

INCLUSION & UNCONSCIOUS BIAS

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Why Diversity ?

TALENT



Attracting and retaining
the widest talent pool

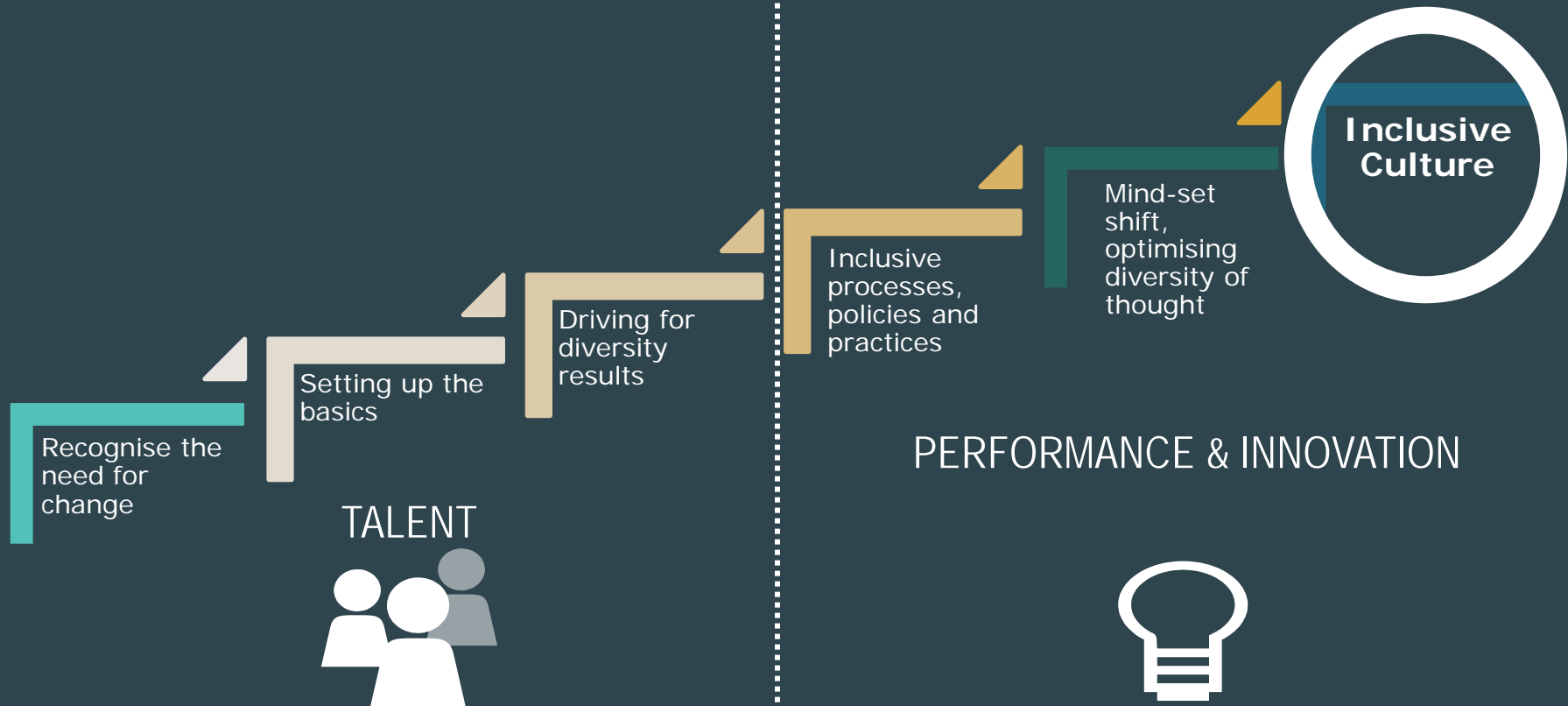
Why Inclusion ?

PERFORMANCE & INNOVATION



Enabling the full potential of
every employee to contribute to
the success of Maersk

The Journey



Why Unconscious Bias?

The Inclusive Leader



Global Leaders

- Attract **global talent**, operate across boundaries, meet **diverse customer needs**
- Require global perspective, **cultural agility**, self-awareness, openness, and flexibility
- Depend on their capable, self-directed teams



Innovative Leaders

- View problems as challenges to be overcome
- Use technology for new products / services
- Work hard to stay in front of trends by creating new markets
- **Open to diverse points of view**



Change Leaders

- Pivot the organisation in anticipation of or in response to market changes
- Swiftly change the business model and lead competitors because of adaptability and foresight
- **Master the ability to inspire and motivate people in a dynamic environment with unprecedented diverse teams**



Growth Leaders

- Thrive in new, complex, and crowded business environments
- See and understand how to reach, design for, and **serve traditionally underrepresented consumers and clients**
- Grow business under difficult circumstances that may involve a lack of resources, fierce competition, or razor-thin margins.

