

# ESG Conference 2024

## Shattering the Gender Bias Barriers

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# Some Stats

## Trinidad & Tobago

Women in managerial positions – 44.5%

Women in parliament – 26%

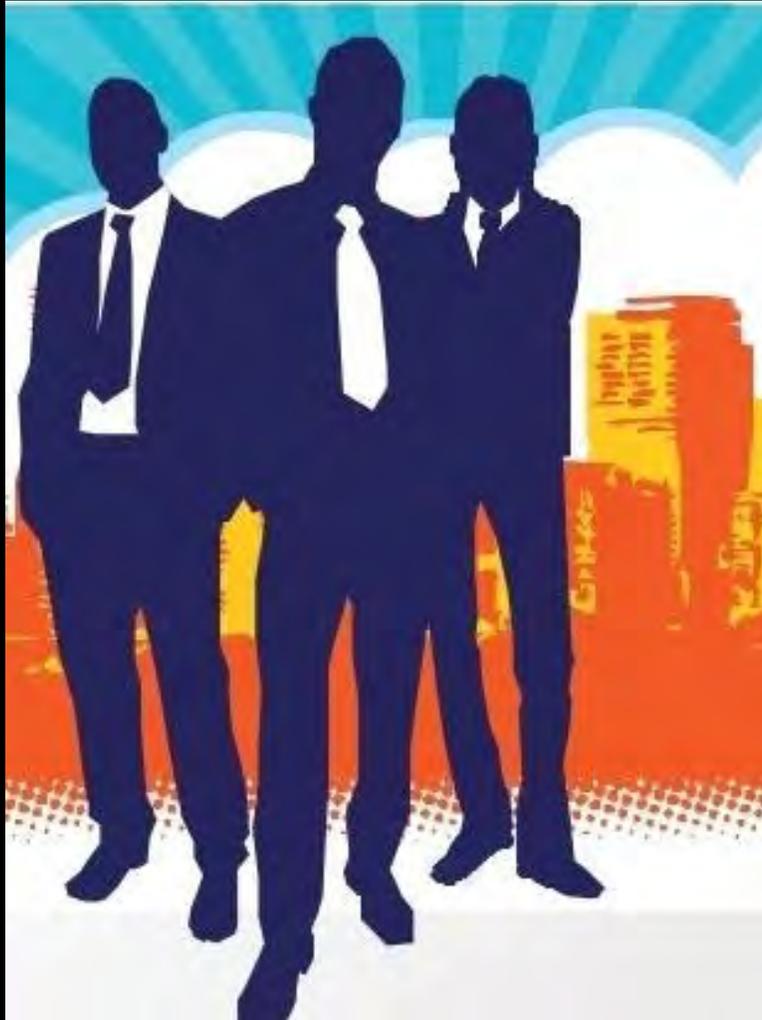
## Latin America & Caribbean

Women general managers – 11%

Sources: <https://data.unwomen.org/country/trinidad-and-tobago>  
<https://data.worldbank.org/indicator/SG.GEN.PARL.ZS?locations=TT>  
<https://blogs.iadb.org/igualdad/en/a-journey-into-leadership-as-a-caribbean-woman/>



