Community
Conversations

#IAM
Remarkable

Contents

Remarkable

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About

#IAM
Remarkable

#IAmRemarkable is a global movement that empowers everyone, including underrepresented groups, to celebrate their achievements in the workplace and beyond while challenging social perceptions around self-promotion.

During your workshops, you will help participants explore the importance of self-promotion in their personal and professional lives and help them become more comfortable and confident in sharing their accomplishments.

Please learn more by visiting the Facilitator Hub on the #IAmRemarkable website. Here you'll be able to access all of the materials, resources, and information you need to make your workshops impactful and engaging.

Last updated March 2023

01 | Introduction

By raising our awareness of how biases and social norms impact underrepresented groups, including women, we can learn to change our behaviors and lift each other up in our workshops, at work, and in our daily lives.

While most of the research in this guide focuses on workplace scenarios, the insights we gain from it can also have a powerful impact outside of work. A growing number of studies show that strong self-promotion skills can boost our well-being and benefit our relationships in all parts of our lives.

Many marginalized groups, including women and racial/ethnic minorities, are still sorely underrepresented in leadership roles in the workforce. Underrepresented communities face a range of challenges at work based on perceptions of their gender, race, religion, and more.

Those challenges include:

→ Unwarranted negative perceptions of their performance or competency

→ Stereotyping from people who assign them to a specific social category and attribute certain behaviors to those who belong to that category

→ Differences in pay, promotion, and opportunity

→ Lack of a sense of belonging and psychological safety at work and beyond

→ Emotional tax of code-switching or covering; inability to be their authentic selves

While there is an abundance of research on the experiences of women, many underrepresented groups are unheard and undervalued at work – a problem that can be amplified by their "intersectionality", a term for when a person's various, intersecting identities expose them to overlapping forms of marginalization.

In this document, we start by addressing the various ways in which our social identities – such as gender identity, race, social class, religion, sexual orientation, and ability – overlap with one another and shape our lived experiences.[1]

Our main goal is to discuss how the multiple, intersecting identities we all hold are impacted by stereotypes and bias in different ways, and how that can stop us from practicing self-promotion – or vocally expressing our achievements at work.

We finish by discussing the power of allyship. Any person who actively promotes and aspires to advance the culture of inclusion through intentional, positive, and conscious efforts is an ally,[2] and we offer some practical advice on how to bring these ideas into your workshops.

02 | How to use this resource

We've put together this resource to help you understand some of the issues you might have to grapple with as a facilitator. You're not expected to be an expert on any of these topics, but becoming familiar with some of the research can help you better guide the conversation and respond to the difficult questions that often arise in a workshop.

We've included several flagship studies — those that are seen as the defining pieces of research on a given topic and are often referenced by other scholars. For that reason, some of the research dates back several years.

But just because it's "old" doesn't mean it's irrelevant. If you want to learn more about how the research in this document is being discussed and applied today, we recommend you look at some of the pieces in the References section.

This resource is structured in layers. The top layer, the research at a glance, gives you the "elevator pitch" for each topic. In most workshops, this is all you'll need.

But sometimes, participants have questions and want to dig deeper into the research we're sharing. The details in this document should help with that and can lead to more enriching discussions during your workshops.

The References section has a mix of academic and non-academic pieces, which can give you more context and a more holistic understanding of the research. Where possible, we've provided links to publicly available versions of the research.

At the same time, we look at only a small selection of the articles and studies that are available for general reference. We recognize that the research used in this document may not incorporate all possible views and that some important voices may be missing.

We welcome all opinions and conversations on how to make this resource more comprehensive and inclusive.

If you'd like to share your feedback   iar@rmrkblty.org

Stay remarkable!

Note: Throughout this document, the terms "woman" and "man" refer to someone who self-identifies as that gender.

03 | Understanding the research

By understanding the thinking behind why underrepresented groups struggle with self-promotion, you will be better equipped to discuss the problem and its possible solutions. Pick the research and data that best fits your participants' needs and interests.