Inclusive Leadership

Traits

Behavioural Outcome

Business Outcome

Flexibility

Openness

Authenticity

Adaptability

Self-awareness

Self-control

Motivation

Empathy

More attuned to their unconscious biases

More willing to address their unconscious biases

Can identify their own and others' cultural drivers

Exercise the curiosity needed to compare and contrast how others may be similar or different to them

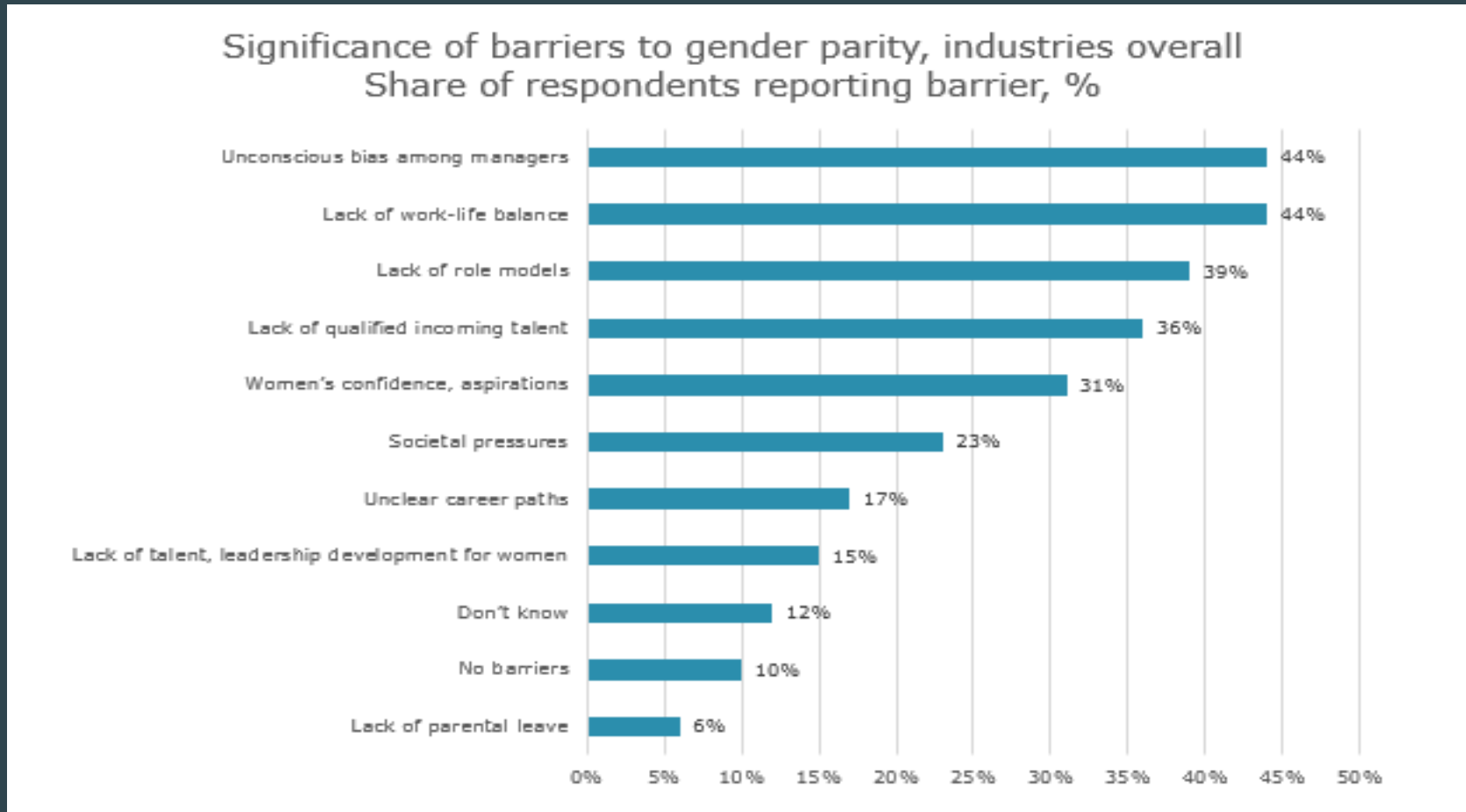
Influence diverse stakeholders

Optimise diverse talent

Building collaborative relationships

Open to diverse perspectives and ideas

Why Unconscious Bias?



