

# HOW DO YOU BREAK THE BIAS ?

A catalogue  
of practical examples  
from all around  
the world

Follow the line to find out how your  
organization can break down barriers

# NOTHING HAS CHANGED IN THE PAST YEAR

We say thank you to all those AMAZING PEOPLE, who chose not to stay silent. You are powerful!

## Individual biases are easier..

You have chosen to make this journey of concrete actions and stories for breaking the biases possible. As well as you embarked the journey of making a real difference.

Your actions and stories are now collected in one place in the report. This makes the report a practical tool to get inspiration on how to break the gender bias, and make the communities more inclusive and equal.

Once again, thank you all for sharing the individual actions and stories. But we are still halfway making real changes because we need now to join our forces to achieve a common aim – unbiased, inclusive and equal communities.

To start today and not tomorrow please follow the red thread of “action”.

# Vir Amar Dasmahpatra

VP Talent & Learning  
Schneider Electric



To me, this is what #breakthebias also looks and feels like:

1. You see a man taking care of his kids, while also working from home - and you don't think he is doing something exceptional. You see him doing what any responsible working parent would do. He doesn't need to be specially acknowledged for it; his spouse doesn't get any special recognition for it even though she's probably done it for much longer than he has.

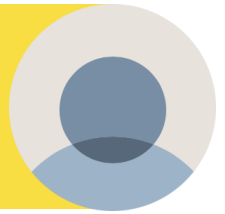
2. You see a man moving to another city based on his wife's career opportunity - and you don't see this as an extraordinary compromise or sacrifice (or worse, a sign of his weakness). Instead, you see this as a pretty natural thing that either member of a mature life-partnership would do to support their collective progress as a unit/family.

3. You see a man in his office wear, attending an appointment with his kids' pediatrician or class teacher - and you don't see this as him doing something over and beyond, worthy of praise. You see this as just regular parenting - as much the responsibility of the father as it is of the mother.

...to work on than the collective biases...

# Edna Lim

HR Director, SC Strategy & Performance, Logistics & Planning  
Schneider Electric



Another example I could think of would be if a young lady is driving a sports car, she could be someone passionate in sports car driving, bought it with her own means and not because she has a rich partner or husband who bought the car for her. We can all  
#breakthebias

...If you want real change to happen,...



## Andrew O'Hearn

Associate Director, Communication & Change Management  
Bayer Pharmaceuticals

My most concise advice would be for male leaders to take a viSUAL of their virtual meeting rooms when women are present (i.e., very important to Shut Up and Listen, ha)

# Atsumi Oyama

Senior Employee Communications Specialist  
Mercari Inc



When I was 17, I wanted to enroll in a Chemistry course, but my teacher encouraged me not to do so because of limited opportunities for women in that area.

When I was 23, I started my career at a domestic manufacturing company, colleagues asked me to make tea for them, which they never requested from new-grads.

When I was 28, my partner asked me to stop apologising for not cooking dinner for him when I was busy because we were partners equally supporting each other.

**...you need to work on the system...**

Biases can be wrong or just outdated. The problem is that if we are in a highly homogeneous group, we cannot realize them. I always keep in mind that we all need to be curious, get out of our comfort zone, and most importantly, push back when we meet someone trying to put us down, and just keep going.

# Chanel Leitch

Director, Head Of Human Resources  
Japan Novartis



When my husband and I first got married, we both had successful careers. But as my career started to advance quickly, I worried how that would make him feel.

Then when we had the opportunity to move to Europe and join Novartis, it was clear we needed to prioritize one career over another if we wanted to move into a global company and become expatriates.

After 20 years in Marketing & Sales, my husband gave up his career so that I could follow my dream of becoming a global citizen and expat. He gladly sacrificed his own career so together we could have a different life. I'm so grateful that he was willing to #BreaktheBias and to support his wife by doing what most would consider nontraditional.

Together, we are breaking the bias!

**...You must create a collective understanding...**

# Hannah Awonuga

Global Head of Colleague Engagement, Diversity and Inclusion  
Barclays



For me, breaking the bias starts with me, you, us!  
Challenging our own bias and being open to learning  
about the diverse perspectives, experiences and  
challenges of others."

We can't move the dial for women without  
acknowledging that biases come in many shapes and  
sizes!

...of your collective biases,...



## Natasha Chikalipa Bwanga

Community Programming Consultant  
Zambia Alliance for Empowered Communities

My ways to break biases starts from within, one needs  
an inner drive to speak out and later on act on these  
biases. I chose to engage and surround myself with  
like-minded people and together we push for the  
agenda and help others break the bias"

# Charlotte Wittenkamp

Bridge Builder  
US DK Expats



Watch out for bad habits. Unless you know them, how would you recognize them? And if you can name the darn Rumpelstiltskin, the magic changes.

