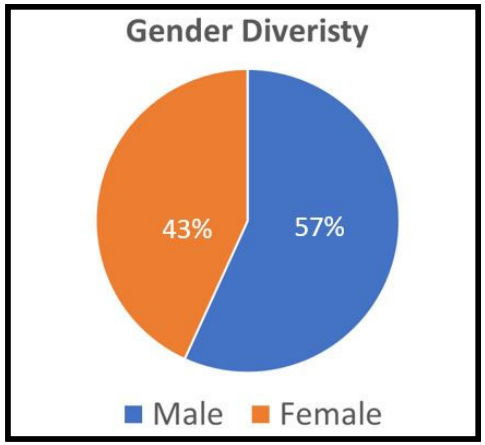
Vireo Health's Commitment to Diversity

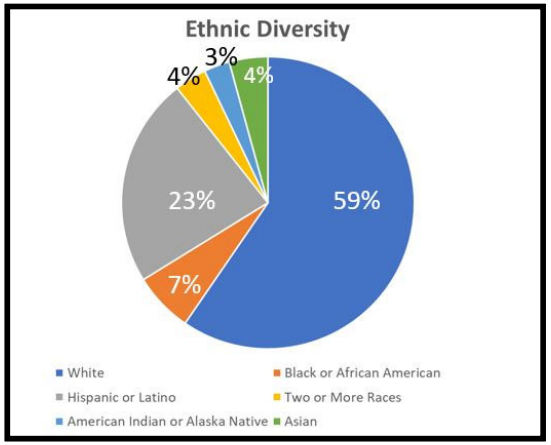
"Since our earliest days, diversity has always been a cornerstone of Vireo's culture. Today, Vireo is proud to be one of the most diverse cannabis companies in country." – Chairman & CEO, Kyle Kingsley, MD

Vireo is proud to be one of the most diverse cannabis MSOs in the country. We have both ethnic and gender diversity at every level of our operation from our retail and cultivation teams to our leadership teams and Board of Directors.

Our team is…

- 43% female identifying
- 42% ethnic minorities
- 50% of our Directors are women or minorities



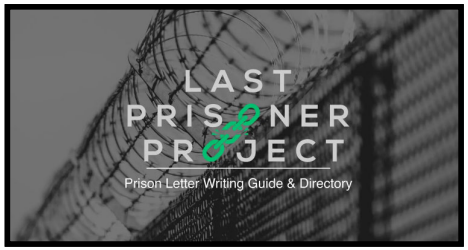


Vireo Health's Diversity, Equity & Inclusion Efforts

In 2020, Vireo Health established its Diversity, Equity and Inclusion Council. Led by diverse group of Vireo team members, the DEI Council runs a variety of programs to promote and protect diversity & inclusion in our company, communities, and the cannabis industry.

A Few Highlights include:

- Partnering with Minorities for Medical Marijuana to host a series of Expungement Clinics which help people clear their records of non-violent cannabis charges. Over 100 people cleared their records at recent events in Maryland and Arizona
- Partnered with Last Prisoner Project ("LPP") to run a holiday letter writing campaign at all dispensaries. We are also working with LPP to run the Roll it Up for Justice Campaign at Vireo dispensaries
- First cannabis company to sign the CEO Action for Diversity & Inclusion™ Pledge
- Hosting a variety of DEI-focused internal events – Open Forums, Diversity Trainings, pronoun trainings, and much more
- Running a Medical Cannabis Diversity Internship Program
- PTO with a Purpose – volunteer program for team members



vireo

Embracing Diversity

Presented by Vireo Health's HR Team

Agenda

- DEI Council Mission Statement
- What is Diversity and Inclusion?
- Diversity is More than Tolerance
- Types of Workplace Diversity
- How does Diversity Benefit the Workforce?
- How to Cultivate Diversity?
- Communication
- Communication Practices that Differ Across Culture
- Differences to Consider in Cross Cultural Communication
- Tips for Cross Cultural Communication

DEI Council Mission Statement

- The Vireo Health Diversity, Equity, and Inclusion Council's mission is to promote social justice and equality in our company, our industry, and our communities. The DEI Council will engage Vireo's diverse workforce to better understand the challenges they face and use those learnings to create partnerships and programming that will benefit all people. We strive to create an inclusive vibe!

What is diversity?

- Diversity is a reality created by individuals and groups from a broad spectrum of demographic and philosophical differences. It is extremely important to support and protect diversity because valuing individuals and groups f d by fostering a climate wher espect are intrinsic is inclusive.

What is Inclusion?

- Inclusion is involvement and empowerment, where the inherent worth and dignity of all people are recognized. An inclusive company promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its members.

Diversity and Inclusion is more than Tolerance

- Diversity is a set of conscious practices that involve:
  - Understanding and appreciating interdependence of humanity, cultures, and the natural environment
  - Practicing mutual respect for qualities and experiences that are different from our own
  - Understanding that diversity includes not only ways of being but also ways of knowing
  - Recognizing that personal, cultural and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others
  - Building alliances across differences so that we can work together to eradicate all forms of discrimination

Types of Workplace Diversity

- Cultural
- Age
- Size
- Race and Ethnicity
- Gender
- Sexual Orientation
- Religion
- Disability
- Neurodiversity
- Socioeconomic Status

Cultural Diversity

What is Culture?

- Values and perspectives shared by people who are conditioned by similar education and life experience

Characteristics of Culture

- Culture is not inherited, but learned
- Cultures are rooted in deep seated beliefs
- Culture is a basis for self identity and community
- Cultures are dynamic

Age and Size Diversity

Age

- Ability of an organization to accept people of various ages within the organization's business environment
- Age Discrimination in Employment Act (ADEA)- protects applicants and employees 40 and older from discrimination on the basis of age

Size

- Humans come in a variety of sizes and shapes. Each person's genetic inheritance influences their bone structure, body size, shape, and weight differently. We should appreciate those differences, encourage healthy behaviors, and treat everybody with respect

Race and Ethnicity

Race/Ethnicity in U.S.

- **U.S. Identifies 5 Races:** American Indian or Alaska Native, Asian, Black or African American, Native Hawaiian or Other Pacific Islander, White
- **U.S. Identifies 2 Ethnicities:** Hispanic or Latino or Not Hispanic or Latino

Laws Protecting race/ethnicity

- **Civil Rights Act of 1964**-outlaws discrimination based on race, color, religion, sex, or national origin. It prohibits unequal application of voter registration requirements, racial segregation in schools, employment, and public accommodations

Gender

What is Gender?

- Gender is where you personally fall on the spectrum between male and female. Commonly people identify as male or female,(binary) but some fall in the middle or move throughout the spectrum.
- Gender like sexuality is on a spectrum and can be fluid

Types of Genders

- **Cisgender**- identify with the gender you were assigned at birth
- **Transgender**- identity and gender does not correspond with their birth sex
- **Non-Binary**- genders that fall somewhere in the middle of the gender spectrum and are neither strictly male or female
- **Genderfluid**-moving between genders or having a fluctuating gender identity

Gender

What are Pronouns?

- Pronouns are linguistic tools that we use to refer to people. (i.e. they/them/theirs, she/her/hers, he/him/his)
- Assuming or using incorrect pronouns can make a person feel unwelcome, invisible, disrespected and/or unsafe. Misgendering also implies you have a lack of respect for gender non-conforming, intersex, trans and non-binary members of our community.

Types of Pronouns

Pronouns:	**In a sentence:**
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ze/hir	Ze wants you to use hir pronouns.
they/ them/ theirs	They want you to use their pronouns.
co/cos	Co wants you to use cos pronouns.
No pronoun/name (use the person's name instead of a pronoun)	_____(name) wants you to use _____(name) pronouns.
xe/xem/xyr	Xe wants you to use xyr pronouns.
hy/hym/hys	Hy wants you to use hys pronouns.

Sexual Orientation

What is sexual Orientation?

- Who you're attracted to and want to have relationships with
- Sexual orientation is on a spectrum and can be fluid

Types of Sexual Orientation

- Heterosexual- attracted to opposite sex
- Homosexual-attracted to same sex
- Bisexual-attracted to both sexes
- Asexual- don't feel any type of sexual attraction
- Pansexual-attracted to any sexual orientation

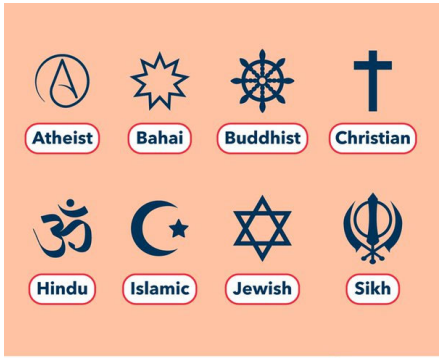
Religion

What is Religion?

- Religion may be defined as a cultural system of designated behaviors and practices, morals, worldviews, texts, sanctified places, prophecies, ethics, or organizations, that relates humanity to supernatural, transcendental, or spiritual elements

Types of Religion

- Christianity
- Islam
- Hinduism
- Buddhism
- Judaism



Disabilities

What is a disability?

- A physical or mental condition that limits a person's movements, senses, or activities

Laws Protecting Individuals with Disabilities

- **American with Disabilities Act (ADA)** - prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public. The purpose of the law is to make sure that people with disabilities have the same rights and opportunities as everyone else.

Neurodiversity

What is neurodiversity?

- the range of differences in individual brain function and behavioral traits, regarded as part of normal variation in the human population

Types of Neurodiversity

- Dyslexia
- Dyscalculia
- Autism
- ADHD
- Dyspraxia

Socioeconomic Background

What is socioeconomic background?

- An economic and sociological combined total measure of a person's work experience and of an individual's or family's economic and social position in relation to others, based on income, education, and occupation.

Social Classes in the U.S.

- Upper Class
- New Money
- Middle Class
- Working Class
- Working Poor
- Poverty Level

How does diversity benefit the workplace?

- Variety of talent, skills, and experiences
- Creates innovation
- Language skills and community relations
- Grows your talent pool to attract and retain
- Improves employee performance/increases productivity
- Allows an organization to offer a broader and more adaptable range of products and services

How to cultivate Diversity?