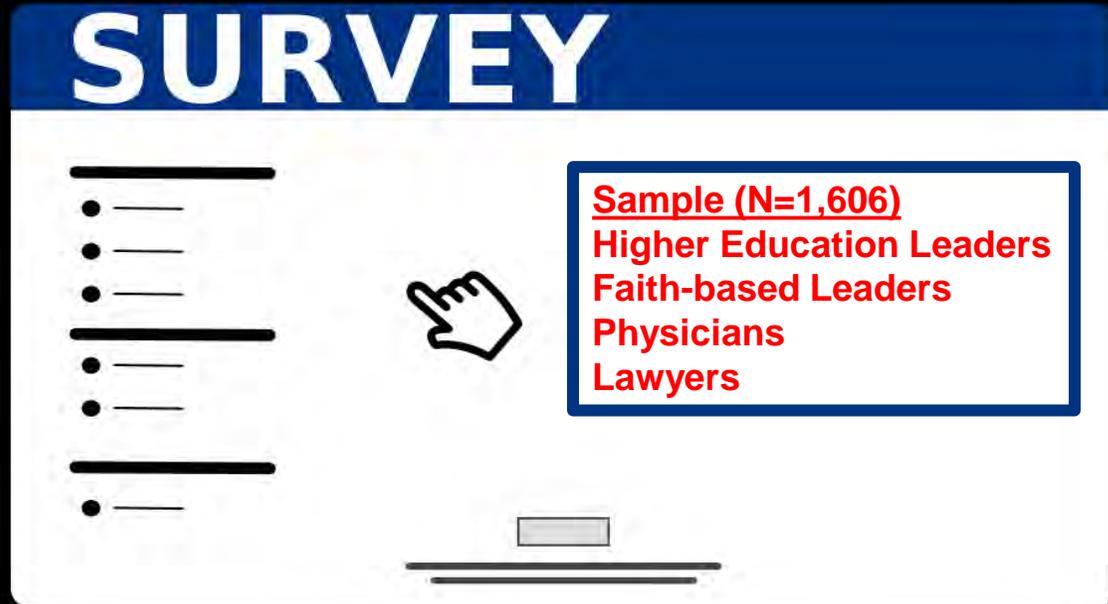
# Gender bias



“Barriers arising from cultural beliefs about gender as well as workplace structures, practices, and patterns of interaction that inadvertently favor men”