..., and how that impacts your work...



## Janet Greenwood FICE

Director ESG, Major Projects Advisory  
KPMG UK

Balanced scorecards for performance management, which recognise the 'hidden' but essential work that people (often women) do in laying the foundations, building the team, connecting people etc.

Anonymised recruitment practices which disguise gender, race etc at the initial stages.





...to work on the system..

This cannot be an HR matter. It MUST come from the top, where leadership set direction, drive, reward and role model who we want to be as an organisation.

Bias does not only sit with the individual. It is also has an organisational aspect. And these are rooted in history and take some efforts to break.

A 1-hour training session will not change how we do things. But it can be a start and it can give us a common language for discussing themes. And a way to challenge our thinking and be aware of our organisational biases.

Breaking organisational biases requires us to approach it from many angles. Working with leadership. Working with employees. Working with men and women. Working with our processes. Working with reward systems. Working on how we team. Working on our communication style and wording.

# Nichlas Walsted

Co-founder and CEO  
Swap Language



Women need allies, not heartwarming posts about how incredible they are. They know that.

To create an equal world, stand against misogyny when it crosses your path. Call out sexism when you stare it in the eyes, and don't be blind to it when it happens in your own circles.

It is difficult but pay attention. I also don't catch it sometimes.

Call it out, and listen if someone calls you out.

Reflect on it.

...How do you connect?...



## Douglas Ching

Associate, Talent Development & Engagement Associate  
Hong Kong Exchanges and Clearing Limited

This is how our executives [from the Hong Kong Stock Exchange] view and drive gender equality forward.

"Men are still outnumbering women in top management positions. Male allies play a crucial role in addressing gender inequality in the workplace"

# Michelle Vilar

Learning & Development Leader  
Cargill



To break bias: -I participate and nurture networks. The more diverse my colleagues are, the broader and more nuanced I can be with my perspectives and actions - I communicate and show that I am open to feedback (I invite it in different ways so that I role model that it is ok but also that I want feedback often) - since bias is unconscious I need help to be aware and try to lower the perceived challenges with speaking up. When confronted with bias, I try to approach it with curiosity to diffuse and understand what is going on versus triggering conflict and defensiveness.

I work on influencing the system about how we manage bias when we assess performance, potential and support development opportunities and promotions. I lead considering there is a broader culture I am impacting with my small actions and behaviours day-to-day.

...– on what? – ...

# Katharina Auer

Head of Internal Communications & Communications Lead  
Hitachi Energy



Language is a starting point.

Calling women 'girls' is not necessarily a good thing.  
Some people object to being called 'guys' when  
addressing a group of women and men.

Another is calling women 'aggressive' when they are  
assertive/firm/confident. No man would be called  
aggressive for that.

Don't call us emotional when we are empathetic either.  
And I am sure there is more....

None of this is an HR task, it is a mindset and  
behaviour, with role modelling and challenging by all.

...and even more importantly...



## Pia Kirk

Group Diversity and Inclusion Master Expert  
Nordea

To break the biases, I try to increase my contact with  
people who are different from me.

# Stacey Piefer

Senior Career Development Specialist  
C. T. Bauer College of Business (University of Houston)



Breaking gender bias is associated with breaking down generations of stereotypes and assumptions made about women in the workplace.

Being in a university setting, I am encouraged by the respect our students have for each other, regardless of gender. I believe this is due in large part to the fact that our students are provided ample opportunities to work together through experiential learning and leadership projects that help break down more than gender biases. Moreover, our younger generations of female students are greeting their degree programs with confidence and a belief in themselves. It's not a "we can do this" attitude. It's a "we WILL do this" attitude.

**...where are the invisible barriers and unconscious choices...**

# Maike Kueper

Agile Coach & Culture Development  
Dr. Oetker & New Work Aficionado



Share salary data when recruiting. Make most roles possible in part-time and have various flexible working offerings. Motivate fathers to go on paternity leave.

Role-model all kinds of behaviours that normalize work-life-balance, i.e. no meetings after 4.30/5. Don't role-model hustle culture, make it so that the people who live at work are the unnormal ones instead of incentivizing it. And so on ;)

...in your culture...



## Mark Raygan Garcia

Engagement Manager  
English Schools Foundation

In many ways its about being there to listen, to be open to new ideas, to trust in the same way you want yourself to be trusted. And even microaffirmations can mean a world to someone who may all along be struggling to break free from biases attached.