- Practice mindfulness
- Recognize unconscious bias
- Be vulnerable around different types of people
- Seek knowledge and understand
- Try to consciously identify qualities and goals you might have in common
- Seek friendship with diverse groups
- COMMUNICATION

Communication

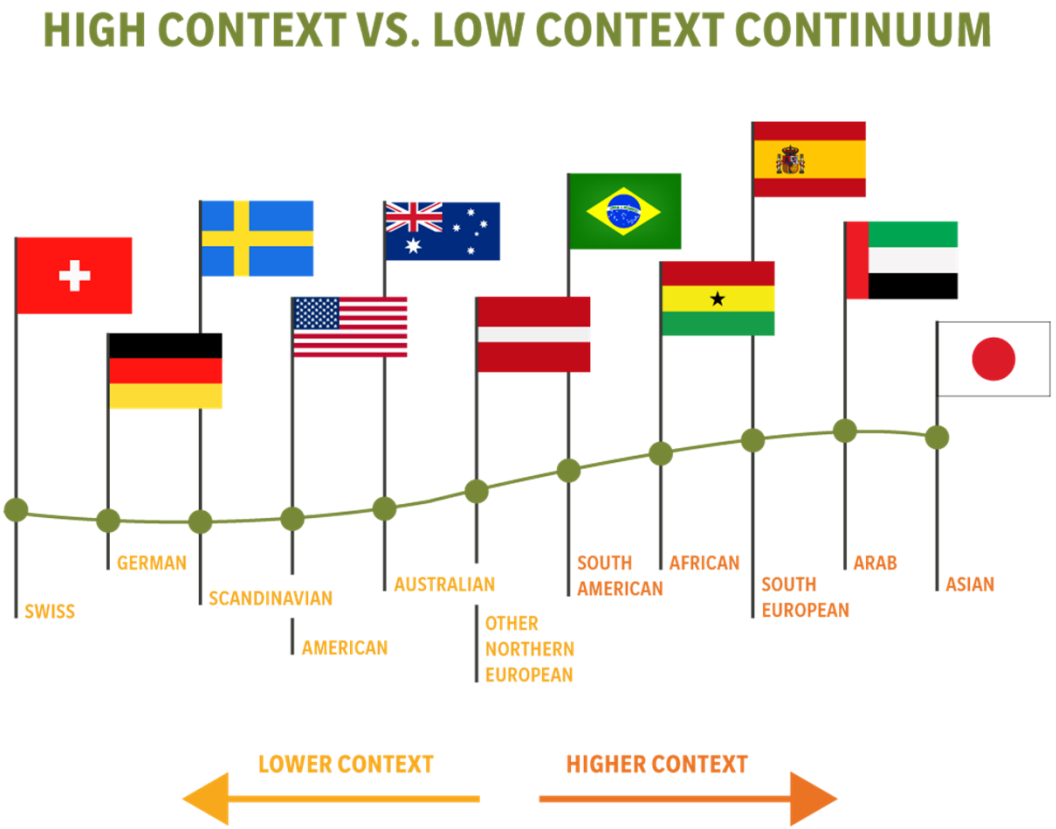
High Context Culture

- Cultures that rely heavily on non-verbal and subtle situational cues in communication

Low Context Culture

- Cultures that rely heavily on words to convey meaning in communication

Communication



Communication

High Context Culture

- Tends to prefer indirect verbal interaction
- Tends to understand meanings embedded at many socio-cultural levels
- Generally less proficient in reading verbal cues
- Values group membership
- Communicates in simple, ambiguous, non contexed messages, understands visual message readily

Low Context Culture

- Tend to prefer direct verbal interaction
- Tends to understand meaning at one level only
- Generally less proficient in reading nonverbal cues
- Values individualism
- Relies more on logic
- Communicates in highly structured message, provides details, give authorities to written information

Communication Practices that Differ across cultures

- Role of written communication
- Role of meetings
- Patterns of reasoning and argumentation
- Level of formality in inter-personal communications
- Oral presentation style
- Non-Verbal communication behaviors

Differences to Consider in cross cultural communication

- Frequency of eye contact
- Assertiveness
- Use of hands while talking
- Physical distance between communicators
- Speed of speech
- Use of the first names vs titles
- Volume of speech
- Use of facial expressions

Tips for cross cultural communication

- Slow down
- Separate questions
- Avoid negative questions (which the “yes/no” response order is irregular)
- Take turns
- Write it down
- Be supportive
- Check meanings
- Avoid slang
- Be mindful of humor
- Be patient
- Ask questions

Questions?

ALL ARE
WELCOME
HERE

الكل مرحب
به هنا

ZOO SIAB
TOS TXAIS
TXHUA TUS
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TODOS SON
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LGBTQ+ Inclusion

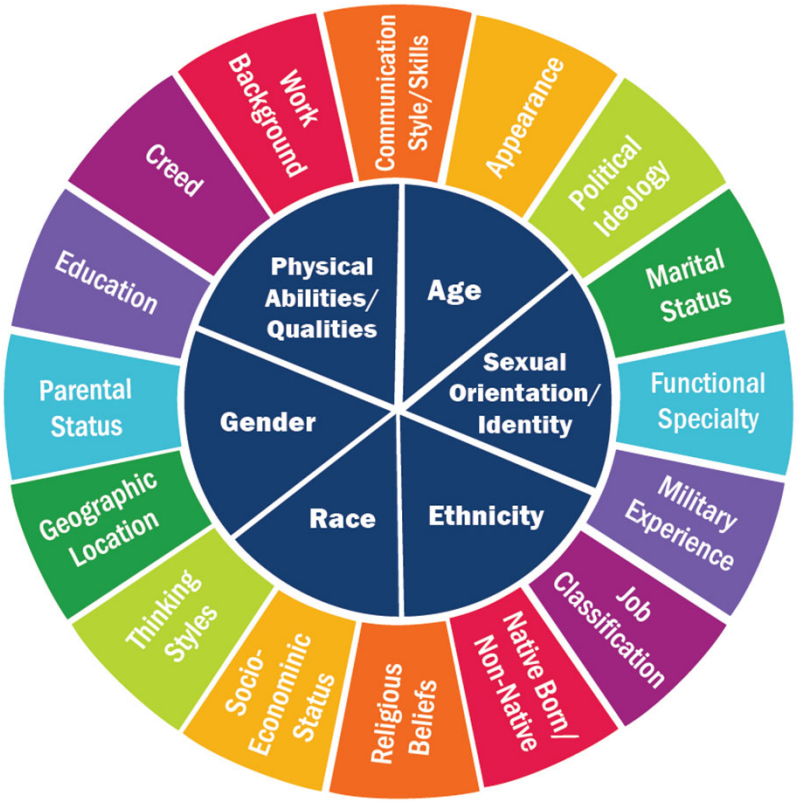
Agenda

- What is Diversity and Inclusion?
- More than Tolerance
- Pride Month Statement
- What does LGBTQ+ stand for?
- Sexual Orientation
- Gender
- Using Pronouns
- Gender Expression
- Sex

- Being an Ally
- Issues the LGBTQ+ Community Face
- Sexual Orientation World Map
- Employment Law Map
- A Day in the Life of the American LGBTQ+ Worker

What is diversity?

- Diversity is a reality created by individuals and groups from a broad spectrum of demographic and philosophical differences. It is extremely important to support and protect diversity because valuing individuals and groups free from prejudice, and by fostering a climate where equity and mutual respect are intrinsic is inclusive.



What is Inclusion?

- Inclusion is involvement and empowerment, where the inherent worth and dignity of all people are recognized. An inclusive company promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its members.

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  - Building alliances across differences so that we can work together to eradicate all forms of discrimination

Pride month statement

- We respect and welcome people of different genders, gender identifications, sexes, sexual orientations, and sexual preferences
- LGBTQ+ Pride Month is an opportunity for the company and its employees to acknowledge diversity and inclusion in the workplace
- During Pride Month, our purpose is to:
  - **Educate employees about current social justice issues that different populations face, including the LGBTQ+ community**
  - **Celebrate the diversity that the LGBTQ+ community brings to the company, and to society**
  - **Inform employees of anti-discrimination and anti-harassment policies**
- We aim to foster an atmosphere of fairness and professional respect in the workplace, and not to change personal values

What does LGBTQ+ stand for?

L — **LESBIAN**

G — **GAY**

B — **BISEXUAL**

T — **TRANSGENDER**

Q — **QUEER**

+ — **ALL OTHER IDENTITIES**

Genderqueer, Demisexual, Transsexual, Twospirit, Intersex, Questioning, Allies, Asexual, Pansexual, Polyamouruos, and more!

Sexual Orientation

What is sexual Orientation?

- **Romantic Orientation**- Who you are romantically attracted to meaning wanting to be in a romantic relationship with and is unrelated to sexual attraction
  Sexual Orientation- Who you are sexually attracted to meaning who you would want to engage in sexual behaviors with
- **Sexual orientation is on a spectrum and can be fluid**

Types of Sexual Orientation

- **Heterosexual-** attracted to opposite sex
- **Homosexual-**attracted to same sex
- **Bisexual-**attracted to both sexes
- **Asexual-** don't feel any type of sexual attraction
- **Pansexual-**attracted to any sexual orientation
- Demisexual, Polysexual, Questioning, Androsexual, Gynosexual, and more!

Gender

What is Gender?

- **Gender-** Where you feel that you personally fall on the spectrum between male and female
- Commonly people identify as male or female, but some fall in the middle or move throughout the spectrum
- **Gender is identified on a spectrum, and can be fluid (i.e., Gender fluidity)**

Types of Genders

- **Cisgender**- identify with the sex you were assigned at birth
- **Transgender**- identity and gender does not correspond with their birth sex
- **Non-Binary**- genders that fall somewhere in the middle of the gender spectrum and are neither strictly male or female
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- And more!

Gender

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they/ them/ theirs	They want you to use their pronouns.
co/cos	Co wants you to use cos pronouns.
No pronoun/name (use the person's name instead of a pronoun)	_____(name) wants you to use _____(name) pronouns.
xe/xem/xyr	Xe wants you to use xyr pronouns.
hy/hym/hys	Hy wants you to use hys pronouns.

Using pronouns

	Nominative (Subject)	Objective (Object)	Possessive Determiner	Possessive Pronoun	Reflexive
He	He laughed	I called him	His eyes gleam	That is his	He likes himself
She	She laughed	I called her	Her eyes gleam	That is hers	She likes herself
It	It laughed	I called it	Its eyes gleam	That is its	It likes itself
They	They laughed	I called them	Their eyes gleam	That is theirs	They like themselves
Xe	Jamie	I called xem	Xyr eyes	That is xyrs	Xe likes

Gender Expression

What is gender expression?

