

The WSP logo is located in the top left corner of the slide. It consists of the lowercase letters 'wsp' in a white, sans-serif font. The background of the slide features a dark blue, geometric pattern of overlapping lines and shapes, with a large red graphic element on the right side that resembles a stylized 'W' or a series of parallel lines.

Tackling Unconscious Bias and Creating an Inclusive Workplace

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Today we will learn....

- The case for diversity - why it matters
- Key terms
- Unconscious Bias ~ we all have them... we can all tackle them...
- Microaggressions
- Actions you can take **today** to lead inclusively

Business Case for diversity

25% Companies in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability

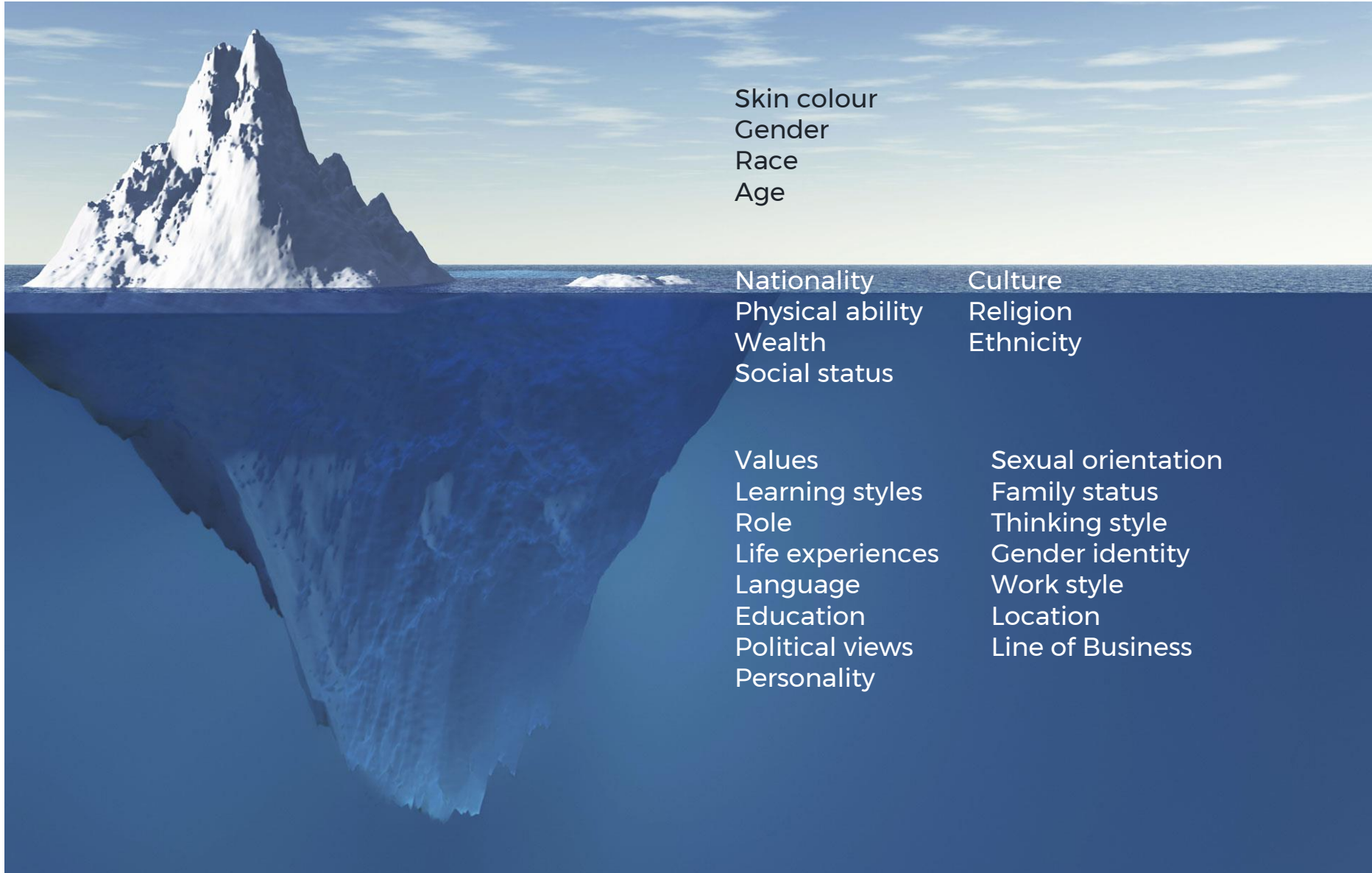
Companies with diverse leadership teams attain 73% more in revenue from innovation than less diverse companies

73%

33% Companies with diverse boards and leadership are 33% more likely to outperform less diverse companies on profitability

The business case for diversity and inclusion is stronger than ever.