Ref: Ely et al, 2011

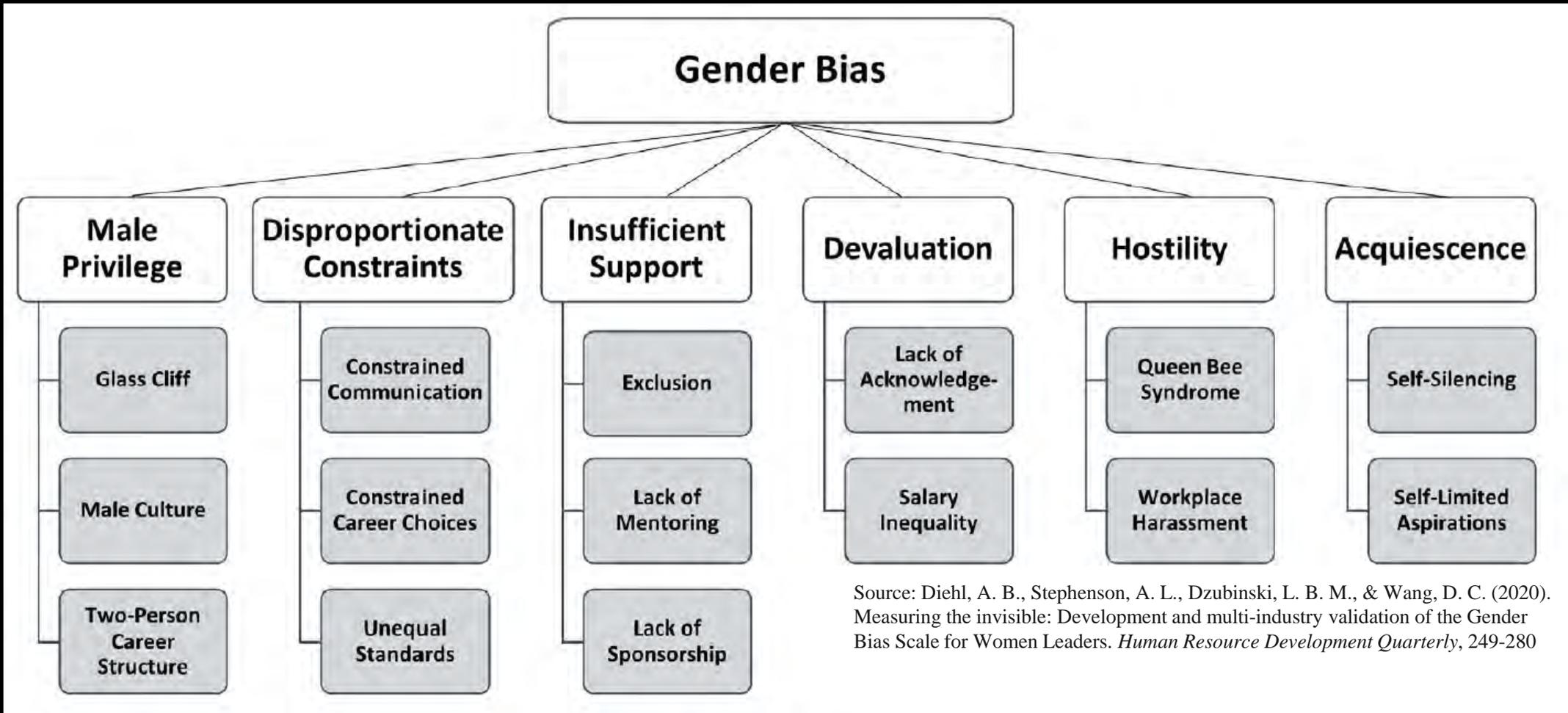
# Gender Bias Scale for Women Leaders



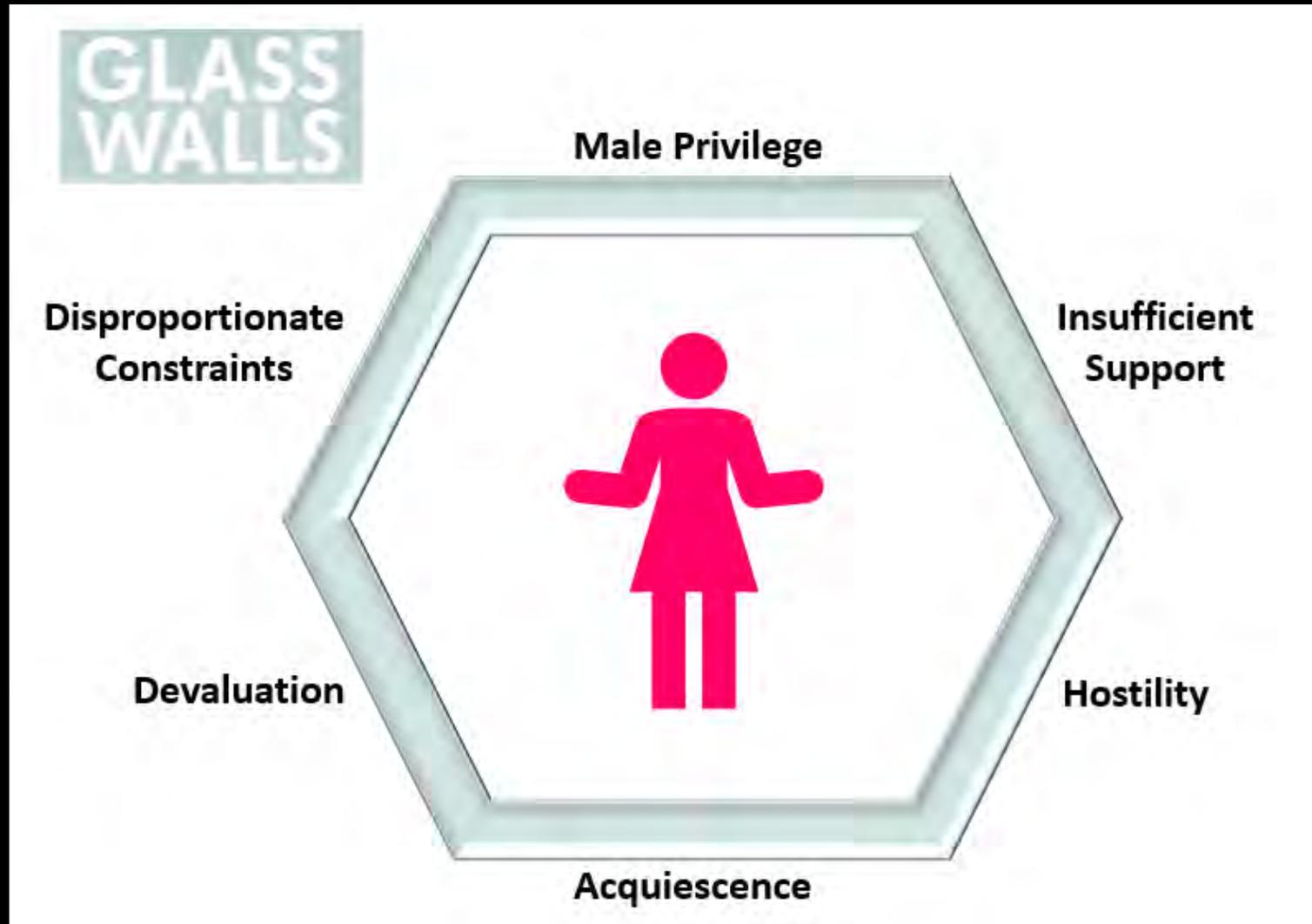
Factor	Sub-Factor	Question
Male Privilege	Glass Cliff	I have been asked to do a job that everyone knew was likely to fail.
		I have been held responsible for organizational problems outside of my control.
		Women in my organization seem to be given leadership roles with a high risk of failure.