- **Gender Expression-** external appearance of one's gender identity, usually expressed through behavior, clothing, haircut or voice
- May or may not conform to socially defined behaviors and characteristics typically associated with being either masculine or feminine
- Gender expression is a social construct
- **Gender expression is identified on a spectrum, and can be fluid**

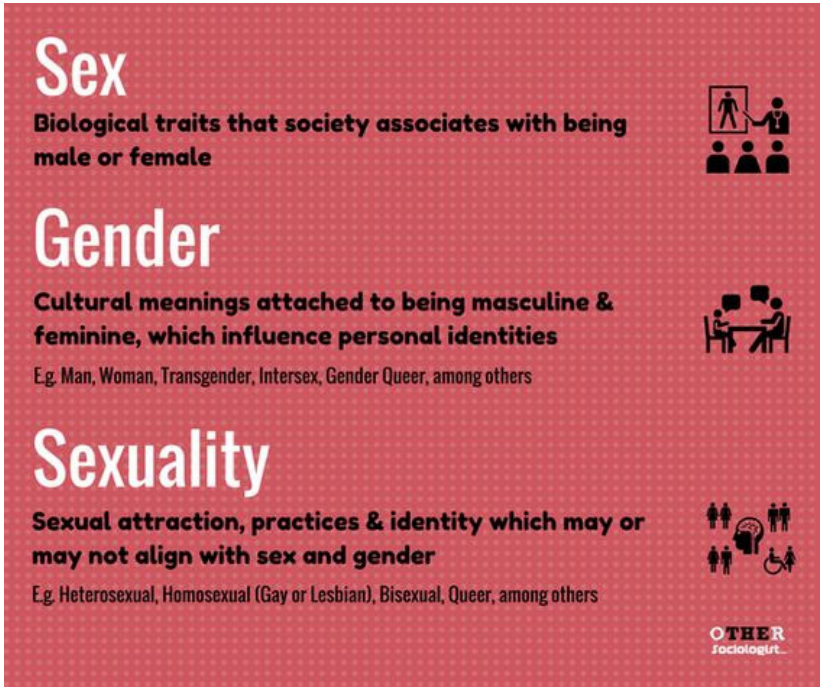
Types of Gender Expression

- **Masculine-** having qualities or appearance traditionally associated with men,
- **Androgynous-** Identifying and/or presenting as neither distinguishably masculine nor feminine.
- **Feminine-** having qualities or an appearance traditionally associated with women

sex

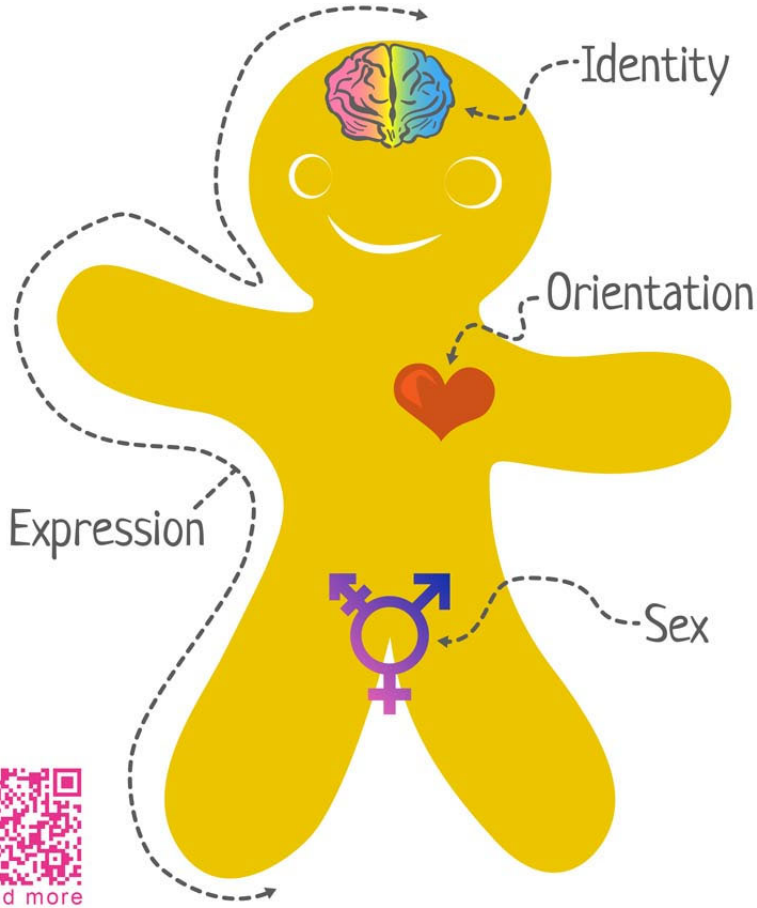
What is Sex?

- **Sex-** Your assigned gender at birth and/or the gender of your reproductive organs
- **Male=** penis, testes, XY chromosomes
- **Female=** vagina, ovaries, XX chromosomes
- **Intersex=** a combination of the two



The Genderbread Person

by www.ItsPronouncedMetrosexual.com



read more

Gender Identity

Woman — Genderqueer — Man

Gender identity is how you, in your head, think about yourself. It's the chemistry that composes you (e.g., hormonal levels) and how you interpret what that means.

Gender Expression

Feminine — Androgynous — Masculine

Gender expression is how you demonstrate your gender (based on traditional gender roles) through the ways you act, dress, behave, and interact.

Biological Sex

Female — Intersex — Male

Biological sex refers to the objectively measurable organs, hormones, and chromosomes. Female = vagina, ovaries, XX chromosomes; male = penis, testes, XY chromosomes; intersex = a combination of the two.

Sexual Orientation

Heterosexual — Bisexual — Homosexual

Sexual orientation is who you are physically, spiritually, and emotionally attracted to, based on their sex/gender in relation to your own.

Being an ally

What it means to be an ally

- An ally recognizes that though they are not a member of a marginalized group(s) they support, they make a concerted effort to better understand the struggle
- Because an ally might have more privilege (and recognizes said privilege), they are powerful voices **alongside** marginalized ones

How you can be an ally

- Be a good listener
- Support and stand up for people being bullied
- Get involved in a LGBTQ+ cause
- Learn more about LGBTQ+ community and their history

Being an ally

Do's

- **Do** be aware of your implicit biases
- **Do** the inner work to figure out a way to acknowledge how you participate in oppressive systems
- **Do** the outer work and figure out how to change the oppressive systems
- **Do** amplify the voices of those without your privilege

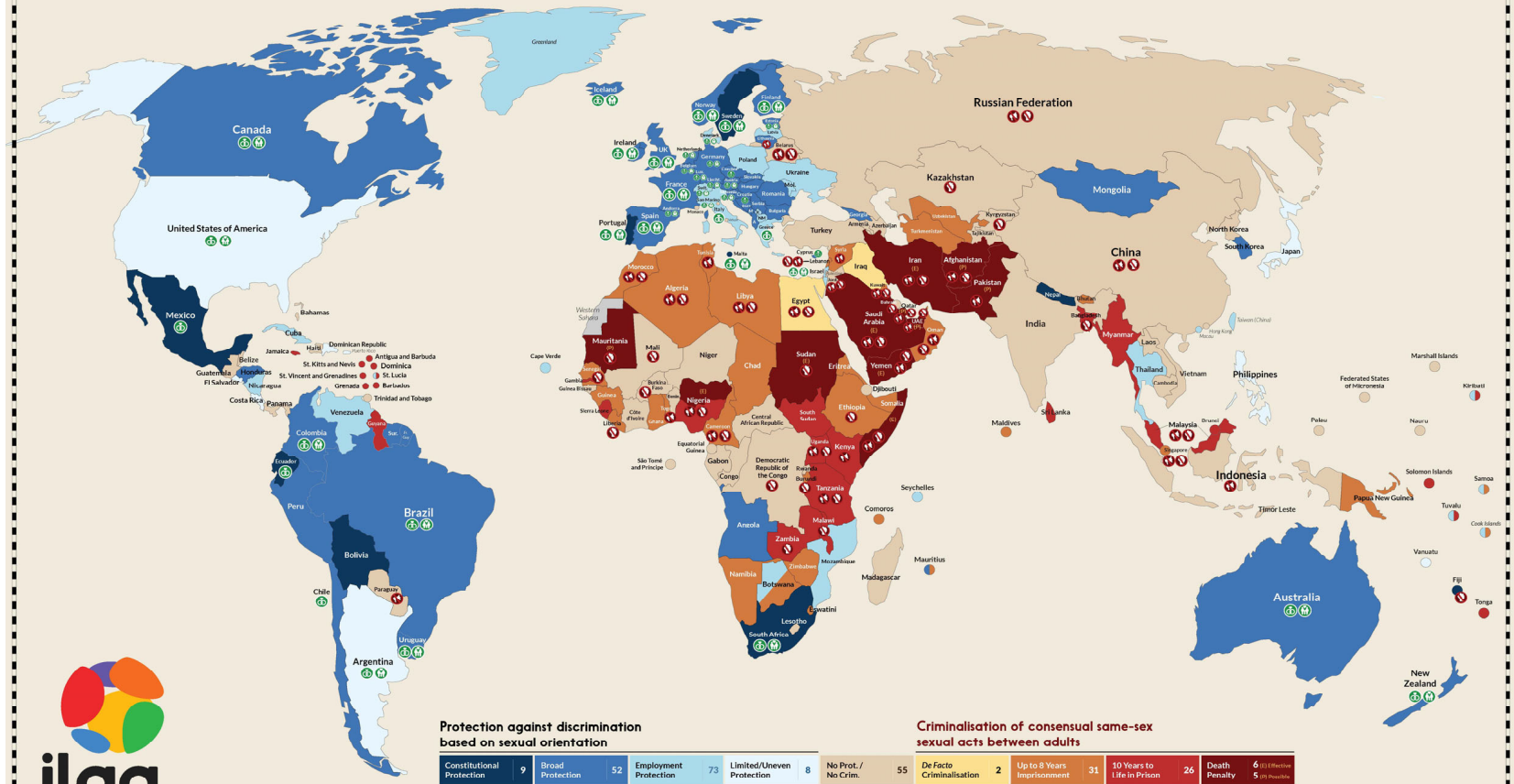
DON'TS

- **Do not** expect to be taught or shown. Take it upon yourself to use the tools around you to learn and answer your questions
- **Do not** behave as though you know best
- **Do not** take credit for the labor of those who are marginalized and did the work before you stepped into the picture
- **Do not** assume that every member of a marginalized group feels oppressed

Issues LGBTQ+ Community Face

SEXUAL ORIENTATION LAWS IN THE WORLD - 2019

From criminalisation of consensual same-sex sexual acts between adults to protection against discrimination based on sexual orientation



Protection against discrimination based on sexual orientation

Constitutional Protection	9	Broad Protection	52	Employment Protection	73	Limited/Uneven Protection	8	No Prot. / No Crim.	55

Criminalisation of consensual same-sex sexual acts between adults

De Facto Criminalisation	2	Up to 8 Years Imprisonment	31	10 Years to Life in Prison	26	Death Penalty	6 (E) Effective 5 (P) Possible

Legal recognition of families

- Marriage or other forms of legal union for same-sex couples
- Adoption open to same-sex couples