# Diana Medrea-Mogensen

Adult Training Developer  
We Are Entrepreneurs DK



I break the bias by working with women, by creating opportunities for them, by including them, by empowering them through education to be more financially independent or fulfilled in their choices. I do hope to help others find careers and lives that suit them and not the structure of society. 😊 Modelling a world that accommodates women and their preferences is a way of breaking bias too

...In Innovisor, we have created...



## Petrine Wellendorph

Professor of Molecular Neuropharmacology  
University of Copenhagen

Yesterday : daughter ill at school "don't ring my mum she is in hearing and won't pick up, please ring my dad". School rings me. #BreaktheBias  
-Story from Lucy Greenwood

# Cindy Carless

Test Analyst  
Rand Merchant Bank



I'm thinking of ways we can develop understanding of the bias. Transparency of life processes and data is a start. It also feels like equity is better to aim for than equality. Find ways to treat genders fairly and justly by understanding different aspects of gender experiences. Describe subtler nuances like emotional and physical spectrum versus binary thinking that puts people in boxes with labels.

...a bargain tool that can...



## Mette O'Connor

Financial Controller  
West Harbor Healthcare

I think it begins with teaching our staff. Having a clear policy on discrimination, training and education on unconscious bias, implementing gender neutral recruitment processes and most importantly, transparency in the workplace.



# Niklas Hall

Co-founder & CEO  
Acumex



The obvious gap, the difference in pay, comes with another gap. The gap between what we perceive and what data tells us. The premature self-congratulation on how well we are doing with gender equity needs a sanity check from time to time.

There are many other gaps to address. To mention but a few: violence against women, more focus on women's health, gaps in leadership and board positions, gaps in the STEM fields, more female founders and co-founders in entrepreneurship, gaps in funding, gaps in political representation...

Each and everyone of us can help close these gaps and help make the world a better place for all. It starts with our own perceptions and changes with our actions.



## Veronika Bátorová

Head of Leadership & Culture and Learning & Development  
Lidl

I try to look at people as great individuals with different stories, history, profession, character - no matter who the person is, everybody deserves respect & chance to be treated well.

...kick-start your...

# Sandra Ayumi Nihama

Data Science  
Taqtile Brasil



One of my internships had a lot more men than women. This is indeed a problem but a nice thing is that the way people talked to each other was inclusive and caring.

We had meetings in Portuguese, in which mentioning the gender is obligatory and the "neutral" one tends to the masculine. So people took a lot of care about this and tried to avoid using only the masculine (ex: presenting examples with women developers...), and terms like "guys" when talking to everybody. It seems like something small, but turned the environment into a really nice and comfortable place



## Kamila Wolyniec

Head Coach and Founder  
New Flame Coaching

**...collective change process...**

For me what works is having intentionality around it, because so often the biases are unconscious, we continuously have to ask the right questions, every discussion about talent should be pre-empted with bringing awareness to our biases and giving everyone permission (and accountability) to call out subtle biases we might hear in others' assessment.

# Mariya Soshinskaya

Founder, Leadership Coach & Consultant  
Founder  
Mindful Venture



I thought, "What about the practical steps we can take to create a world of gender equality?"

When I was 18. I was a highly ambitious undergrad student and already looking for internships, yet with no real job. Nonetheless two of my first leaders and mentors, Lily Gotliboy and Preston Wells, hired me as the youngest trainee they'd probably ever had at Johnson & Johnson. They took a risk, and hired a young woman.

For me that is a personal example of what #genderquity looks like in action - hiring women when the odds are stacked against them.

We have made sure that cost cannot be the issue.

# LET US HELP YOU **SOLVE GENDER BIAS** IN YOUR ORGANIZATION

In Innovisor we want to help you make a real impact. Breaking the bias starts with knowing the status quo of your collective biases.

**“When people know, they might have to explain their decisions, they are less likely to act biased”**

How do your people connect in the daily work life? – On what? – Where are the invisible barriers, unconscious choices and biases in your culture?

The easy-to-use ‘Inclusion Baseline’ tool of Innovisor answers for the cost of a laptop exactly those questions, so you can kick-start your process towards a less gender biased workplace.

We have made sure cost cannot be the excuse for not getting started. Nor the resources needed, or any other objection you can come up with. It is with good reason why it is a favorite ‘Ready-to-Go’ solution of Innovisor.

If you are ready to act now, then you can have your ‘Inclusion Baseline’ in only one week.

[Learn more here](#)