Available at <https://amy-diehl.com/gender-bias-scale>

# Scale Model



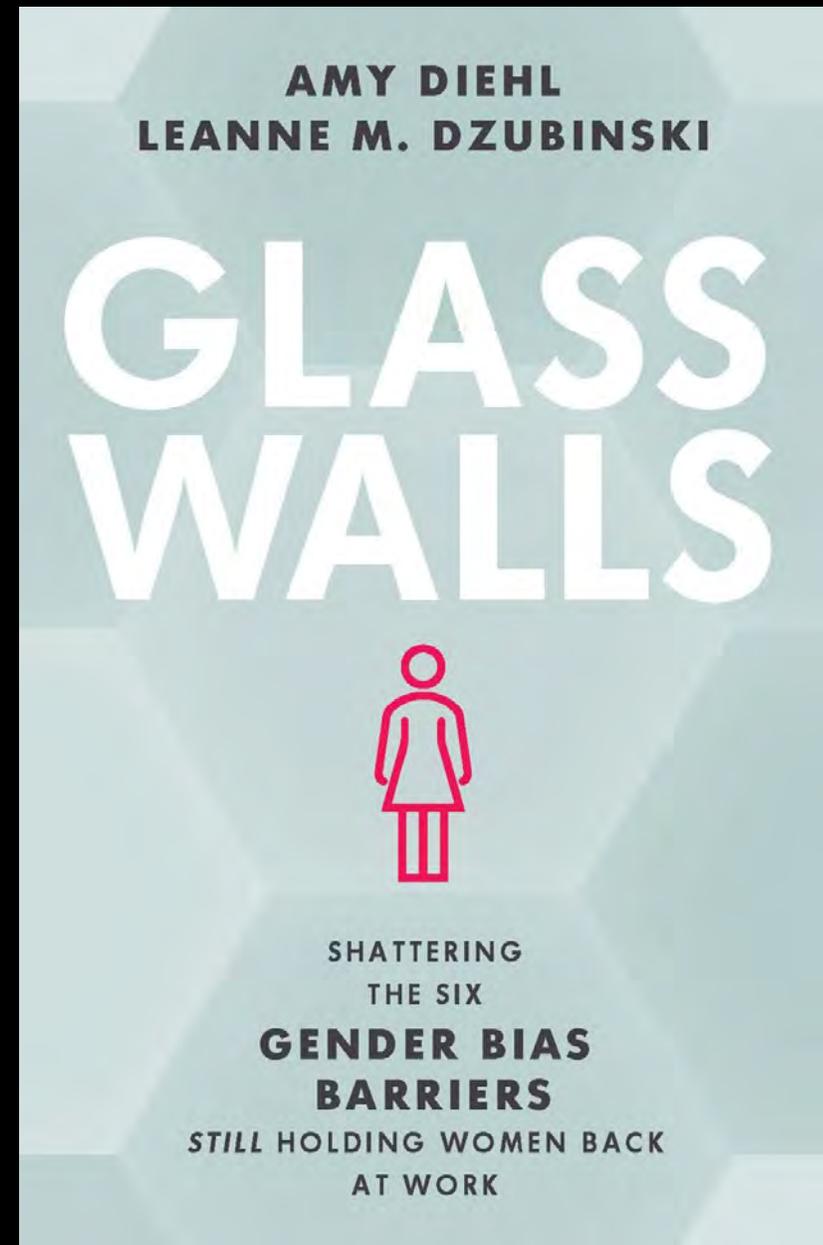
# Structure of Gender Bias



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Shattering the  
Six Gender Bias  
Barriers *Still* Holding  
Women Back at  
Work**

Order: <https://amy-diehl.com/book>



# 1. Male Privilege

# Male Culture



# Role Incredulity



Diehl & Dzubinski, 2021, *Harvard Business Review*,  
“When people assume you’re not in charge because you are a woman.”