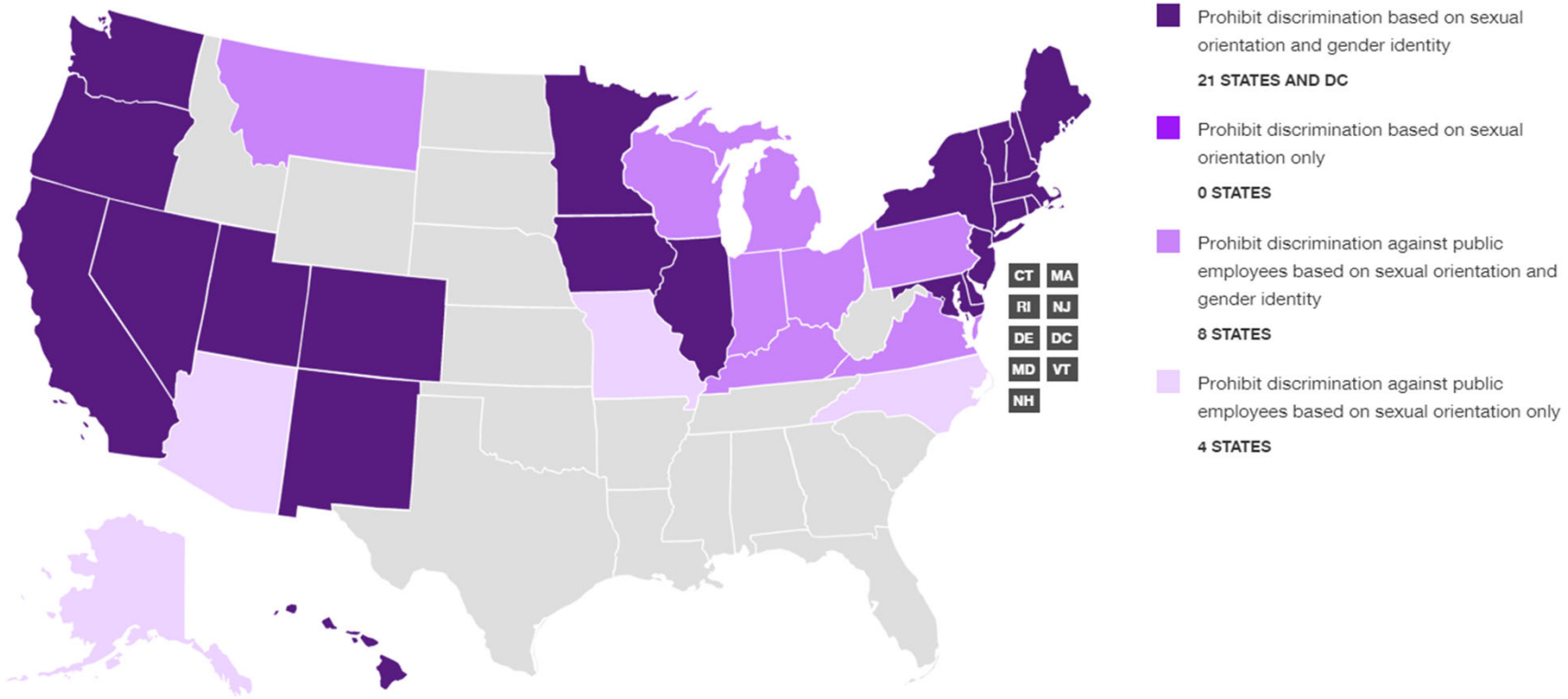
Legal barriers to the exercise of rights

- Legal barriers to freedom of expression on SOGIESC issues
- Legal barriers to the registration or operation of sexual orientation related CSOs

ilga world

The data presented in this map is based on *State-Sponsored Homophobia*, an ILGA report by Lucas Ramón Mendos. This map can be reproduced and printed without permission as long as ILGA is properly credited and the content is not altered. **ilga.org**

LGBTQ+ Employment Map



A DAY IN THE LIFE OF THE AMERICAN LGBTQ+ WORKER

Off to a Different Start

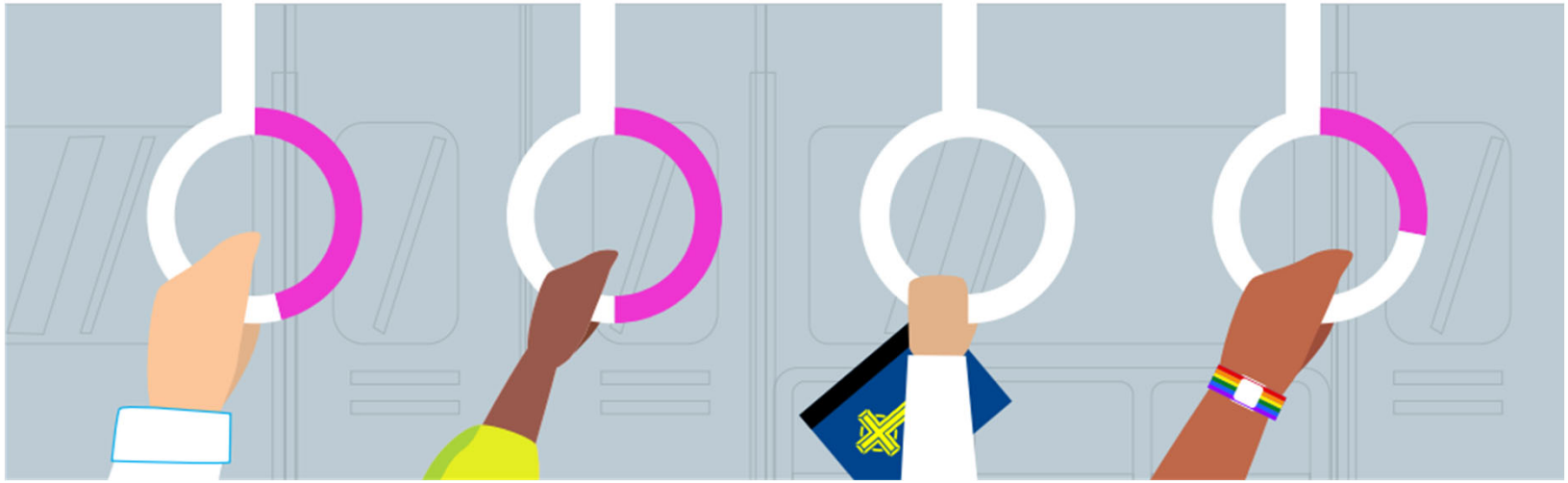
Mindsets Heading into Work:

46%
of LGBTQ workers are closeted at work

50%
of non-LGBTQ workers don't think that there are any LGBTQ people at their workplace

Non-LGBTQ workers' feelings towards LGBTQ people have been most shaped by their upbringing, having a friend who is LGBTQ, and their religion

28%
of LGBTQ workers are totally closeted and not open to anyone in their lives



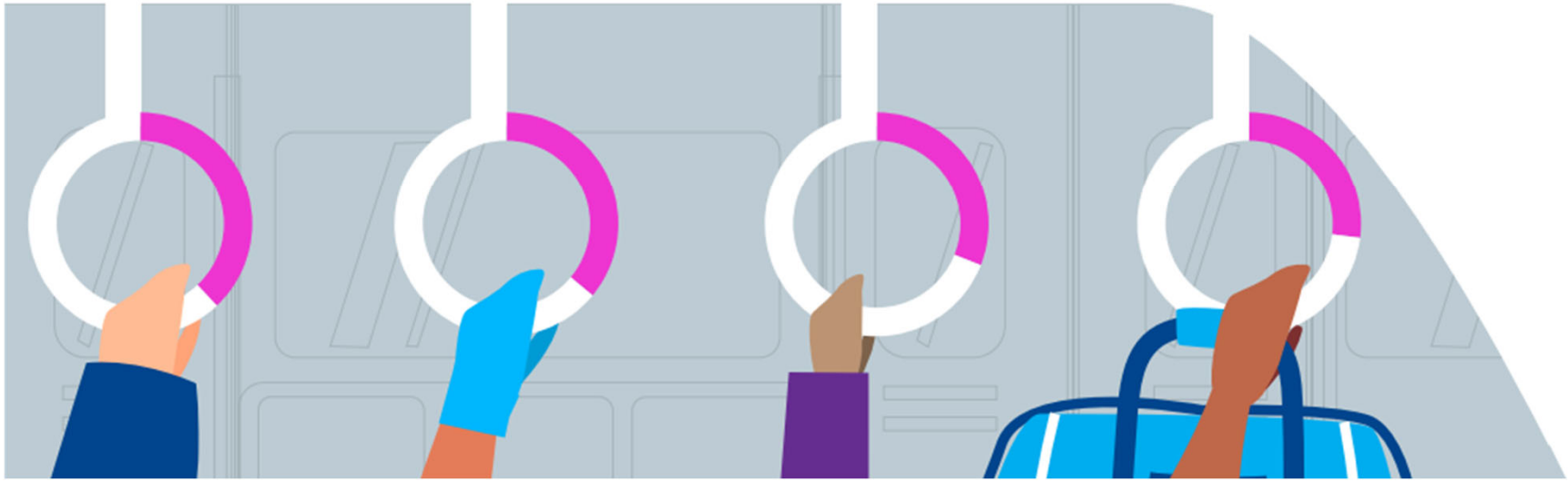
LGBTQ employeees say that they are not open at work because:

38%
The possibility of being stereotyped

36%
The possibly making people feel uncomfortable

31%
The possibility of losing connections or relationships with coworkers

27%
"People might think I'm attracted to them just because I am LGBTQ"