Source: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>;
<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-interactive>



Skin colour
Gender
Race
Age

Nationality
Physical ability
Wealth
Social status

Culture
Religion
Ethnicity

Values
Learning styles
Role
Life experiences
Language
Education
Political views
Personality

Sexual orientation
Family status
Thinking style
Gender identity
Work style
Location
Line of Business

Key terms

Diversity

The **variety of similarities and differences among people**, often called diversity dimensions



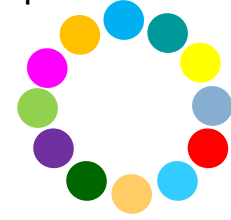
Equity

A level playing field where everyone is assumed to have **access to the same life opportunities**



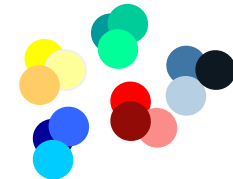
Inclusion

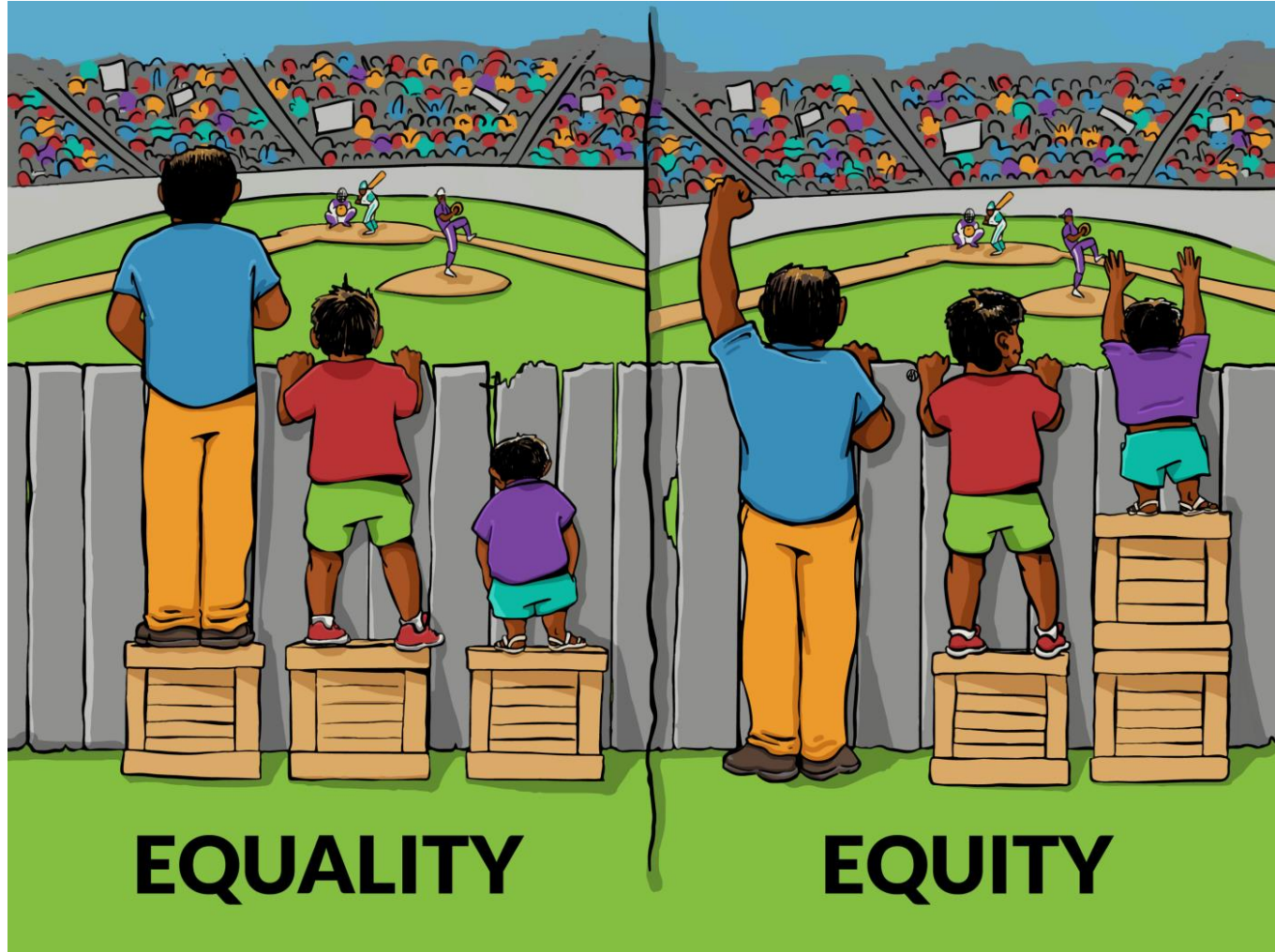
Inclusion is a **dynamic state of feeling, belonging**, and operating in. It is the active response to diversity awareness.



Intersectionality

Complex ways in which individuals hold many group affiliations at the same time





Unconscious Bias

Everyone has preferences. We use the term **bias** to describe a prejudice in favour of a particular group, object, or characteristic. **Unconscious bias** refers to any bias we have that we are not consciously aware of.