Contribution

Among the themes we discuss is how our perception of the performance or ability of others is fueled, in part, by stereotyped and predefined social constructs. This can include undervaluing the ideas and competencies of people whose identities belong to certain underrepresented communities.

Experiences in the workplace

Underrepresented groups, including women, have their own sets of struggles when it comes to promotion, pay, and opportunity in the workplace. The challenges they face include feeling they have to hide parts of who they are at work and having to battle negative perceptions of their race, gender identity, or other identities.

Income inequality

Income inequality occurs when members of some groups are paid less for the same work. Often connected to discrimination, it impacts other work-related areas, too, such as productivity, job satisfaction, and job opportunities. It can also affect how people view themselves. It's common for members of marginalized communities to believe they deserve less, to ask for less, and to negotiate less compared to their counterparts in the majority.

Unconscious bias

Biases can affect the way a person is treated or regarded simply because of their gender, their sexual identity, or the color of their skin. Although the motives behind these biases may be unconscious and subtle, they still have a significant and powerful effect.

A common thread running through all of these themes is the notion of the authentic self, which is a key aspect of diversity. It refers to someone's desire to express their internal self through their actions in the world around them.[3] Workplace culture can often make employees feel unwilling or unable to express their authentic selves.

04 Identity and bias

Race, gender, ability, and other identity-based stereotypes – or socially constructed views – can affect our perception of a person's competence, leading to biases that we may not even be aware we hold. Recognizing and finding ways to counter these preconceived ideas is vital to creating a diverse and inclusive workplace.

Underrepresented communities can experience bias when any of their social identities come up against stereotypes of how people who belong to those social groups should behave. Many people fear that acting in a way that goes against the stereotype will hurt them socially, emotionally, or financially.[4]

Stereotypes are often automatic and unconscious. In the workplace, stereotypes can influence decisions we make about other people, preventing their ability to fully contribute in their jobs.

Performance bias occurs when people who are part of majority groups are judged by their expected potential, while those who belong to underrepresented groups, including women, are judged only by their proven accomplishments.[5]

Some of the most commonly stereotyped dimensions of identity are:

Race   Gender   Age   Religion

Disability   National origin   Social status

Others that can also lead to implicit biases include:

Migrant or refugee status   Health situation   Physical appearance

Economic status   Political orientation   Sexual orientation   Caste

Bias doesn't have to be obvious or intentional to have a significant negative impact.

→ A 2014 study published in the scientific journal *PNAS* found that people tend to think of men's voices as more persuasive, fact-based, and logical than women's voices, even when they are reading identical scripts.[6]

→ Unconscious biases also cause some people to be perceived as "naturally talented" and others to have "gotten lucky". Those in the second category are less likely to get credit for their ideas, are interrupted more often, and have less influence on their teams.[7]

The ways in which different forms of bias overlap to shape a person's experiences are at the root of intersectionality.

Intersectionality

To understand a person's experiences in the world, we need to recognize their intersectionality and acknowledge how different forms of marginalization can intersect and exacerbate each other.

Legal scholar Kimberlé Crenshaw coined the term "intersectionality" and described it as what happens when a woman from a minority group "has to deal not only with one form of oppression but with all forms … which link together to make a double, a triple, multiple — a many-layered blanket of oppression".[8]

Crenshaw came up with the term in 1989, at a time when Black women were being systematically excluded from anti-discrimination law. Part of the reason for such exclusion, she said, was that US courts separated the concepts of race and gender in discrimination cases. The courts had dismissed several Black women's claims of employment discrimination, saying the cases either showed no race discrimination because they didn't also represent any of the women's Black male colleagues or no gender discrimination because the plaintiffs "did not claim that all females were discriminated against, but only Black females," Crenshaw said.[9]

In reality, Crenshaw said, the intersectional experience is greater than simply a sum of a person's identities. So, for example, when we analyze the experiences of Black women we can't break them down into just "what women experience" or "what Black people experience". Instead, we have to remember that Black women are subject to discrimination based on both their gender and their race and, often, a combination of the two.

