MODULE OVERVIEW

Gender equality at work: Act on the bias no one sees

Adaptive module | ~20 min

A pay gap of around 12% in the European Union, according to Eurostat: no one decided on this figure. It is the sum of thousands of tiny moments, in meetings as well as in everyday decisions. This module tackles these automatic reflexes. It gives everyone, manager or not, specific actions: crediting a female colleague's idea out loud, protecting a woman who is interrupted, and using their own name to help some women advance.

LEARNING OBJECTIVES

01 Spot the invisible mechanism: interruptions, judgments called into question, and ideas credited to others—minor alone, huge once added up.

02 Practice amplification in meetings: give a woman credit for her idea, protect a woman who is interrupted, and balance speaking time.

03 Sponsor rather than advise, and rely on shared criteria rather than a passing impression.

04 Stay alert to blind spots: parenthood, which still weighs on women; the top of the pyramid; and AI that reproduces past biases.

WHO IT'S FOR

Women and men who want equality to make real progress in their team, in meetings as well as in decisions.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

On Monday, on a video call, Eleni suggested testing the new online process in two branches. The AI assistant's summary says: "Joaquim's proposal." The transcript shows the idea came from Eleni. Soren, a research analyst, has to send this summary to senior management today. What does Soren do?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Iris Bohnet – What Works: Gender Equality by Design (2016).
- "Two in the pool": at least two women among the finalists – Johnson & Hekman (Harvard Business Review, 2016).
- Mentor and sponsor – Sylvia Ann Hewlett (Center for Talent Innovation).
- "Amplification": naming the woman who had the idea when it is repeated – a practice from the Obama White House (2016).

SOURCES & REFERENCES

- McKinsey, Diversity Wins: more than 30% women on executive teams, a proportion associated with above-industry profitability
- Eurostat: unadjusted gender pay gap of about 12% in the European Union (11.1% in 2024)
- EU AI Act (Regulation (EU) 2024/1689, Annex III): recruitment AI classified in the "high-risk" regulatory category
- Johnson, Hekman & Chan, Harvard Business Review: a lone woman among the finalists is almost never chosen

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