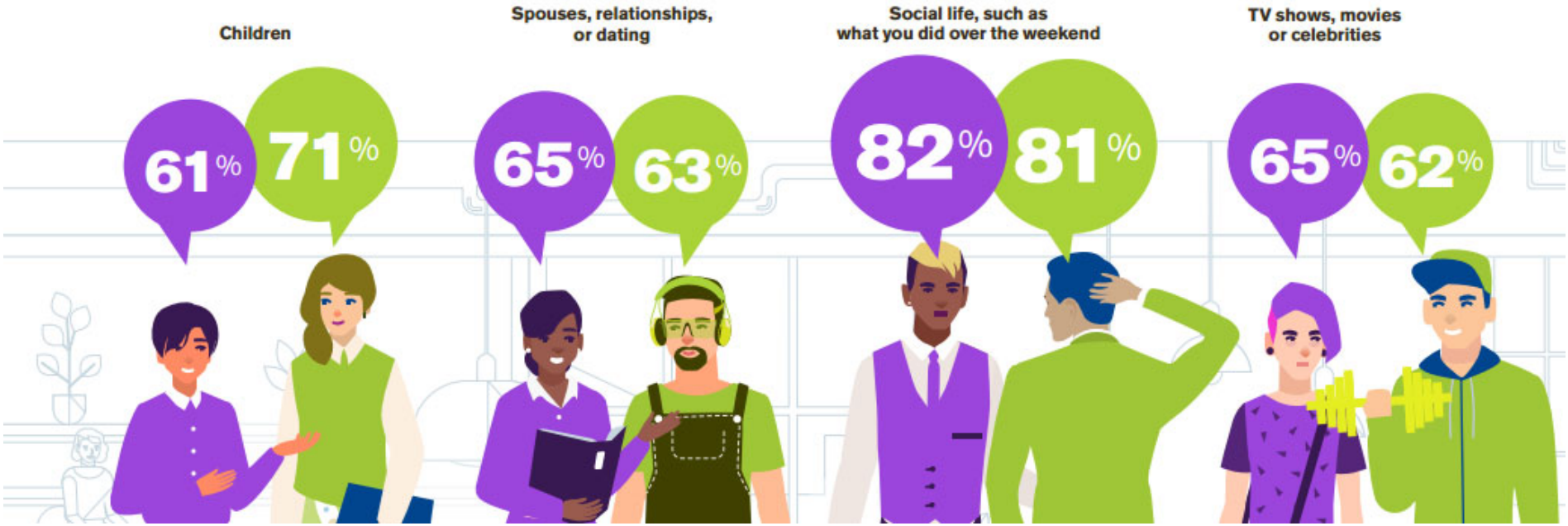


Workers Agree: Sharing Creates the Work Environment

Percentage of LGBTQ and non-LGBTQ workers that say these 'getting to know you' topics come up at least once a week at work:

- LGBTQ Worker
- Non-LGBTQ Worker

The workplace, where we spend most of our daily lives, is full of seemingly innocuous chit chat - it is so common that its prevalence can go unnoticed.



The Double Standard

When LGBTQ workers try to engage in this everyday chit chat, they are met with a double standard. Every workplace demands some level of sharing which informs the work environment, builds important rapport among workers, and creates team cohesion. Despite this, a double standard for LGBTQ workers persists in significant ways where they receive a message that their sharing is not welcome.

While 80% of non-LGBTQ people agree that LGBTQ people should not have to hide who they are at work, the messages that they send their LGBTQ colleagues betray these good intentions and create the double standard LGBTQ workers are held to in the workplace

Breaking it Down

- **Both populations share: 73%** of LGBTQ workers and **78%** of non-LGBTQ workers say that they are comfortable talking about their spouse, partner, or dating to coworkers, but:
  - **¼ LGBTQ employers** report that coworkers who they are out to seem uncomfortable once they say something related to their sexual orientation or gender identity (e.g. mentioning a partner, spouse, personal history, etc.)
  - **36%** of non-LGBTQ workers say they would feel uncomfortable hearing an LGBTQ colleague talk about dating, and **59%** of non-LGBTQ workers think that it is unprofessional to talk about sexual orientation and gender identity in the workplace
    - **The Double Standard Emerges:** non-LGBTQ workers don't recognize that we all have a sexual orientation and a gender identity, but it is only when an LGBTQ person's is discussed that they think it is inappropriate for the workplace
    - **Some encouraging signs of change:** in 2012 **43%** of non-LGBTQ workers agreed that they would be uncomfortable hearing about an LGBTQ worker's dating, and **75%** thought it was unprofessional to discuss sexual orientation or gender identity in the workplace

Sexual Orientation for LGBTQ People is still Sexualized

LGBTQ workers get the message that their input is making colleagues uncomfortable.

- **54%** of non-LGBTQ workers said that they would be very comfortable working with an LGBTQ coworker; of those who wouldn't be very comfortable, a majority said it was because they "didn't want to hear about their coworker's sex life"

Working in an unwelcoming environment that is not always accepting of LGBTQ people leads to:

- **25%** of LGBTQ workers feeling distracted from work
- **28%** lying about their personal life (down from 42% in 2008)
- **17%** felt exhausted from spending time and energy hiding their sexual orientation (13% from hiding their gender identity)
- **31%** felt unhappy or depressed at work

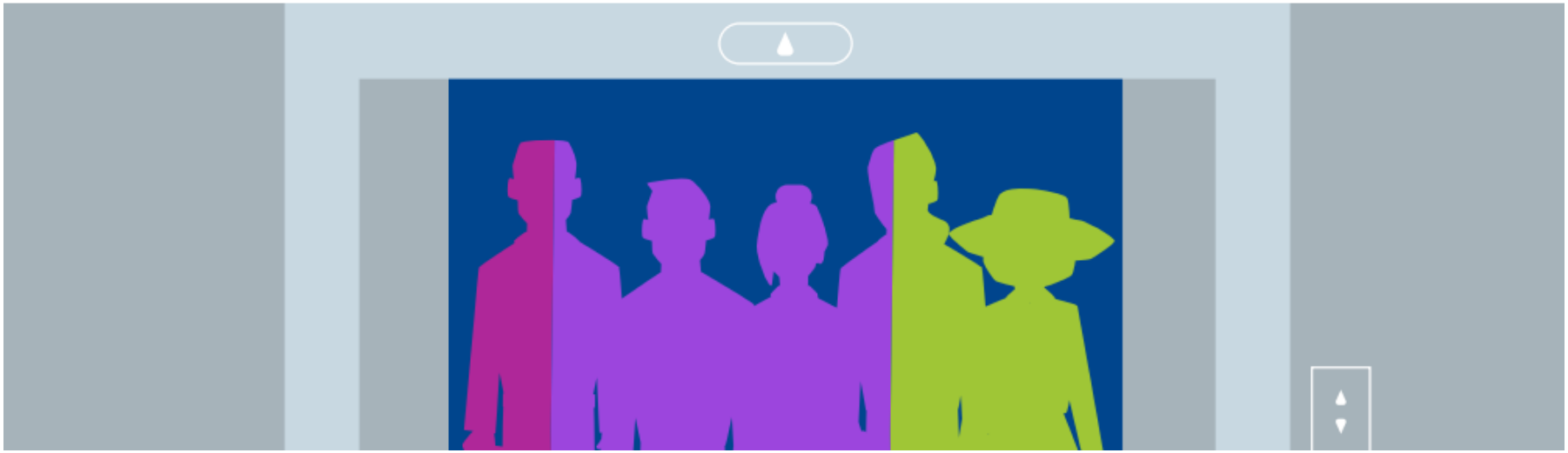
Egregious Behavior in the Workplace

LGBTQ Workers are Singled Out at Work

18%
of LGBTQ workers reported that someone at work has made sexually inappropriate comments to them because their coworker thought their sexual orientation or gender identity made it okay

53%
of LGBTQ workers report hearing jokes about lesbian or gay people (and **41%** transgender-specific and **37%** bisexual-specific jokes) at least one in a while, while only...

37%
of their non-LGBTQ counterparts report hearing the same jokes



Frozen Out of Social Networks

1/5
of LGBTQ workers avoided a special event at work such as lunch, happy hour, or a holiday party

1/4
of LGBTQ workers avoided certain people at work

Consequences of Unwelcoming Environments

1 in 5
employees have stayed home from work because the workplace wasn't always accepting of LGBTQ people

1 in 5
searched for a different job

1 in 10
LGBTQ workers have left a job because the environment was not very accepting of LGBTQ people

How to be Inclusive of LGBTQ+ Community?

For Management

- Lead conversations about unconscious bias proactively
- Equip teams with vocabulary around spotting unconscious bias and talking to each other and you as their manager around experiences of unconscious bias
- Be intentional with team building activities to ensure inclusion

For Individuals

- Ask yourself what informed your earliest impressions and beliefs about LGBTQ+ and how you express at work
- Define respect for yourself and others and how you demonstrate that in workplace
- Practice mirroring-if your college asks about your weekend, ask about theirs

Questions?

ALL ARE
WELCOME
HERE

الكل مرحب
به هنا

ZOO SIAB
TOS TXAIS
TXHUA TUS
RAU NTAWM NO

TODOS SON
BIENVENIDOS
AQUÍ

SI NIYAD SAMI AH
BAA LAGUUGU SOO
DHOWEYNAYAA
HALKAN

VOUS ÊTES
TOUS LES
BIENVENUS
ICI

Links:

- https://greatergood.berkeley.edu/topic/diversity/definition#how-cultivate-diversity
- https://business.tutsplus.com/tutorials/important-dimensions-of-workplace-diversity--cms-28319
- http://www.qcc.cuny.edu/diversity/definition.html
- https://content.wisestep.com/pros-cons-age-diversity-workplace/
- https://theundercoverrecruiter.com/benefits-diversity-workplace/
- https://www.wonolo.com/blog/6-benefits-of-having-a-diverse-workforce/
- https://www.hult.edu/blog/benefits-challenges-cultural-diversity-workplace/
- https://www.queerevents.ca/education/pronouns

LEAN IN

50 WAYS TO FIGHT BIAS

An activity that helps you combat gender bias at work

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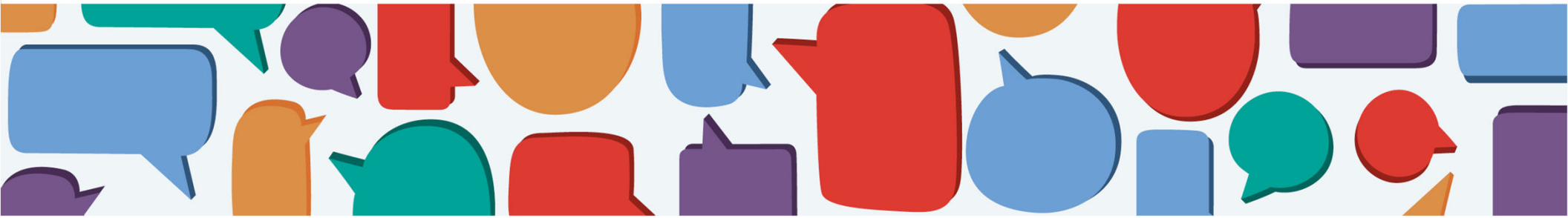

Welcome

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Welcome to this session on understanding bias in the workplace as developed by LeanIn.Org

- Research shows gender bias is holding women back in the workplace. Our aim for this session is to learn what bias is, how it arises and what we can all do to combat it at work.
- The following slides provide information to allow us to learn more about gender bias and they also provide specific situations and solutions.
- Be sure to watch the video on slide 10.
- And keep in mind:
  - Bias isn't limited to gender – Women and men can also experience biases because of their race, sexuality, age, religion, and other aspects of their identity. When these biases are compounded, the discrimination people experience is even worse. This is called intersectionality.
  - We all fall into bias traps – People of all genders can consciously or unconsciously make biased comments or behave in other ways that disadvantage women.
  - Knowing that bias exists isn't enough: commit to take action – We all need to look for bias and take steps to counteract it.