Intersectionality is not:

Adding together different forms of inequality

Stacking up identities to see who is the most oppressed

A replacement for anti-racist education or thought

A code word for diversity

Seeing people's lived experiences through an intersectional lens is essential to fostering a more inclusive working environment. It can guide how businesses view practices and issues such as hiring procedures, written and unwritten policies, and company culture.

Intersectional approaches recognize that the unique forms of discrimination experienced by people with overlapping identities should be observed and remedied using analytical tools and methods that may go beyond those typically used in cases of discrimination.[10]

An intersectional analysis considers the differences within groups as equally as important as those between groups.[11] For example, some women face discrimination not only as women, but also on additional grounds — such as their ethnic origin or their age — which leads to a compounded negative impact on their lives.

Any attempt to improve workplace diversity and equality that doesn't take into account intersectionality can't sufficiently address the particular experiences of an underrepresented group.

06 | Gender and stereotypes

Stereotypes are embedded in our social groups and wider culture,[12] and can limit opportunities and achievements in the workplace and beyond. Sharing our stories helps challenge stereotypes, even for those within the same marginalized group.

A stereotype is a widely held, oversimplified, and fixed belief about a specific group. Groups are often stereotyped on the basis of sex, gender identity, race and ethnicity, nationality, age, socioeconomic status, language, and more.

For example, sociologist Marianne Cooper argues that high-achieving women face a social backlash because the traits and behaviors that drive their success – such as assertiveness or competitiveness – go against our expectations that women should be nice, warm, friendly, and nurturing.

By violating stereotypical beliefs about what women are like, successful women get pushback from others for being insufficiently feminine and too masculine. "As descriptions like 'ice queen' and 'ballbuster' can attest, we are deeply uncomfortable with powerful women. In fact, we often don't really like them," Cooper said.[13]

94% of men from the survey felt "masculine anxiety" at work.

Men can be victims of stereotypes, too. A survey of more than 1,000 men in the US found that 94% experience at least some degree of "masculine anxiety" at work.[14] Masculine anxiety is defined as the distress men feel when they do not think they are living up to society's rigid standards of masculinity. Speaking up against sexism, for instance, can be perceived as a sign of flawed manliness, while failing to exude confidence can lead to a man being labeled as "too soft".[15]

Stereotypes also impact the experiences of non-binary people. Most of us think of gender as binary, with people being either male or female. Non-binary individuals do not identify as strictly male or female, so workplace norms based on gender stereotypes – such as dress codes or communications using gendered language – leave them feeling excluded and undervalued.

07 | LGBTQIA+ experiences

One of the most important challenges that LGBTQIA+ communities face is feeling safe enough to be their authentic selves at work. Using inclusive language – "Hi, everyone" instead of "Hey, guys", for example – can help create a safe space for LGBTQIA+ individuals to express themselves freely.

→ The abbreviation LGBTQIA+ represents people who are lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual, and more.

→ While the term "non-binary" falls under the umbrella of transgender identity, if a person identifies as transgender it does not necessarily mean they are non-binary.[16]

Without diverse leadership, LGBTQIA+ workers are 21% less likely than straight white men to win endorsement for their ideas.[17]

In the US, a Human Rights Campaign Foundation report on LGBTQIA+ workers found:[18]

More than half have heard homophobic jokes at work.

Some 31% say they have felt unhappy or depressed at work.

The main reason LGBTQIA+ workers don't report negative comments they hear about LGBTQIA+ people to a supervisor is because they don't think anything would be done about it and they don't want to hurt their relationships with colleagues.

Stonewall and YouGov found in 2017 that 18% of LGBTQIA+ staff in the UK had been a target of negative comments or conduct from colleagues because of their sexual orientation.[19]

McKinsey & Company reports that LGBTQIA+ women, especially those who identify as bisexual, experience more "micro-aggressions" – indirect, subtle, and often unintentional instances of discrimination – than their colleagues. Among the respondents, 86% of bisexual women said they had experienced micro-aggressions at work, compared with 73% of straight women and 58% of straight men.[20]

Many studies show a wage penalty for gay men – one analysis found that, on average, gay men earned 11% less than straight men.[21]

In a study by the National Center for Transgender Equality and the National Gay and Lesbian Task Force , 47% of transgender or gender non-conforming respondents said they had a negative work experience, such as being fired, not hired, or denied a promotion, because of their gender identity.[22]

08 | Religion in the workplace

Due to religious discrimination, many people are uncomfortable bringing their whole, authentic selves to work — regardless of what religion they practice. Understanding the challenges they face is vital for creating diverse, inclusive spaces.

