**Gender bias / discrimination**

Gender bias is the tendency to give **preferential** t……………t to one gender over another. It is a form of unconscious bias, which occurs when someone unconsciously att………… certain attitudes and stereotypes to a group of people.

In addition to gender bias, there are a number of other types of unconscious bias that disproportionately a……….. women’s success in the workplace, which include:

**Performance support bias** occurs when employers, managers and colleagues p………….. more resources and opportunities to one gender (typically men) over another. One study found that, among sales employees, who are paid based on performance and commission, women are unfairly as……….. inferior accounts compared to men, even though women have proven to produce the same results when given equivalent sales opportunities.

**Performance reward bias** occurs when employers, managers and colleagues reward an employee of one gender differently from another gender. Rewards may be in the form of promotions, raises or other m………-based rewards.

**The glass ceiling** is a metaphor for the evident but **intangible** hierarchical **impediment** that pr…………. minorities and women from achieving **elevated** professional success. Due to contributing factors, like the aforementioned types of bias, women and minorities experience a barrier that prevents them from reaching upper-level roles in leadership and the C-suite[[1]](#footnote-1).

**Examples of gender bias in the workplace**

* **Recruiting strategies:** In 2012 a group of Yale researchers created two identical CVs, but one had a woman’s name on it (Jennifer), while the other one was a man (John). The CVs were randomly sent to different university departments for assessment. It ………. out that Jennifer was considered less competent, universities were less willing to hire her as a lab manager and even the salary they would offer her was 13% less than John’s.
* **Job descriptions:** Research also shows that men apply to jobs where they …………. 60 percent of the qualifications while women only apply to jobs when they ………… 100 percent of the qualifications.
* **Interview questions:** One study found that hiring managers tend to ask male candidates to perform more math-based interview tests and female candidates more verbal interview tests. Hiring managers are also more …………. to ask female candidates about parental plans and responsibilities.
* **Hiring managers:** One study f……….. that when candidates were assessed separately by individual hiring managers, 51 percent of managers were influenced by the candidate’s gender and selected the **under-performing** candidate. However, when candidates were evaluated by a hiring team together, gender didn’t affect their decision, they simply hired the highest performing candidate.
* **Conversations**: Women are interrupted or **talked over** more than men. According to one study, men interrupt 33 percent more often when they speak with women compared to when they speak with men. This behavior can lead to situations where a woman’s voice is not amplified as well as her male counter………. and she will be more likely to be **dismissed**. Women may also find themselves in a situation where after **voicing** an idea to minimal fanfare, they hear that same idea amplified by a male co-worker to greater praise.
* **The pay gap**: Women still earn less than men for doing the same job. On average, women earn 17% less than their male colleagues. The differences v………. per country. In the US, it’s 21.4%, in Canada, it’s 16.1%, in the UK, it’s 17.9%, and in the Netherlands, it’s 18.9%.

1. The group of people with the most important positions in a company, whose job titles usually begin with C meaning "chief", e.g. chief executive officer (CEO), chief financial officer (CFO), chief operating officer (COO), and chief information officer (CIO). [↑](#footnote-ref-1)