# Glass Cliff

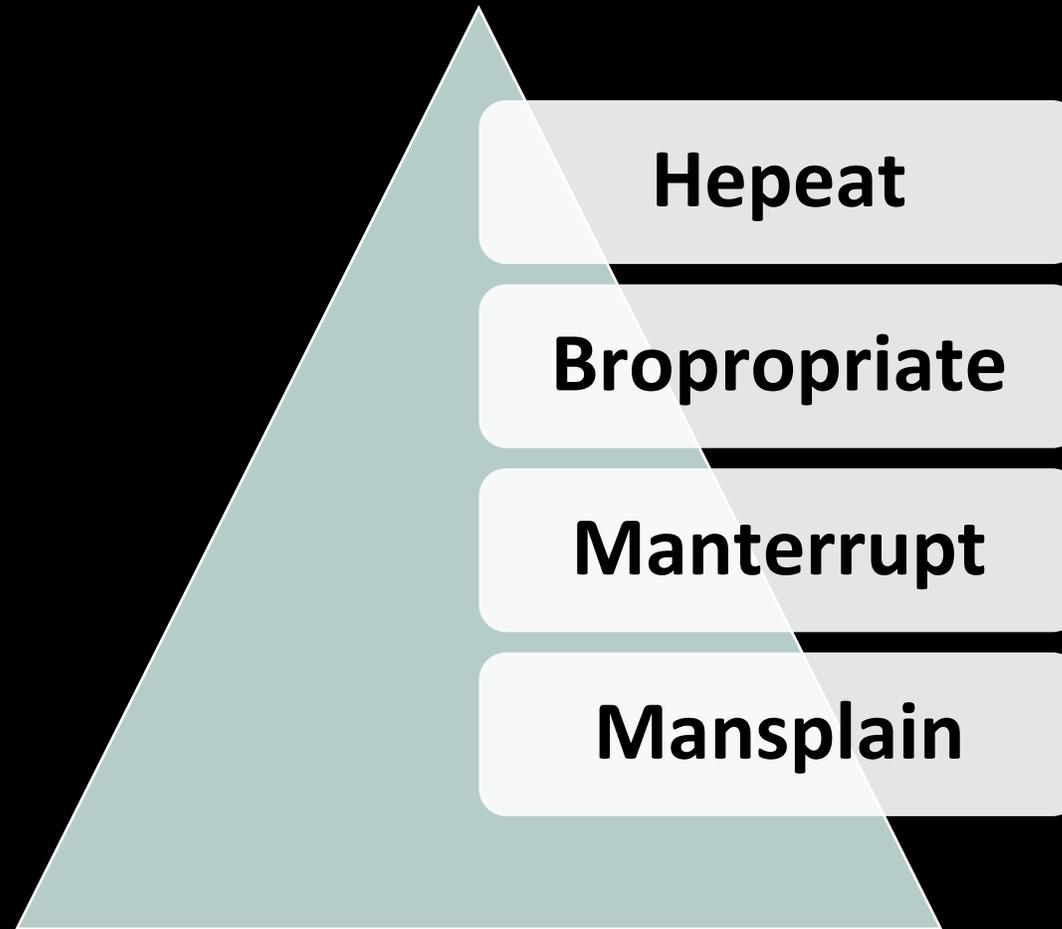


## 2. Disproportionate Constraints

# Muted Voices



# New Terms



# Scrutiny

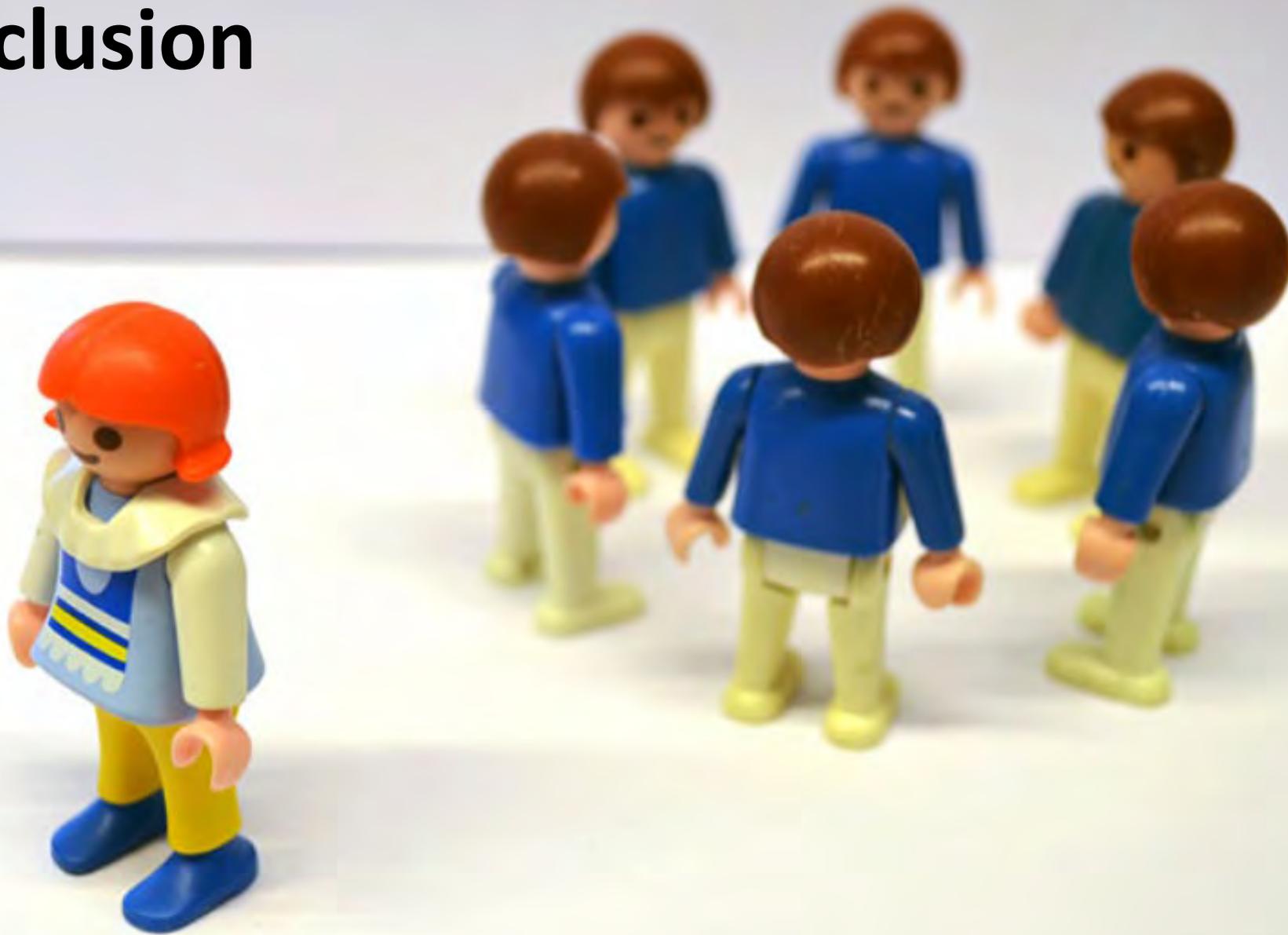


# 3. Insufficient Support

# Lack of Mentoring & Sponsorship



# Exclusion



# 