Learn more at leanin.org

Confidential Material

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LEAN IN

LeanIn.Org helps women achieve their ambitions and works to create an equal world.

LeanIn.Org thanks our partners for their valuable contributions to this program:

Stanford | VMware Women's Leadership Innovation Lab

paradigm

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WHY WE ARE HERE

- Gender bias—whether deliberate or unconscious—is holding women back in the workplace.
- It makes it harder for women to get hired and promoted and negatively impacts their day-to-day work experiences.
- This hurts women and makes it hard for companies to level the playing field.
- Today, we'll learn concrete steps to address gender bias head-on.

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TODAY'S AGENDA

1. Set the tone
2. Learn about gender bias
3. Dive into specific situations and solutions
4. Finish with a closing activity

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Setting the tone

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SETTING THE TONE

1. Bias isn't limited to gender.
2. We all fall into bias traps.
3. Knowing that bias exists isn't enough—commit to take action.
4. Stories should be anonymous.
5. Give people the benefit of the doubt.

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Overview: common biases women experience at work

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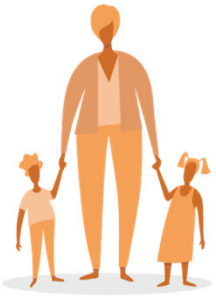
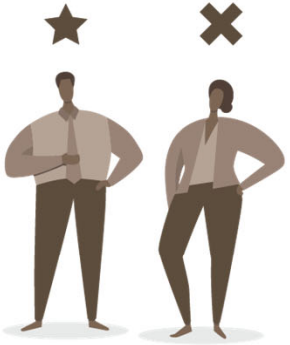
OVERVIEW: COMMON BIASES WOMEN EXPERIENCE AT WORK

Likeability bias

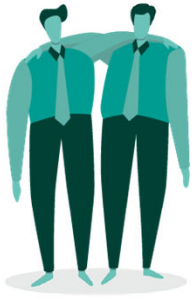
Performance bias



Maternal bias

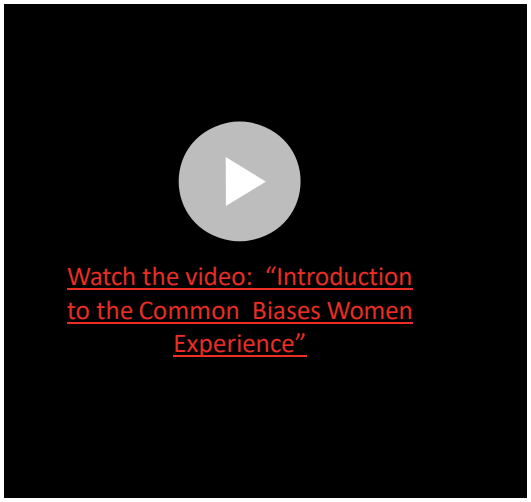


Attribution bias



Affinity bias

Double discrimination & intersectionality



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Icebreakers

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In a study of performance reviews, what % of women received negative feedback on their personal style such as "You can sometimes be abrasive"?

And what % of men received that same type of feedback?

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ICEBREAKER: DID YOU KNOW?

In a study of performance reviews, what % of women received negative feedback on their personal style such as "You can sometimes be abrasive"?

And what % of men received that same type of feedback?

ANSWER

66% of women and 1% of men.[136]

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How much more likely are women than men to plan on leaving the workforce to focus on family?

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ICEBREAKER: DID YOU KNOW?

How much more likely are women than men to plan on leaving the workforce to focus on family?

ANSWER

Actually, there is virtually no difference. Women and men plan on leaving to focus on family at similarly low rates (2% or less).[126]

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When 1 in 10 senior leaders at their company is a woman, what % of men and what % of women think women are well represented in leadership?

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ICEBREAKER: DID YOU KNOW?

When 1 in 10 senior leaders at their company is a woman, what % of men and what % of women think women are well represented in leadership?

ANSWER

45% of men and 28% of women.[132]

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Workplace situations

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5–10 minutes

A colleague says they're glad to see so many women in leadership at your company. In reality, only 2 out of 15 senior leaders are women.

WHY IT MATTERS

If people think that women are well represented in leadership when in reality they're not, they're less likely to do anything to fix the problem—they simply don't see it. That's a loss for your company: when companies have more women in leadership, they tend to have more employee-friendly policies and produce better business results.[113]

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EVERYDAY INTERACTIONS

A colleague says they're glad to see so many women in leadership at your company. In reality, only 2 out of 15 senior leaders are women.

WHAT TO DO

Point out the numbers, which speak for themselves. You can say, "It's great that we have those two women on the leadership team, but they're only two out of fifteen. Women are half the population, so women are still really underrepresented." You can also share that having more women in leadership can be good for a company's bottom line.[114]

NEXT: WHY IT HAPPENS

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EVERYDAY INTERACTIONS

A colleague says they're glad to see so many women in leadership at your company. In reality, only 2 out of 15 senior leaders are women.

WHY IT HAPPENS

When it comes to women in leadership, people tend to be too satisfied with the status quo: 45% of men and 28% of women think women are well represented when only 1 in 10 senior leaders at their company is a woman.[115] These low expectations are the result of generations of inequality. When there used to be no women senior leaders, seeing just one or two can feel like a huge step forward. It's hard to imagine a groundswell for change when we don't have higher expectations for what equality looks like.

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HIRING

5–10 minutes

After an interview, a colleague says they didn't like how a woman candidate bragged about her strengths and accomplishments.

WHY IT MATTERS

In general, candidates who are well liked are more likely to be hired—so when women are seen as less likeable, they're often less likely to get the job.[8] And companies that fail to hire talented women miss out on their contributions and leadership.

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HIRING

After an interview, a colleague says they didn't like how a woman candidate bragged about her strengths and accomplishments.

WHAT TO DO

Ask your colleague to explore their thinking: "That's interesting. Do you think you'd have that reaction if a man did the same thing?" You can also reframe what happened: "I noticed that too, but I don't see it as bragging. I just thought she was talking confidently about her talents." It's also worth pointing out that a job interview is exactly the place to talk about your strengths.

NEXT: WHY IT HAPPENS

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HIRING

After an interview, a colleague says they didn't like how a woman candidate bragged about her strengths and accomplishments.

WHY IT HAPPENS

We expect men to assert themselves and promote their own accomplishments. But we often have a negative reaction when women do the same thing.[9] This puts women candidates in a difficult spot. If they tout their achievements, it can hurt their chances of being hired. If they don't, their achievements might be overlooked.

Rooted in likeability bias

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EVERYDAY INTERACTIONS

5–10 minutes

Someone suggests that a woman on your team be given a big, high-profile project, and a colleague says, "I don't think this is a good time for her since she just had a baby."

WHY IT MATTERS

Your company likely wants to retain and promote talented women. Sidelining them—even with good intentions—works against that goal by denying them opportunities that can lead to advancement.

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EVERYDAY INTERACTIONS

Someone suggests that a woman on your team be given a big, high-profile project, and a colleague says, "I don't think this is a good time for her since she just had a baby."

WHAT TO DO

Remind your colleague that this could be a career-changing project for whoever gets it, so it's better to let the new mom decide for herself whether or not she wants to take it on.

NEXT: WHY IT HAPPENS

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EVERYDAY INTERACTIONS

Someone suggests that a woman on your team be given a big, high-profile project, and a colleague says, "I don't think this is a good time for her since she just had a baby."

WHY IT HAPPENS

Motherhood triggers assumptions that women are less competent and less committed to their careers. As a result, they are held to higher standards and presented with fewer opportunities. Studies show that the "maternal wall" women face when they have kids is the strongest gender bias.[32]

Rooted in maternal bias

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MEETING DYNAMICS

5–10 minutes

In a meeting, a woman strongly disagrees with a man about how to approach a problem. He says, "We can't talk about this anymore. She's getting too emotional."

WHY IT MATTERS

In a healthy workplace, debates happen all the time—and often result in better ideas, clearer strategies, and stronger teams. Shutting down debate can be counterproductive to your company's goals. Plus, being tagged as overly emotional can diminish a woman's standing at work—and send a message to other women that they shouldn't speak freely.

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MEETING DYNAMICS

In a meeting, a woman strongly disagrees with a man about how to approach a problem. He says, "We can't talk about this anymore. She's getting too emotional."

WHAT TO DO

Speak up. You can say something to support the woman's point of view: "I think [Name] is making a good point. We should consider it." You can also push back on the "too emotional" comment directly: "She doesn't seem too emotional to me. Let's keep talking."

Or you can help your team get back to basics: "We're all just trying to come up with the best approach. Let's continue this conversation so we can land on the right solution together."

NEXT: WHY IT HAPPENS

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MEETING DYNAMICS

In a meeting, a woman strongly disagrees with a man about how to approach a problem. He says, "We can't talk about this anymore. She's getting too emotional."

WHY IT HAPPENS

Women tend to be stereotyped as overly emotional, while men tend to be viewed as rational—and therefore more professional and better suited to lead.[118] This dynamic can lead people to see a woman with an opinion—especially if she expresses it with conviction—as being overly emotional, while the same view voiced by a man is considered reasonable.[119]

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5–10 minutes

A coworker confides in you, "I honestly just find it easier to work with men."

WHY IT MATTERS

Your colleague's preference for working with men could lead them—consciously or unconsciously—to overlook talented women. When this happens, women can miss career opportunities, and your coworker can miss the chance to work with women from whom they might learn something.

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EVERYDAY INTERACTIONS

A coworker confides in you, "I honestly just find it easier to work with men."

WHAT TO DO

A comment like this may signal that your coworker thinks women are less talented or less likeable than men. You can ask, "What makes you say that?" When people are asked to explain themselves, it sometimes leads them to rethink their position. You can also explain **WHY IT HAPPENS**—it can be eye-opening to understand how bias works—or share your own perspective: "I've had great experiences working with women." Even if you can't convince them to think differently, you can push back on their point of view.

NEXT: WHY IT HAPPENS

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EVERYDAY INTERACTIONS

A coworker confides in you, "I honestly just find it easier to work with men."

WHY IT HAPPENS

Your colleague may say this because of performance bias, which can lead them to incorrectly assume that men are more competent than women.[104] Likeability bias can lead them to feel that competent women are less likeable and therefore harder to work with.[105] And if your colleague is a man, his comment may be rooted in affinity bias—he may prefer to work with people like himself.[106]

Rooted in performance bias, likeability bias, affinity bias

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MEETING DYNAMICS

5–10 minutes

A woman suggests an idea in a meeting and it falls flat. A few minutes later, a man suggests the same idea and gets an enthusiastic reaction.