Certain religious identities have visible signifiers, such as the wearing of the hijab in Islam, the Sikh turban, or the Jewish kippah skullcap. But unlike race, gender, body shape, or certain disabilities, a person's religion can be invisible to their coworkers. This allows people to choose whether or not to disclose their religion depending on how likely they feel they might be stigmatized for it.[23]

Signals that acknowledge religious diversity – including workshops, open conversations, and even company policies – can make everyone feel included and more comfortable about expressing their beliefs at work.

> Research group Tanenbaum found workers at companies that provide flexible hours for religious observance are more than twice as likely to say they look forward to coming to work.[24]

A 2022 study found that in US workplaces, Muslims and Jews feel the discrimination they experience is linked to stereotypes about their communities and being seen as "religiously foreign or other", while Christians tend to say they face discrimination when they take a personal moral stand in the workplace.[25]

→ Challenges faced by Sikhs at work include pressure to shave their beards and remove their turbans, two pillars of their faith. Early in the COVID-19 pandemic, there were reports of Sikh doctors having to choose between shaving so their medical-grade respirator masks would fit properly or not treating COVID patients.[26]

Studies have found the types of discrimination Muslims can face at work include:

→ Having job applications rejected based on their name or perceived religion[27]

→ Experiencing lower-salary assignments and slower career progression[28]

→ Being unfairly judged based on stereotypes. For example, some employers assume Muslim women are more likely to quit soon after getting married[29]

People who feel their faith – or lack thereof – is respected and their diversity is valued are more likely to feel heard, allowing them more room to celebrate their achievements and reach their potential at work.
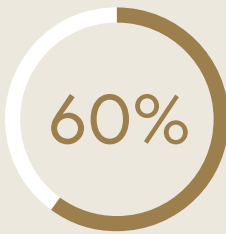
09 Race and discrimination

Racial biases against underrepresented groups – including people who are Black+ (those who identify as Black or Black and another ethnic minority), mixed race, Indigenous, and Asian – not only impact career progression but can also affect well-being.

Black+ people, Indigenous people, and people of color – groups that are sometimes referred to as BIPOC – are routinely subjected to racism, which is discrimination based on their race or perceived race, and/or colorism, the privileging of light-skinned people over darker-skinned people belonging to the same racial group.[30]

For people of color, coping with discrimination can create the burden of an "emotional tax". The global non-profit Catalyst defines emotional tax as the combination of "feeling different from peers at work because of gender, race, and/or ethnicity and the associated effects on health, well-being, and ability to thrive at work".[31]

60% Nearly 60% of women and men of color have experienced emotional tax - the burden of coping with discrimination - in the workplace.

In a 2020 Gallup poll focused on the US, 52% of workers who said they had experienced discrimination within the past year believed it was on account of their race.[32]

Black+ people in the US face challenges that are rooted in socioeconomic and racial history. According to McKinsey & Company, these include:[33]

→ Underrepresentation of Black+ workers in faster-growing and higher-wage industries

→ Low Black+ worker representation at executive levels

→ A lack of managerial sponsorship and allyship for Black+ employees

Discrimination against Latinos is also common in the US. A Harvard survey from 2017 found 32% of Latinos agreed they have been discriminated against in the areas of equal pay and promotion.[34]

A report by the Chartered Management Institute revealed that 66% of Asian workers in the UK – where South Asians are the largest ethnic minority group – felt they had been overlooked for advancement opportunities at work due to their race.[35]