4. Devaluation

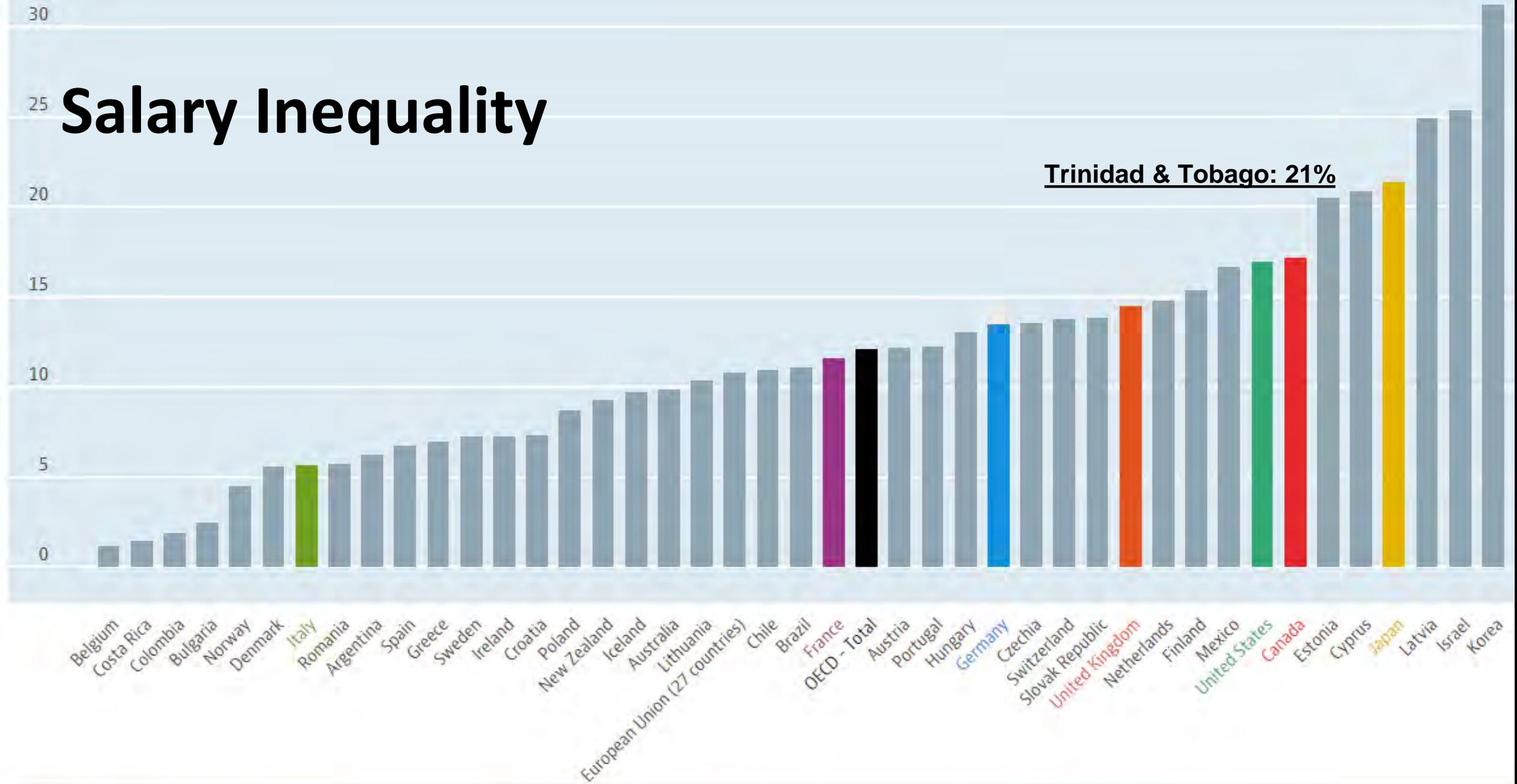
# Office Housework



# Diminishment



# Salary Inequality



Source: OECD, 2022: <https://data.oecd.org/earnwage/gender-wage-gap.htm>  
<https://tt.loopnews.com/content/hrmatt-president-gender-gap-remains-significant>