WHY IT MATTERS

Getting credit for ideas is important—it's often how employees get noticed. When people don't feel heard, they may also stop speaking up and sharing their views. Over time, if their contributions go unseen, it can slow their advancement.[61] In both cases, companies end up missing out.

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MEETING DYNAMICS

A woman suggests an idea in a meeting and it falls flat. A few minutes later, a man suggests the same idea and gets an enthusiastic reaction.

WHAT TO DO

You can remind everyone that the idea originated with your woman colleague: "I think [Name] made that point a few moments ago. I like this direction." Advocating for women coworkers in this way can help them get noticed for their contributions—and it can also position you as a leader.

NEXT: WHY IT HAPPENS

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MEETING DYNAMICS

A woman suggests an idea in a meeting and it falls flat. A few minutes later, a man suggests the same idea and gets an enthusiastic reaction.

WHY IT HAPPENS

Because we tend to underestimate women's performance and overestimate men's, we often don't give women as much credit for their ideas. This can play out in meetings. The team doesn't "hear" an idea when a woman raises it, but when a man says the same thing, they pay attention.[62]

Rooted in attribution bias

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REVIEWS & PROMOTIONS

5–10 minutes

You're on a review committee and several members argue against a woman's promotion because she is not "seen as a leader," even though her team delivers outstanding results.

WHY IT MATTERS

The review committee may be making incorrect—and unfair—assumptions about the woman's abilities. Additionally, if the review committee uses a narrow definition of leadership, they may unfairly exclude a lot of people, like this woman.

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LeanIn.Org thanks the Stanford Women's Leadership Lab for their valuable contributions to this slide.

REVIEWS & PROMOTIONS

You're on a review committee and several members argue against a woman's promotion because she is not "seen as a leader," even though her team delivers outstanding results.

WHAT TO DO

Point out that the woman's team delivers superb results, and suggest that their performance speaks to her leadership. You can also ask them to explain the attributes she lacks. When people are asked to justify their thinking, it can help reduce bias in decision-making.[178]

As a longer-term solution, suggest creating detailed metrics for performance reviews, including clear expectations for leaders. This way, all employees will be evaluated based on a more complete definition of good leadership and using the same standards, which reduces bias in the review process.[179]

NEXT: WHY IT HAPPENS

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REVIEWS & PROMOTIONS

You're on a review committee and several members argue against a woman's promotion because she is not "seen as a leader," even though her team delivers outstanding results.

WHY IT HAPPENS

Both women and men more readily associate men with leadership.[180] This bias is so strong that when women work on teams, their contributions are often attributed to the team as a whole. In contrast, when men work on teams, they are more likely to be seen as taking a leadership role.[181]

Rooted in performance bias & attribution bias

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LeanIn.Org thanks the Stanford Women's Leadership Lab for their valuable contributions to this slide.

EVERYDAY INTERACTIONS *5–10 minutes*

You're talking to a woman of color on your team. A coworker from another team joins you and assumes she is much more junior than she really is.

WHY IT MATTERS

This happens to women more than men—and to women of color most of all.[50] Being mistaken for a more junior employee can feel disrespectful, even humiliating. Over time, the bad feelings from slights like this can add up and leave employees feeling unhappy and more likely to leave their job.[51]

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EVERYDAY INTERACTIONS

You're talking to a woman of color on your team. A coworker from another team joins you and assumes she is much more junior than she really is.

WHAT TO DO

Correct the record by stating the woman's actual title. If it feels right, add some context that highlights her contributions to your company—for example, "She's running point on our largest initiative this quarter" or "She's our COO's right-hand person."

Longer term, consider recommending that the company implement bias training, which can help people avoid assumptions like this one.[52]

NEXT: WHY IT HAPPENS

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EVERYDAY INTERACTIONS

You're talking to a woman of color on your team. A coworker from another team joins you and assumes she is much more junior than she really is.

WHY IT HAPPENS

Research shows that we strongly associate men with leadership—but not always women.[53] Women are twice as likely as men to be mistaken for someone much more junior—and women of color are the most likely to experience this.[54]

Rooted in performance bias

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5–10 minutes

You decide to mentor someone because they remind you of yourself.

WHY IT MATTERS

Good mentors can make a big difference. Employees with mentors are more likely to get raises and promotions.[72] But because managers and senior leaders are more likely to be white men, and because people tend to gravitate toward mentoring others like themselves, women and people of color often miss out on that support.[73] That also means your company could miss out on fostering talented employees.

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LeanIn.Org thanks Paradigm for their valuable contributions to this slide.

MENTORSHIP & SPONSORSHIP

You decide to mentor someone because they remind you of yourself.

WHAT TO DO

Be aware of this dynamic and let it inform your choices. If you're a white man, you're more likely to be in a position of authority someday.[74] You can make the workplace fairer by being thoughtful about whom you mentor. Consider proactively reaching out to mentor someone from a different background. If you're a woman or a person of color, you might decide instead to mentor someone like yourself—especially if you remember struggling to find mentors when you were coming up through the ranks. In your case, mentoring people like yourself supports diversity and inclusion.

NEXT: WHY IT HAPPENS

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MENTORSHIP & SPONSORSHIP

You decide to mentor someone because they remind you of yourself.

WHY IT HAPPENS

Because of this bias, we tend to prefer the company of others who are like us.[75] This can lead us to invest more in people who remind us of ourselves, perhaps because we assume these relationships will feel more comfortable.[76]

Rooted in affinity bias

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HIRING

5–10 minutes

You're on a hiring committee and you notice that your colleagues prefer candidates who are men over women with very similar experience.

WHY IT MATTERS

This could be a sign of bias in your hiring process—and may unfairly disadvantage women. When qualified women are overlooked, your company misses out on their talents and on the chance to build more diverse teams.

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LeanIn.Org thanks the Stanford Women's Leadership Lab for their valuable contributions to this slide.

HIRING

You're on a hiring committee and you notice that your colleagues prefer candidates who are men over women with very similar experience.

WHAT TO DO

Mention to the hiring committee that you've noticed they tend to select men over women with similar abilities. You can also explain **WHY IT HAPPENS**. Then suggest a solution. Research shows that when teams agree on a set of clear criteria and use it consistently for all candidates, the hiring process is fairer and the most qualified women and men can rise to the top.[175]

NEXT: WHY IT HAPPENS

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LeanIn.Org thanks the Stanford Women's Leadership Lab for their valuable contributions to this slide.

HIRING

You're on a hiring committee and you notice that your colleagues prefer candidates who are men over women with very similar experience.

WHY IT HAPPENS

We tend to rate women lower than men, even if they have similar qualifications.[176] This can make a real difference in hiring. In one study, replacing a woman's name with a man's name on a résumé increased the likelihood of being hired by more than 60%.[177]

Rooted in performance bias

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LeanIn.Org thanks the Stanford Women's Leadership Lab for their valuable contributions to this slide.

EVERYDAY INTERACTIONS

5–10 minutes

Someone complains to you that a new dad on the team is taking too much of his allotted family leave.

WHY IT MATTERS

All workers—men too!—should be able to spend time with their families, whether that's to bond with new babies, care for sick kids, or be there for aging parents. When workplaces have generous family leave policies, employees are happier, more productive, and more likely to stay on staff.[82] Plus, when men don't use their leave, it makes it harder for women to use theirs without judgment.

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EVERYDAY INTERACTIONS

Someone complains to you that a new dad on the team is taking too much of his allotted family leave.

WHAT TO DO

Stand up for your colleague on leave. Point out **WHY IT MATTERS**—how family leave is good for workers, families, *and* companies.[83] More importantly, remind them that no one should be forced to choose between being a good employee and a good parent.

NEXT: WHY IT HAPPENS

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EVERYDAY INTERACTIONS

Someone complains to you that a new dad on the team is taking too much of his allotted family leave.

WHY IT HAPPENS

Working fathers can face pushback for spending time with their kids. They tend to receive lower performance ratings and experience steeper reductions in future earnings than mothers who take the same amount of leave.[84] Much like maternal bias, this pushback is rooted in gender stereotypes. Moms are expected to be more committed to family and less to their careers.[85] But the reverse is true for fathers, and when they go against that expectation by prioritizing family, they are penalized.[86]

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REVIEWS & PROMOTIONS

5–10 minutes

You're on a team doing performance reviews and notice that a lot of women get feedback on their speaking style.

WHY IT MATTERS

Criticisms like this can prevent qualified women from advancing, which hurts both them and your company.

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REVIEWS & PROMOTIONS

You're on a team doing performance reviews and notice that a lot of women get feedback on their speaking style.

WHAT TO DO

When you notice this pattern, point it out. Explain this is a common bias against women and **WHY IT HAPPENS**. Suggest that the group focus on the substance of what people say, not their speaking style.

Longer term, recommend that your company use standardized criteria for performance reviews, which will reduce subjective opinions. Consider recommending unconscious bias training for employees involved in the review process. When people understand how bias impacts their decision-making, they are able to make more objective decisions.

NEXT: WHY IT HAPPENS

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REVIEWS & PROMOTIONS

You're on a team doing performance reviews and notice that a lot of women get feedback on their speaking style.

WHY IT HAPPENS

Studies show that women often get negative feedback on their speaking style, while men do not.[18] If women are confident and assertive, they can be criticized for speaking too loudly or often. But if they are quieter, they are more likely to be told that they need to speak more confidently and assertively.[19]

Rooted in likeability bias

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5–10 minutes

A coworker asks, "Who's the new girl?"

WHY IT MATTERS

Calling an adult woman a girl in a professional context can make her seem junior and inexperienced—and implies that she doesn't need to be taken seriously. Comments like this are disrespectful to women.

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EVERYDAY INTERACTIONS

A coworker asks, "Who's the new girl?"

WHAT TO DO

You can reply, "The new *woman* we've hired is …" That might be enough to make your colleague rethink their language. Or be more direct: "I'm sure it wasn't your goal, but calling her a girl can undermine her standing here at work."

NEXT: WHY IT HAPPENS

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EVERYDAY INTERACTIONS

A coworker asks, "Who's the new girl?"

WHY IT HAPPENS

People tend to think that women are less competent than men,[116] which leads them to take women less seriously—and to assume they have lower status and less power.[117] That can make it seem acceptable to refer to a woman as a girl, when they would not call a man a boy.