Globally, Indigenous people earn 18.5% less than non-Indigenous people, according to a report from the International Labour Organization, which highlights discrimination at work as one main reason for that significant wage gap. Indigenous people are the direct descendants of the earliest known inhabitants of a specific area, such as Native Americans or the Saami of northern Europe.[36]

People from underrepresented groups may feel the need to change the way they look, speak, and behave at work to downplay racial differences — a practice known as code-switching.[37] But suppressing their racial identity can come at the cost of authenticity and self-confidence.
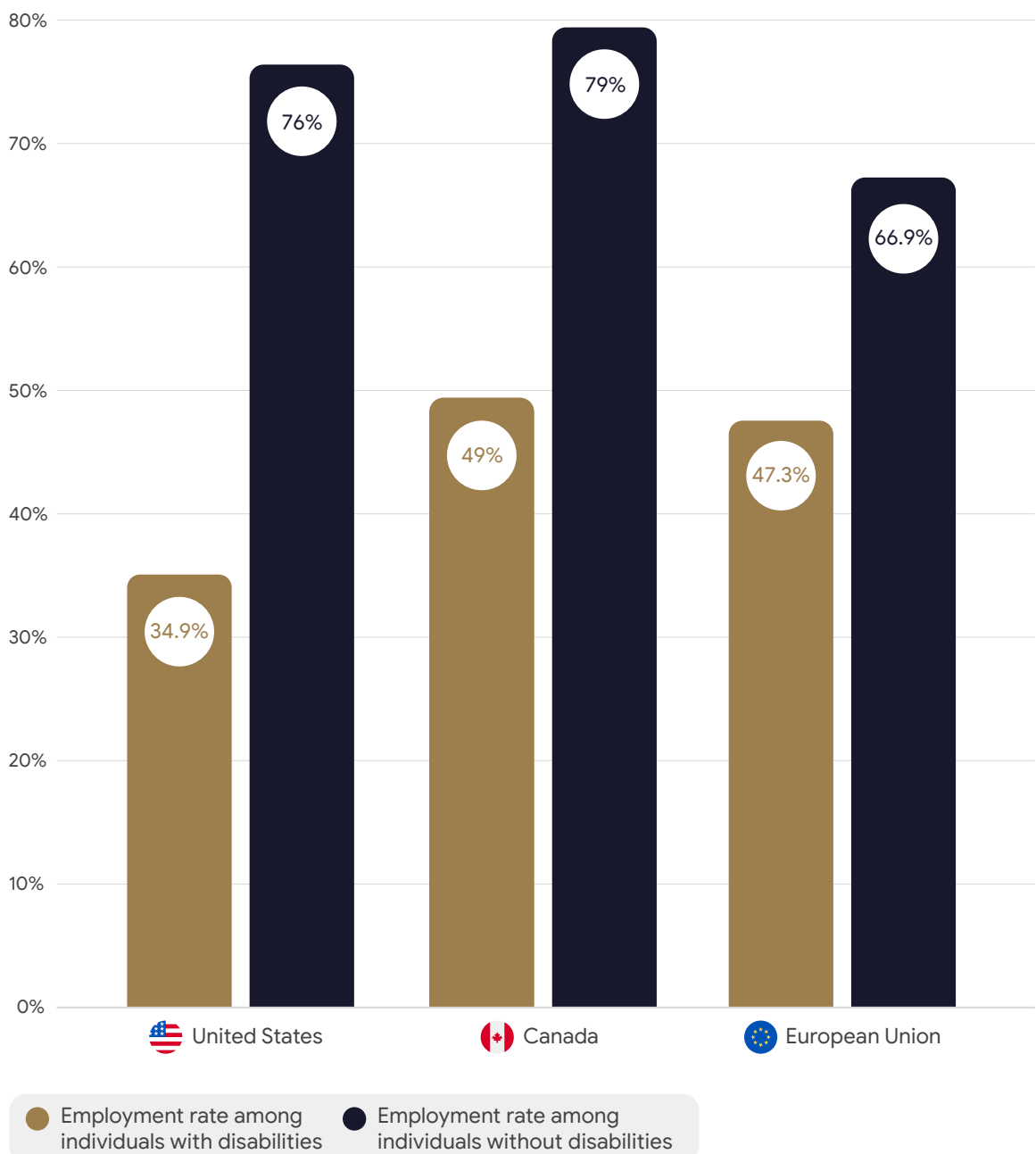
10

Disabilities: visible and invisible

Stigma can lead to people with disabilities being treated differently and excluded due to mistaken assumptions about their talents and competencies. By highlighting their own achievements, people with disabilities can break through the misconceptions that others might have about the value of their skills.

