opportunities, such as leading a simple initiative like a team presentation or being a principal speaker at a work meeting, for example, and are expected to speak on behalf of all Black women in the workplace. Essentially, they feel like they are being treated as tokens. Microaggressions usually arise from racialized interactions. The more diverse or extensive an environment is the more significant instances for these interactions. A participant noted that she felt “less marginalized in a larger company, compared to a smaller one”, although studies show that “working in a smaller establishment was also associated with a greater likelihood of having a supportive supervisor” (Statistics Canada, 2022b). Although larger workplaces may experience a range of intersectional factors that complicate workplace communication, the lack of diversity in a small workplace may influence the lack of cultural awareness, and thus expose racialized women to increased microaggressions. This was the experience of the majority of research participants.

**LANGUAGE BIASES AND STEREOTYPES**

Black Anglophone women often encounter language biases and stereotypes that perpetuate harmful narratives. The use of derogatory language, racial slurs, or dismissive tones curates a hostile work environment, undermining the psychological safety of Black Anglophone women. Stereotypes such as the “angry Black woman” or assumptions about language proficiency can lead to unfair judgments and hinder effective communication. Over sexualisation in the workplace is also rooted in negative stereotypes, which affect this demographic, regardless of language. Furthermore, they may sometimes have to endure inappropriate comments and be judged primarily on their appearance as opposed to their skills or qualifications.

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One of the women in her mid-thirties stated that it initially seemed that her supervisor preferred to converse with her white co-worker more than her until another Black woman joined the staff and was addressed more than she was. Her rationalization was - “[New black coworker] is so articulate… she speaks nice, be sounding all Michelle Obama…in meetings, you can tell the bosses likes her and how she talks… she dresses like a church girl”. These stereotypes undermine their professionalism and competence, and similarly, language bias places more significance on accent and identity than proficiency and capability. Black Anglophone women report being vocal “when they need to be” but still not truly listened to or considered. They identify as “strong Black women” who “handle stress better” while their white Francophone counterparts appear to “ask for help more frequently without fear of judgment”. With that said, is it necessarily that they “handle stress better”, or is that perpetuated biases and stereotypes have that led to an unconscious internalization where they feel the need to stifle their voices?

**Discrimination and Mental Health**

Discrimination is pervasive and exhausting. Discrimination erodes the foundation of psychological safety and can have severe consequences for the mental health of workers. These experiences of Black women about workplace psychological safety can be influenced by intersectional factors such as other identities, particularly Black Anglophone women’s linguistic identity. Continuous exposure to the pressures of prejudice and inequality can lead to increased stress, anxiety, and feelings of isolation. These factors can all contribute to a higher risk of mental health issues among Black Anglophone women in the workplace. According to the quality of employment indicator in 2016, certain population groups, including visible minorities, and women, were more likely to experience unfair treatment or discrimination in the workplace (Quality of Employment in Canada. 2022 Discrimination at Work). According to Statistics Canada (2022a) about one-quarter of those who had experienced discrimination at work in 2016 indicated that it was based on age (25.6%) or sex (24.0%), while 17.6% reported that it was based on race. In 2016, the most common type of discrimination was “being made uncomfortable,” reported by 48.3% of those who had experienced discrimination” (Statistics Canada, 2022a). Among these groups, visible minorities were among those who faced a higher risk of discrimination compared to others. Women, on the other hand, were more prone to experiencing harassment, bullying, and violence or the threat of violence compared to men.
Female employees had a higher likelihood of being exposed to mental health risk factors at work, with a significant portion of this difference attributed to their greater exposure to harassment or bullying. Additionally, female employees were more likely to have experienced violence or threats compared to their male counterparts. Among different occupations, those in health-related fields were found to be the most vulnerable to harassment or bullying, as well as violence or the threat of violence (Statistics Canada, 2022a). “The experience of discrimination at work may expose individuals to unfavorable working conditions, lower pay, and block access to supervisory and managerial roles” (Statistics Canada, 2022a).