Source: Source: Future of Jobs Survey, World Economic Forum.

Note: Names of barriers have been abbreviated to ensure legibility.

Why Unconscious Bias?



In terms of attrition, women in Science, Engineering and Technology (SET) fields leave at almost twice the rate of men, with over **52% leaving the profession approximately 10 years into their career.**

The most cited reasons? According to the Harvard Business Review Report, *Athena Factor: Reversing the Brain Drain in SET*, the top five are, "**unconscious bias**", isolation, supervisory relationships, [unclear] promotion processes, and competing life responsibilities."

From Diversity to Inclusion



Diversity
alone is not
enough

Creating an
inclusive
culture
unlocks
performance

Managing our
biases
enables
inclusive
behaviour

What are we doing at Maersk ?

HR



Change the process
to impact behaviour
and decision making

Leaders



Increase awareness
to challenge
behaviour and
decision making

Workshop: What is Unconscious Bias?

Thinking Fast & Slow – Daniel Kahneman

System 1

Fast
Effortless
Emotional
Stereotypic

UNCONSCIOUS
Instant reactions and
behaviour

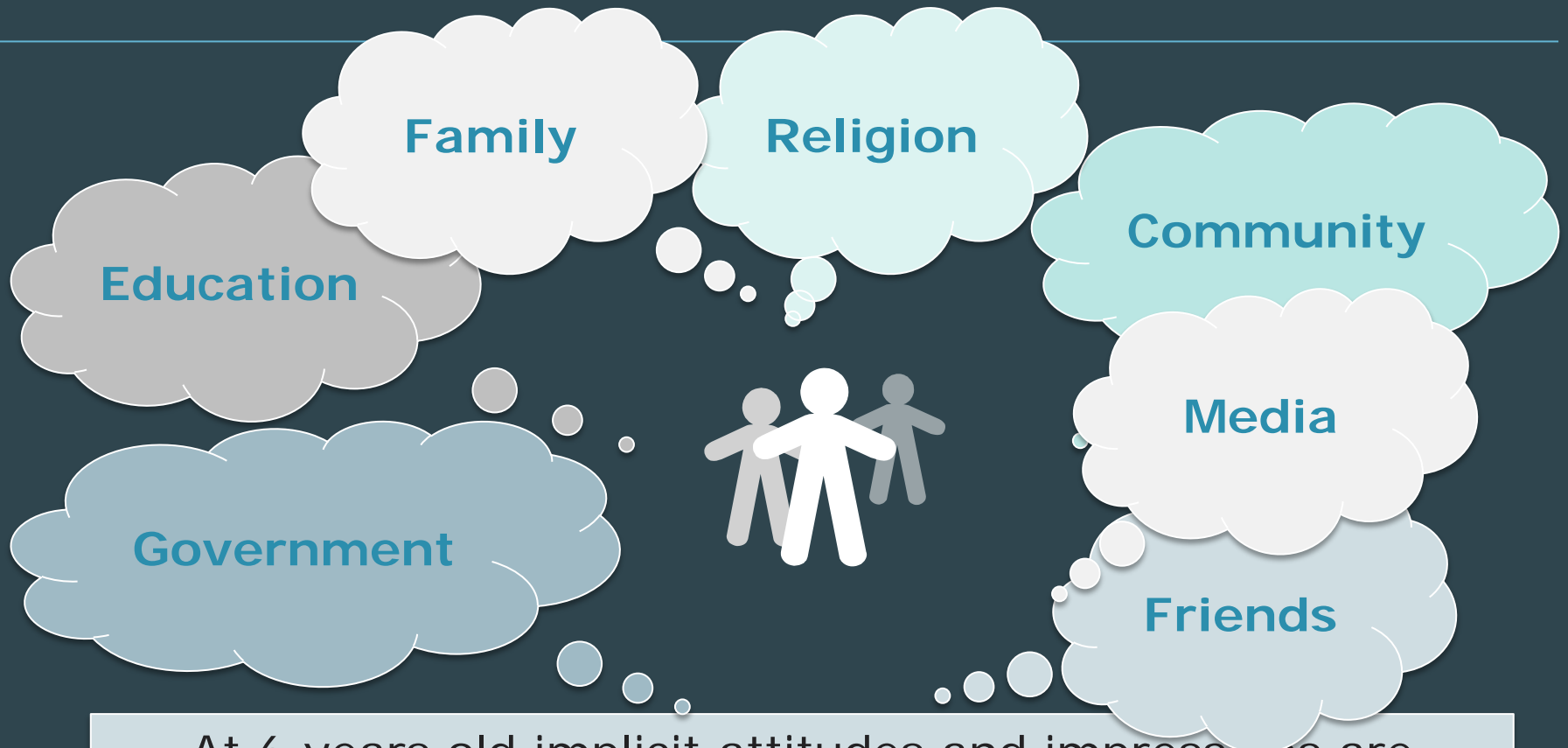


System 2

Slow
Effortful
Logical
Calculating

CONSCIOUS
Intended and
thought-out actions

Where do our unconscious biases come from?