Visible disabilities are those we can recognize just by looking at someone, while invisible disabilities can be just as common but hidden from view. Autism spectrum disorder, depression, and hearing loss are all examples of invisible disabilities, as are symptoms such as fatigue, dizziness, and chronic pain.

For many people with disabilities, finding and sustaining work is a challenge. Around the world, employment rates vary significantly among people with disabilities and those without disabilities (see the chart below from a 2020 report).[38]

United States — Canada — European Union

Employment rate among individuals with disabilities — Employment rate among individuals without disabilities

Research by the charity CPRF shows the primary reason for the low employment rate among people with disabilities is misconceptions about their ability to do their jobs.[39]

When considering candidates with disabilities, employers often assume that:

→ Coworkers may be reluctant to interact with people with disabilities, partly because they are sometimes viewed as less productive.

→ In some industries, such as manufacturing, there are safety issues surrounding the employment of people with disabilities.

→ Hiring people with disabilities will raise the company's healthcare costs.

Just like with other identities, such as sexual orientation or religion, people with invisible disabilities may find it difficult to share their disability with employers and coworkers. In a study by the think tank Coqual, 62% of respondents agreed with the statement: "Unless I tell them, people do not know that I have a disability." [40]

Coqual also found that employees with hidden disabilities who disclose their disability to most people they interact with are more than twice as likely to feel regularly happy or content at work compared to employees with disabilities who have not disclosed to anyone (65% versus 27%). They are also less likely to regularly feel nervous or anxious (18% versus 40%) or isolated (8% versus 37%).

11 | # Supporting communities through crises

Allyship and empathy are especially important in times of crisis, when underrepresented groups are often impacted first and hardest.

From COVID-19 to climate disasters, war to social justice movements, large-scale, stressful events are particularly difficult for underrepresented groups, whose status in society makes them more vulnerable to the changes those events can trigger.

The Black Lives Matter movement turned the world's attention to social injustice and the experiences of people of color. But asking people of color to share their stories in the wake of a high-profile incident could mean reviving their trauma. In the week after George Floyd was killed by Minneapolis police in 2020, nearly 48% of Black Americans reported feelings of anger, more than double compared to the four weeks before his death.[41]

The pandemic has shifted how most of us work, with remote work complicating the way we express ourselves in front of our colleagues. Code-switching – when we change our mannerisms or way of speaking to fit in with a majority group – is harder when video conferencing blurs the line between private and work spaces.[42] In the past, home may have been a refuge, where we could be our authentic selves. But now colleagues enter that space via the computer screen — rather than suppressing certain traits at the office door, it could mean suppressing an entire lifestyle in our own homes. For LGBTQIA+ individuals, especially those who are not open about their gender identity at work, remote work only intensifies the emotional labor of code-switching.

Climate catastrophes and conflict such as the war in Ukraine produce refugees who join our communities having left behind everything they know. People with refugee status in your workshops could be carrying with them the pain of loss, struggles with unfamiliar language or culture, or fear of an uncertain future.

In all of these cases and more, it's essential to be aware of the added challenges that global events create for underrepresented groups. Workshops involving communities living through crises should have support, compassion, and sensitivity at their heart.

12 How to be an ally

For some, allyship is calling attention to stereotypes and exclusion in conversations with colleagues; for others, it's leading initiatives to help underrepresented groups flourish. Whatever form it takes, allyship is about lifting up others to create a more diverse, equal, and inclusive space for everyone.