Unconscious bias can reflect prejudices around:

- Gender
- Race
- Ethnicity
- Age
- Sexual Orientation
- Immigrant Status
- Religion
- Disability
- Height or Weight
- Physical Attractiveness

Types of bias

There are many different forms of bias. Take a moment to learn about a few of them, and consider whether you've ever witnessed or experienced them before

Type of bias	Could sound like...	How can I tackle this bias?
<p>Affinity Bias Also called like-likes-like, this bias refers to our tendency to gravitate toward people similar to ourselves.</p>	<p><i>Attending the same school/ university, growing up in the same town, or reminding us of ourselves or someone we know and like</i></p>	<ul style="list-style-type: none"> • Have diverse teams, candidate pools, groups (and create belonging) • Don't let similarities cloud your thoughts. • Be self aware (take the affinity bias exercise)
<p>Confirmation Bias Confirmation bias refers to the tendency to look for or favour information that confirms beliefs we already hold.</p>	<p><i>Doctors take pain complaints from people of color less seriously, teachers are quicker to punish black or Hispanic students, and police officers are more likely to use deadly force against non-white individuals</i></p>	<ul style="list-style-type: none"> • What about this story / event makes me believe it? • How do I react when my viewpoint is challenged? • Do I feel challenged or reinforced by this story? • How many friends or acquaintances do I have whose views differ from mine? • Have I considered that I might be wrong? What would that mean?
<p>Attribution Bias Affects how we assess other people and their achievements</p>	<p><i>if someone cuts us off while driving, our first thought might be "What a jerk!" instead of considering the possibility that the driver is rushing someone to the hospital. On the flip side, when we cut someone off in traffic, we tend to convince ourselves that we had to do so.</i></p>	<ul style="list-style-type: none"> • There is more to the situation than just us or them and more to life than the event or situation) • at least 2 other possibilities that may have led to the situation that the person has not yet considered
<p>Conformity Bias Very common in group settings, this type of bias occurs when your views are swayed or influenced by the views of others. This is similar to groupthink.</p>	<p><i>A member of the interview panel or hiring team deciding to go with a particular candidate because the rest of the panel/ team expressed a favourable opinion about the candidate</i></p>	<ul style="list-style-type: none"> • Use objective data whenever you can • Approach information gathering in a structured way • Document impressions before discussing the candidate.



Microaggressions

Microaggressions are subtle, often unintentional forms of discrimination.

They are an ever-present risk among coworkers, especially in cases where someone is unaware of their unconscious bias.

Telling a person who is disabled, “I could never deal with that”



Asking a black colleague about her natural hair



Telling a young, new female hire that she looks like a student



Asking someone where they are “actually from”



Tips to avoid microaggressions

- **Reflect** on your own attitudes, stereotypes, and expectations
- **Think** before you speak. If there's a possibility that a joke will offend somebody, it might be best not to tell the joke.
- Do not expect marginalized, racialized or underrepresented groups to be experts on any experiences beyond their own and **do not make them speak for** the experience of an entire group of people
- Ask yourself **what you mean** before implying a stereotype or using a slur. Would you say it around people who are the target of the stereotype or slur? If not, don't say it.
- Remember that having friends that belong to marginalized communities **doesn't excuse you** when you use slurs and other microaggressions.
- If someone does have the courage to contact you and point out that they were offended by a remark that you made or an action that you undertook, **listen to them**.

Responding to Microaggressions

Five questions to ask yourself when weighing the consequences of responding to a microaggression.

- If I respond, could my physical safety be in danger?
- If I respond, will the person become defensive and will this lead to an argument?
- If I respond, how will this affect my relationship with this person (e.g., co-worker, family member, etc.)
- If I don't respond, will I regret not saying something?
- If I don't respond, does that convey that I accept the behavior or statement?

Lead Inclusively Every Day

- Be curious – take initiative to learn more
- Get uncomfortable
- Understand and own your biases
- Be courageous to do things differently
- Facilitate equal voices
- Expect the same of others
- **Take action**

Read

- **Inclusion on Purpose: An Intersectional Approach to Creating a Culture of Belonging at Work**, by Ruchika Tulshyan
- **The Leader's Guide to Unconscious Bias: How To Reframe Bias, Cultivate Connection and Create High-Performing Teams**, by Anne Chow, Pamela Fuller, Mark Murphy
- **We Can't Talk about That at Work! How to Talk about Race, Religion, Politics, and Other Polarizing Topics**, by Mary-Frances Winters
- **Good Guys: How Men Can Be Better Allies for Women in the Workplace**, by W. Brad Johnson and David G. Smith
- **How To Be An Antiracist**, by Ibram X. Kendi

Listen

- [Diversity Deep Dive](#)
- [CCDI Podcasts](#)
- [Brene Brown with Ibram X. Kendi on Unlocking Us](#)

Watch

- [Finding Light in the Dark](#)
- [Affinity Bias Exercise](#)
- [Attribution Bias](#)
- [Conformity Bias](#)

Any Questions?

Reach out:

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