Rooted in performance bias

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Closing Actions and More Ways to Support Gender Equality in the Workplace

- Complete the following statement, “My one action to address gender bias in the workplace is…”.
  - Think of the one thing you’re going to do when you see bias at work – or one thing you learned that you’re going to share with others. Write it down.
- Reach out to HR@vireohealth.com for additional support or questions.
- Learn more at leanin.org
  - 8 Powerful Ways Managers Can Support Equality

Confidential Material

Microaggressions

Presented by the DEI Council

Vireo

CEO Day of Understanding

- In December 2019, our Founder & CEO Dr. Kyle became the first CEO of a cannabis company to sign the CEO Action for Diversity & Inclusion Pledge. In signing the CEO Action pledge, Dr. Kyle affirmed Vireo's commitment to cultivating a workplace where diverse people, perspectives, and experiences are welcomed, and where all team members feel empowered.

- The **Day of Understanding** is one way we are bringing our commitment to CEO Action for Diversity and Inclusion™ to life. We want to have candid and meaningful conversations about diversity and inclusion as we work to foster an inclusive workplace. Today we will share resources to explore our blind spots and unconscious biases and have an open dialogue, as we strive to play a meaningful role in this important societal issue. Stay tuned for more ways in which you can be involved and make an impact.

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Microaggressions

What are they?

- Microaggressions the everyday, subtle, intentional — and oftentimes unintentional — interactions or behaviors that communicate some sort of bias toward historically marginalized groups.
    - Verbal, behavioral, or environmental slights
    - Often automatic and unintentional
    - Occur in brief instances daily
    - Communicate hostile, derogatory, or negative viewpoints

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Types of Microaggressions

Micro-assaults

- Uncommon
- Deliberate, conscious, and explicit\intentions to hurt, oppress, or discriminate

Examples:

- Refusing service to same sex couples
- Displaying the hood of the Ku Klux Klan

Microinsults & Microinvalidations

- Not intentional and typically occur due to underlying biases and prejudices outside of awareness
- Micro Insults- Convey insensitivity, are rude, or demean an individual's identity or heritage
- Microinvalidations- Exclude, negate, or nullify an individual's thoughts or feelings

Example:

- "You're going to stay at home with the baby?" Are you really going to let your wife wear the pant in the relationship?"

Themes of Microaggressions

Theme	Microaggression	Message
Myth of Meritocracy	"Everyone can succeed in America if they just work hard enough."	People of color are lazy and/or incompetent and need to work harder.
Pathologizing Cultural Values	Dismissing an individual who brings up race/culture at work/school	Leave your cultural baggage outside.
Second Class Citizen	A taxicab passes a person of color to pick up a white passenger. "You people."	You're likely to cause trouble and travel to a dangerous neighborhood. You don't belong and are a lesser being.

Other Examples of Microaggressions

Type	Microaggression	Message
Gender	"Smile! You're too pretty for people to not see you smile." A female doctoral student continues to receive emails from potential participants addressed "sir."	Your appearance defines what people think of you. It is unlikely for someone of your gender to pursue an advanced degree.
Sexual Orientation	"I like you, but why do others have to shove it in our faces?" " So, who's the man and who is the woman in the relationship?"	The LGBTQ+ experience is offensive and abnormal. Implies that a "normal" relationship must

Other Examples of Microaggressions

Type	Microaggression	Message
Religion	"You don't look Jewish!" Although not explicitly celebrated, a public-school decorates for Christmas in December.	All Jewish people look the same. In America, Christianity is the most important religion. Those who practice others are outsider.
Class	"That's ghetto."	Being poor is associated with negative/ undesirable characteristics

Effects of Microaggressions

Internal Dilemma

Experiencing a microaggression may lead to the following intrusive cognitions:

- Did I interpret that correctly?
- Did they say what I think they said?
- What did they mean by that?
- Should I say something?
- Saying something may make it worse.
- They'll probably think I'm overreacting.
- Speaking up is going to hurt more than it helps.

Effects of Microaggressions

Psychological Consequences

Associated psychological impact

- Anxiety
- Depression
- Sleep Difficulties
- Diminished Confidence
- Helplessness
- Loss of Drive
- Intrusive Cognitions (e.g., internal dilemma)
- Diminished Cognition

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How to Combat Microaggressions?

Individuals

• Recognize that dismissive attitudes are harmful.

• Engage in self-reflection to identify times that you may have been micro aggressive in your personal and work life.

• Participate in continuing education activities.

• Avoid making assumptions and labeling individuals.

Institutions

• Foster inclusive and supportive environments.

• Collaborate with groups and organizations who are committed to addressing issues of diversity and inclusion.

• Offer trainings and opportunities for continuing education and diversity workshops.

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How to Combat Microaggressions?

Supervisors

• Recognize that microaggressive instances occur daily in the workplace and that supervisees are likely to experience them.

• Foster an environment that encourages supervisees to discuss occurrences openly. This may be accomplished during initial meetings and/or through continuous feedback

• If/when you realize that you have made a statement or conducted a microaggressive action, approach the supervisee and acknowledge/apologize for the occurrence.

Employees

• Foster discussions surrounding diversity with colleagues and supervisors.

• Recognize that slights are often unintentional.

• Try to discuss microaggressive instances with “perpetrators” first. However, if you feel uncomfortable approaching them, you can connect with your supervisor or HR.

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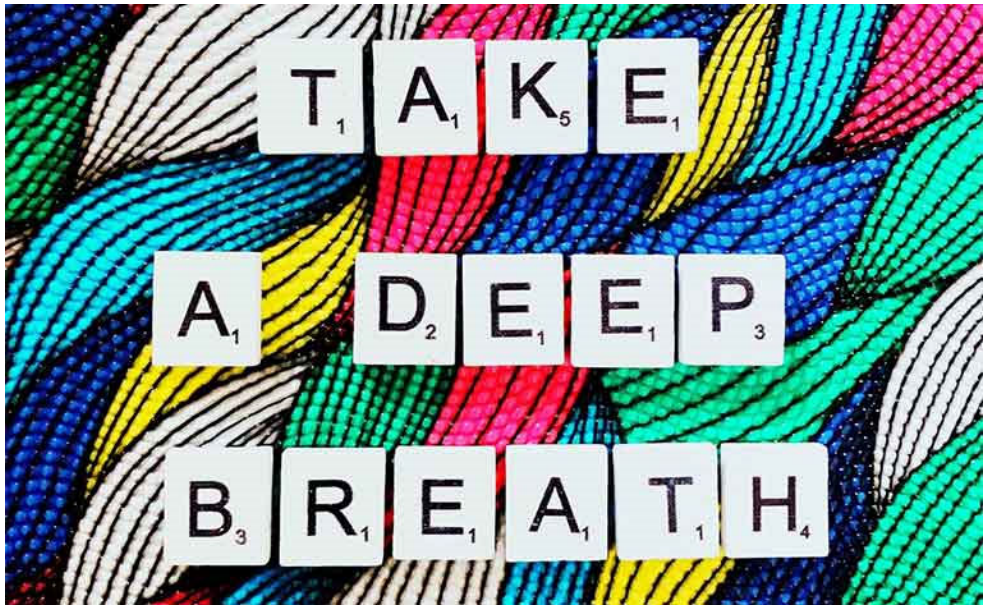
Productive Responses to Microaggressions

Initial Response

- Take a deep breath!
- Assume offense was not the intent
- Explain how the slight may be interpreted by others
- Ask a follow up question: “who are you referring to when you say that?” or “what do you mean?”
- Identify individuals you feel comfortable discussing issues with (e.g., family members, cohort members, mentors).



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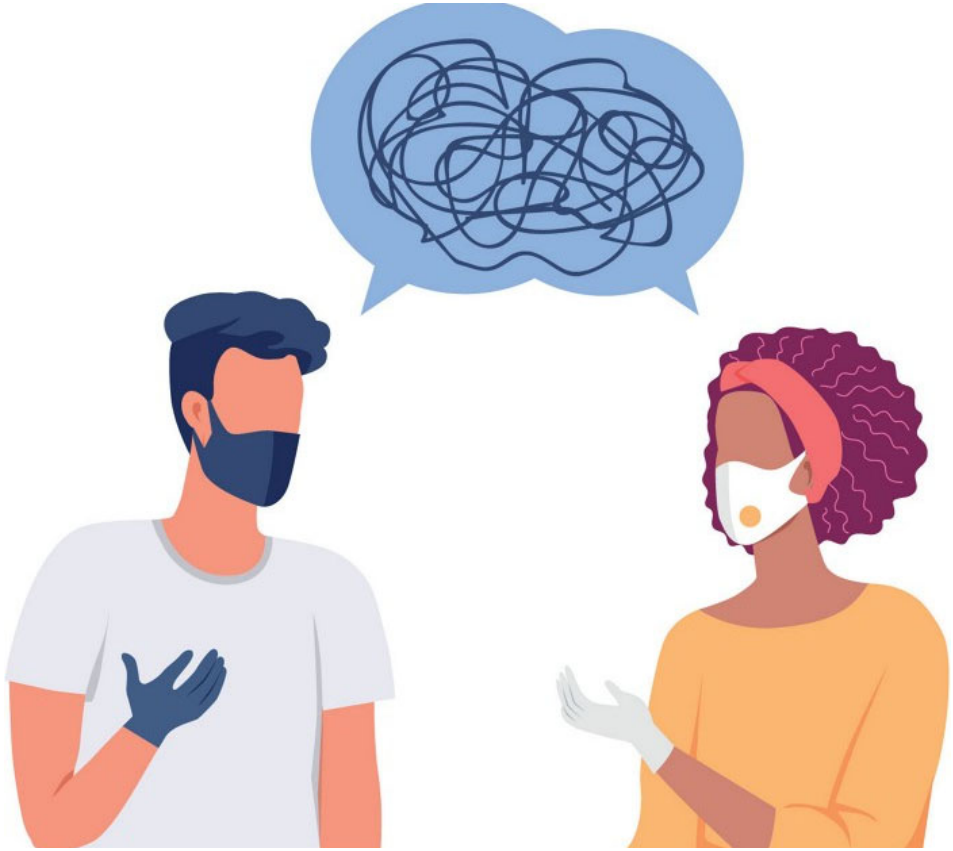
Productive Responses to Microaggressions



Follow Up Response

What about when the “perpetrator” denies having been offensive?

Ask yourself:

- Will further conversation will be beneficial and productive?
- What is my current level of stress?
- Am I able to respond non-emotionally?

- **If you decide to discuss further:**
- Take a deep breath!
- Reiterate that you are not blaming the person, only expressing the way the comment/action made you feel.
- Explain that instances occur daily, and others have made similar comment/actions.
- Be open to their input and expression of their feelings.

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Support

Who to Contact

Employees: If you are experiencing microaggressions and do not know how to handle the situation, please reach out to your supervisor or HR.

Supervisors: If you or your employees are experiencing microaggressions and need assistance handling the situation, please contact HR.

You can contact HR at HR@vireohealth.com

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