An ally is a person or group associated with another or others for a common cause or purpose, providing ongoing assistance and support. The term has come to represent someone who is not a member of a marginalized group, but who expresses or gives support to that group.[43]

Allyship is:

→ A lifelong process of building relationships based on trust, consistency, and accountability with underrepresented groups

→ An opportunity to grow and learn about ourselves, while building confidence in others

→ A purposeful and conscious effort to contribute to driving positive change in the lives of those we are seeking to ally with

Allies can be vital for amplifying the voices of those being affected by bias, discrimination, and stereotypes.

Everyone can be an ally by:[44]

→ Lifting others up by advocating for them

→ Sharing growth opportunities with others

→ Listening to members of underrepresented groups discuss the challenges they face without seeing it as a personal attack

→ Recognizing systematic inequalities and realizing the impact of micro-aggressions

→ Believing underrepresented people when they talk about their experiences

→ Most importantly, listening, supporting, self-reflecting, and being prepared to change

Actions each of us can take

Get involved and believe you can make a difference[45]

Be open to everyone's opinions, even if they are different from your own. Listen and reflect.

Gender, race, and other identities shape all of us in different, overlapping ways. Listen to everyone and continue to grow.

Be open about your own experiences. Everyone faces barriers at work.

Publicly support equity programs and invite others to participate.

Trust the process. Taking risks is scary for everyone, and it's okay to be uncomfortable or confused. You're in the middle of a journey. Keep trying, be open to feedback, and keep improving.

Recognize bias

Biases are all around us, but we often fail to notice them. Be attentive to the ways in which underrepresented groups are judged differently from others.

Engage in mentoring to help expose different groups to the challenges of inequity.

Seek out awareness-building opportunities within and outside your workplace.

Build confidence to overcome barriers to change

Behavior change can be awkward, so be patient if someone makes a mistake. Discuss any issues privately and calmly — "call in" rather than "call out" mistakes. Support positive steps and provide feedback as necessary.

Don't make assumptions about anyone's intentions, ability, or willingness to take a role in creating equity.

Equity is not a zero-sum game. One group will not lose as another gains.

Engage in dialogue to learn and raise awareness

Be open about your own experiences and commitment to equity in the workplace.

Interrupt discrimination when you see it. Speak out and encourage others to do the same.

Create safe spaces for others to speak. The more people feel included, the more they engage in positive behaviors.

Publicly support people who challenge social, cultural, or gender norms — they are the ones who are more likely to support equity initiatives and make lasting change.

Companies also play a crucial role in fostering allyship as they work to create an empowering and inclusive environment.

Ensuring workers feel they belong and are valued starts with evaluating and revamping some policies and practices, including:[46]

→ Creating more opportunities for employees to self-identify

→ Taking stock of what data you are collecting and what's missing

→ Measuring trends over time — hiring, promotion, and retention metrics

→ Remembering that representation doesn't equal inclusion

→ Tying employee evaluations to performance, ensuring that the process is transparent, and holding managers accountable for reviews – which can reduce the likelihood of stereotypes influencing the process[47]

→ Making sure managers have clear criteria for evaluating employees and that those criteria are applied consistently across the entire company

To ensure support for diversity and equality becomes ingrained in company culture, change has to come from the top. Leaders who succeed in building inclusive workplaces share some key attributes.[48]

Empowerment:
Enable direct reports to develop and excel.

Accountability:
Demonstrate confidence in direct reports by holding them responsible for performance they can control.

Courage:
Put personal interests aside to achieve what needs to be done; act on convictions and principles even when this requires personal risk-taking.

Humility:
Admit mistakes; accept and learn from criticism and different points of view; seek the contributions of others to overcome limitations in their own skills or knowledge.

The benefits of self-promotion, including taking control of how we are perceived by others so they see the unique contribution each of us can make, are vast. Using this research to support your workshops can help participants better understand how to empower themselves – and others – to reach their full potential and keep being remarkable.

13 | # Research summary

In this table you'll find a range of statistics pulled from this guide and other sources that you can use to support the topics and discussions that come up in your workshops.