**CONCLUSION AND NEXT STEPS**

In terms of limitations, there is a lack of provincial data on the Black population as a whole, both in terms of quantitative and qualitative data. This limited the ability to provide a comprehensive understanding of the challenges faced by Black Anglophone women within Québec. There is greater availability of quantitative data compared to qualitative data. Additionally, as an Anglophone researcher with intermediate French proficiency, there is a language barrier when accessing provincial studies and reports, as they are primarily available in French. This further restricted the availability of relevant data. Furthermore, the research encountered outdated data, which may not accurately reflect the current experiences and realities of black Anglophone women. Recruiting a sufficient number of interview participants proved challenging, which affected the richness and diversity of perspectives obtained. There are certain conversations that Black women may be more open and enthusiastic to have, as more future research is encouraged and conducted; as more discourse is facilitated, Black Anglophone women may feel more comfortable, and be better equipped to articulate their experiences and enrich qualitative data. To conclude, a larger sample would be beneficial in order to explore more of this topic. Through delving into workplace inclusion progress and psychological safety of the Black Anglophone woman, it is evident that despite advancements, this demographic still faces workplace microaggressions and micro inequalities that have a detrimental impact on their work quality, retention, and advancement opportunities. These experiences highlight the need for continued efforts to create inclusive and supportive work environments for Black Anglophone women and suggest the necessity for further research to explore their distinctive challenges. Additionally, it is pertinent to acknowledge that there are minute, yet distinct differences, in the work experiences of Black Anglophone women and Black Franco-
phone women. The fact that the latter group has even slightly better work experiences than the former highlights the impact of language politics and how it further marginalizes an already marginalized minority group.

**Recommendations**

From this observation, several current research practices can be expanded on and improved, while new lessons can be learned for the future:

1. **Building trust and rapport:** Establishing trust and rapport with potential racialized participants is crucial; they are likely to be more vulnerable than most of their white counterparts. Black Anglophone women, particularly those with a Caribbean background, may have an innate distrust for discussing socio-political issues. Researchers should invest time in building meaningful relationships and creating a safe and supportive environment for participants to share their experiences.

2. **Cultural sensitivity:** Employing cultural intelligence and emotional intelligence is an essential first step in encouraging discourse with participants or within communities, recognizing and respecting the Black Anglophone women’s cultural nuances and experiences. Furthermore, understanding the unique challenges they face in the workplace can help researchers frame their questions and approach them in a culturally sensitive manner. This can help participants feel more comfortable and willing to share their experiences.

3. **Empowerment and validation:** Highlighting the importance of participants’ voices and experiences. Black Anglophone women may feel that their opinions are not valued in the workplace or in other areas of society, which can contribute to their reluctance to discuss discrimination; they may spend prior time having their voices, value, and vigor subdued. Researchers should emphasize the significance of their narratives and create a space where their experiences are validated and highly esteemed.

4. **Exploring barriers to articulation:** Investigate the factors that contribute to Black Anglophone women’s difficulty in articulating their experiences outside of the intersectionality of them being women, and being Black women. This could involve exploring the impact of societal norms, workplace dynamics, or personal factors that may hinder their ability to express their experiences of discrimination. Understanding these barriers can help researchers develop strategies to overcome them and encourage future participation.
5. Diversifying the sample: Recognize the importance of diversity within the sample. The research’s small sample size predominantly consisted of Black Anglophone women with a Caribbean background.

6. To gain a more comprehensive understanding of workplace discrimination experiences, researchers should aim to include a diverse range of Black women from different backgrounds, experiences, and perspectives. By incorporating these research lessons, future studies can work towards addressing the challenges of gathering qualitative data on workplace discrimination from Black Anglophone women, ensuring their voices are heard.

Moving forward, continuous research and a comprehensive approach can address these language-based disparities. Black Anglophone women are not a monolith, but there are recurring adversities that affect them collectively that should not be ignored. This necessitates a re-evaluation of language policies to ensure equitable workplace support for Black women no matter their linguistic background. It is critical, going forward, to address these issues through organizational policies, practical diversity training, and fostering a workplace culture of inclusivity to secure the psychological safety and well-being of Black Anglophone women. Workplace cultures that strive towards psychological safety for all linguistic identities encourage more proactive learning amongst employees and positively affect the growth, and strength of bilingualism and multilingualism. By dismantling language-based “othering” and promoting inclusivity, Québec can work towards creating a more equitable and empowering work environment for Black Anglophone women whilst strengthening and enriching Francophone work culture, resulting in a progressive and productive labor force.

REFERENCES


**AUTHOR’S BIOGRAPHY**

Hezmine K. M. Alvis is completing studies at McGill University in the fields of Sociology, Political Science and Communication. She is a certified Project and Program Manager with a passion for linguistics, policy and research. Outside of academia she enjoys reading historical fiction and writing.