At 6 years old implicit attitudes and impressions are already formed.
All experiences thereafter are **filtered through this paradigm.**

Unconscious Bias in decision making

Common types of workplace bias

1. Affinity Bias
2. Confirmation Bias
3. Group / Social Bias
4. Anchoring Bias
5. Benevolent Bias
6. Halo Effect

Unconscious Bias in recruitment

The background of the slide is a photograph of a stage. It features heavy, blue, vertically-pleated curtains that are pulled back by a horizontal wooden rod. The curtains have gold-colored tassels at the ends. The lighting is dramatic, with the curtains appearing dark blue in the shadows and a lighter blue where they are illuminated. The text is centered on the stage area.

Women were failing auditions to
world class orchestras in Europe

A screen was introduced to
conceal the identity of the
candidate

Increased probability of women being
advanced to next round by 50%

Increased likelihood by several times
that women would be finally selected

Unconscious Bias in Recruitment



Science faculty from research-intensive universities rated the application materials of a student who was randomly assigned either a male or female name for a laboratory manager position.

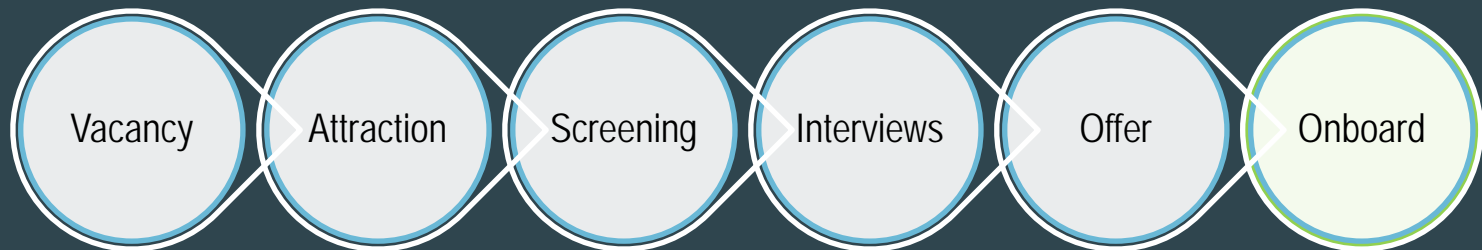
- The male applicant was rated significantly more competent and hireable than the (identical) female applicant
- The male applicant was also offered a higher starting salary and more career mentoring
- Mediation analysis revealed that the female student was less likely to be hired because she was viewed as less competent

What can we do to manage bias?

Counteracting Bias in Recruitment Decisions

The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization.

Businessdictionary.com

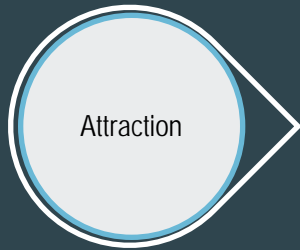


Touchpoints in the Recruitment Process



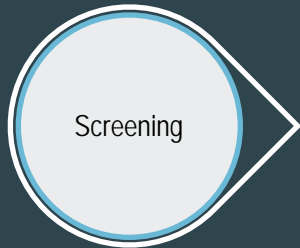
- Identify the role requirements / job description
- History of the role, who has done the role before?
- Key stakeholders opinions on who should do the role
- Succession plan – talent management (bias?)
- Someone in mind in your own network to do the role
- Location of the role
- Flexibility of the role

Touchpoints in the Recruitment Process



- Advertising the role
- Communicating the role
- Preferred suppliers
- Job description language
- Location of the role
- Flexibility of the role
- Our brand

Touchpoints in the Recruitment Process



- Years experience e.g. do you really need someone with 10 years experience
- University bias
- Company bias e.g. the last company they worked for may be good but it does not always mean the candidate will be
- Industry bias e.g. could hiring from a different industry bring more diversity of thought?
- Diversity in individuals screening applicants
- Assessments

Touchpoints in the Recruitment Process



- Bias before conducting the interview
- Who is conducting the interview?
- Questions that are being asked in the interview
- Consistency of interview process
- Feedback post interview, least senior person feedback first

In summary

HR



Leaders



Organisation



Thank you