Statistic	Source	Topic	Relevant slides
Companies in Southeast Asia that have a diverse workforce generate 14% higher revenue from innovations and new products than companies that don't	**Think with Google**	Diversity	Impact of bias and inclusion
In the US and Canada, 90% of employees on teams where everyone's work is valued feel greater psychological safety	**McKinsey & Company: Women in the Workplace**	Psychological safety	Impact of bias and inclusion
Only half of employees feel their managers make sure they get credit for their work	**McKinsey & Company: Women in the Workplace**	Accomplishments, Allyship	Self-promotion matters, Accomplishments don't speak for themselves
82% of participants reported hiding a success from a loved one, coworker or stranger, often to avoid the appearance of bragging	**Psychology Today**	Accomplishments	What is #IAmRemarkable? Why is recognizing and sharing our achievements important?
94% of men in the US experience at least some degree of "masculine anxiety" at work	**Catalyst**	Gender, Psychological safety	Stereotypes
Without diverse leadership, LGBTQIA+ workers are 21% less likely than straight white men to win endorsement for their ideas	**Harvard Business Review**	LGBTQIA+, Accomplishments	Self-promotion matters, Stereotypes
More than half of LGBTQIA+ workers have heard homophobic jokes at work; 31% say they have felt unhappy or depressed at work	**Human Rights Campaign Foundation**	LGBTQIA+, Psychological safety	Bias, Stereotypes, Language
In a 2017 study, 18% of LGBTQIA+ staff in the UK had been the target of negative comments or conduct from colleagues	**Stonewall and YouGov**	LGBTQIA+, Psychological safety	Bias, Stereotypes, Language

Statistic	Source	Topic	Relevant slides
86% of bisexual women in the US have experienced micro-aggressions at work	McKinsey & Company	Bias, Psychological safety	Stereotypes
Analysis from 2014 found that gay men earned 11% less than straight men, on average	Industrial Relations	Bias, Pay, Progression	Stereotypes, Bias
47% of transgender or gender non-conforming workers have had a negative work experience, such as being fired, not hired, or denied a promotion, because of their gender identity	National Transgender Discrimination Survey	Bias, Progression	Stereotypes, Bias
Workers at companies with flexible hours for religious observance are more than twice as likely to say they look forward to coming to work	Tanenbaum	Religion, Inclusion	Inclusion
In a 2020 study, 52% of US employees who had experienced discrimination within the past year believed it was due to their race	Gallup	Bias, Progression	Stereotypes, Bias, Advocacy
32% of Latinos report being discriminated against in the areas of equal pay and promotion	Harvard T. H. Chan School of Public Health	Bias, Progression	Stereotypes, Bias, Advocacy
Nearly 50% of employees in the UK say they have been mocked for their accent in a social setting	The Sutton Trust	Accent bias	Language and bias
In the UK, 66% of workers from Asian backgrounds felt they had been overlooked for advancement opportunities due to their race	Chartered Management Institute	Bias, Race, Progression	Stereotypes, Bias, Accomplishments

Statistic	Source	Topic	Relevant slides
Globally, Indigenous people earn 18.5% less than non-Indigenous people	**International Labour Organization**	Bias, Race, Progression	Self-promotion matters, Stereotypes, Bias, Advocacy
In the US, the employment rate among people with disabilities is 34.9%, compared with 76% for people without disabilities	**Journal of Business and Psychology**	Bias, Disabilities, Progression	Self-promotion matters, Stereotypes, Bias, Advocacy
62% of respondents agreed with the statement: "Unless I tell them, people do not know that I have a disability."	**Coqual**	Bias, Psychological safety, Disabilities	Inclusion, Stereotypes
65% of employees with hidden disabilities who disclose their disability to most of their colleagues say they feel regularly happy or content at work, compared to 27% of employees with disabilities who have not disclosed to anyone	**Coqual**	Inclusion, Psychological safety	Inclusion, Stereotypes
In the week after George Floyd was killed by Minneapolis police in 2020, nearly 48% of Black Americans reported feelings of anger, more than double compared to the four weeks before his death	**PNAS**	Race, Psychological safety	General context

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