# 5. Hostility

# Workplace Harassment



Image: Depositphotos

# Female Hostility

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- Queen Bees
- Mean Girls



# 6. Acquiescence

# Self-Silencing

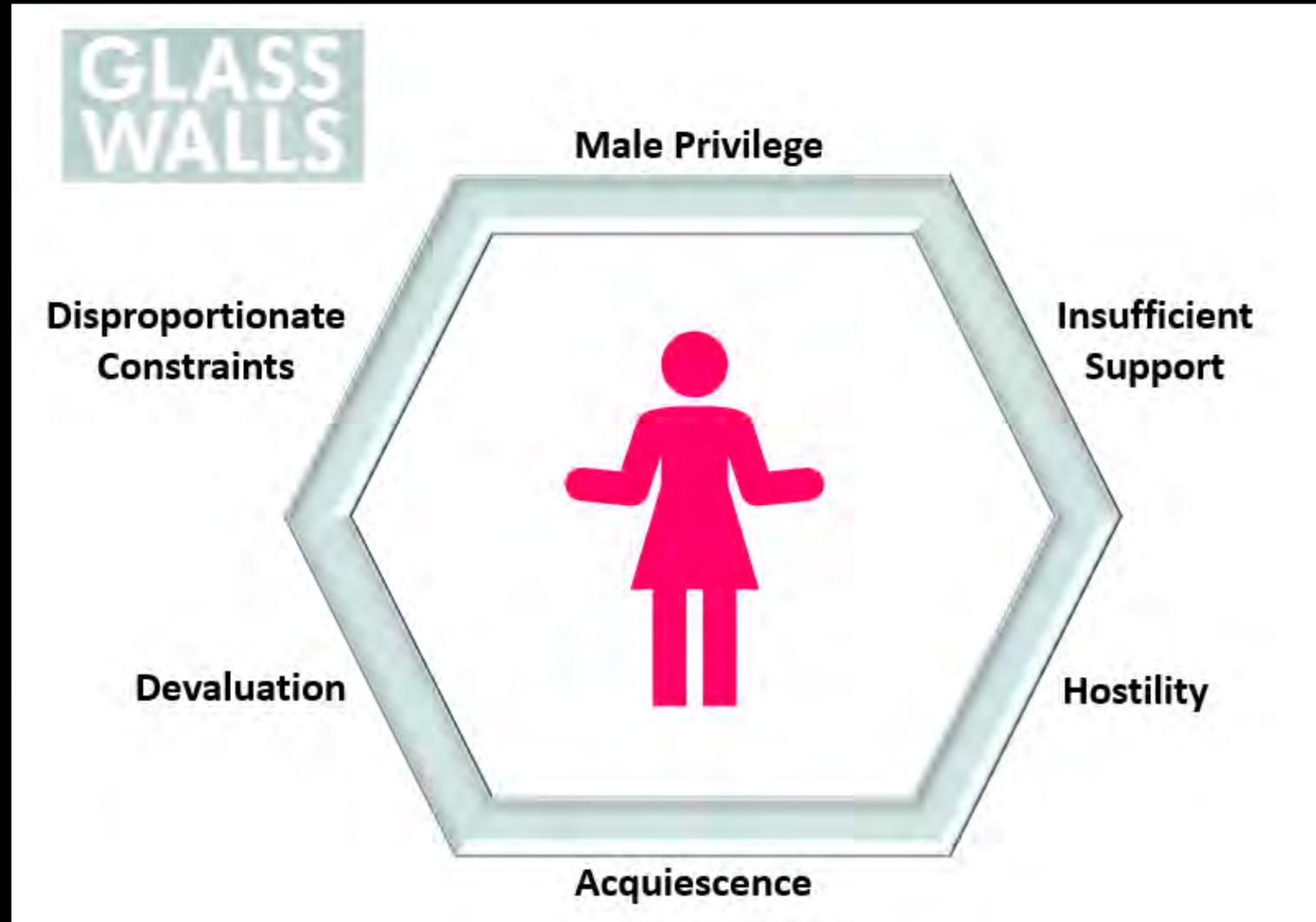


# Self-limited Aspirations



# Poll question

Which of these  
“glass walls”  
have you seen  
or experienced?



# Shattering Gender Bias

## Strategies for leaders



- Replace competition with collaboration
- Measure success by goals
- Equitable rewards
- Remote and flexible work
- Transparency
- Eliminate overwork

Diehl, et al. (2022) *Harvard Business Review*, "Research: How bias against women persists in female-dominated workplaces"

# Strategies for allies

- Call out bias
- Advocate for women in hiring and promotion
- Watch for identity-based criticism
- Flip-it-to-test it
- Actively support women

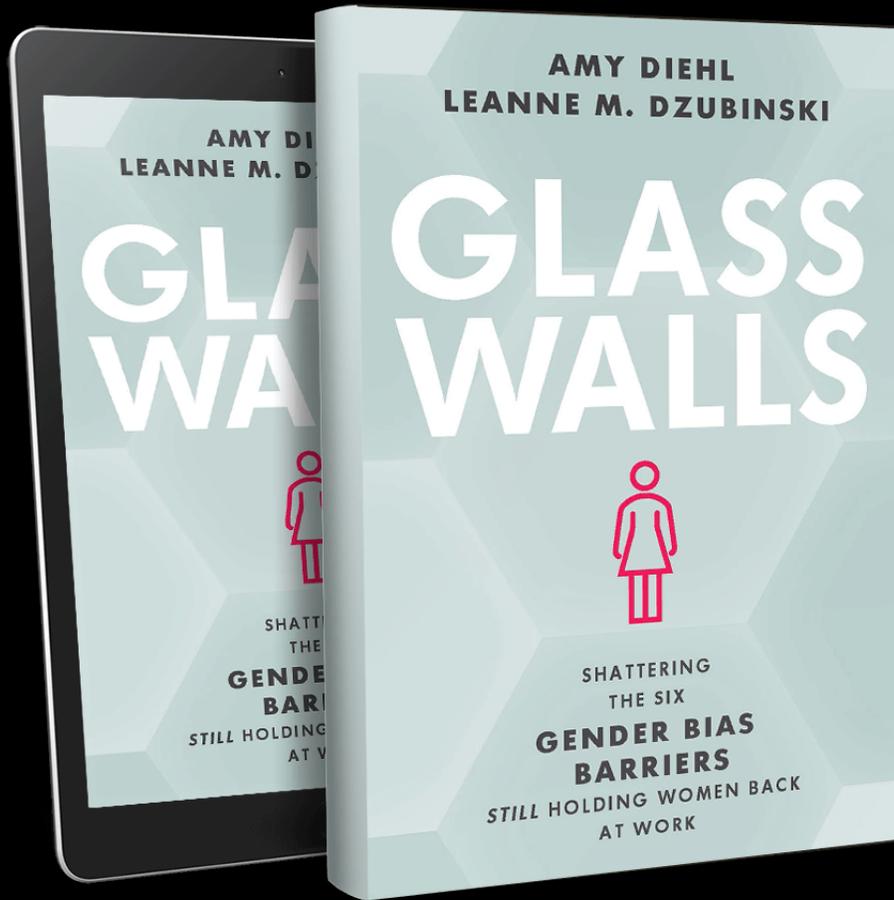




# Strategies for women

- Preparation
- De-personalizing
- Support network
- Self-care
- Alternatives

# Questions, Comments



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