

**#BE
YOND
BIAS**

Every day in Europe,
10M managers make millions
of decisions.

It's crucial to recognize that unconscious
processes invariably shape leaders and
managers decisions.

**SHE'S NOT
LOOKING FOR
A HIGH-PRESSURE
POSITION ANYWAY.**

Biased
management

**SHE IS
ASSIGNED ROLES
THAT FOSTER
CAREER GROWTH
AND LEAD
TO PROMOTIONS.**

Non-biased
management



CEC
EUROPEAN MANAGERS

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**IF THEY'RE
LEAVING,
THEIR OPINIONS
DON'T MATTER.**

Biased
management

Non-biased
management

**WE COLLECT
INSIGHTS
FROM DEPARTING
EMPLOYEES,
ESPECIALLY
MINORITIES,
TO BE MORE
COMPETITIVE.**



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**THIS ISN'T
YOUR PROJECT,
SO IT'S NOT
YOUR PLACE
TO COMMENT.**

Biased
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**LET'S
ENCOURAGE
ALL EMPLOYEES
TO CONTRIBUTE
EQUALLY
IN MEETINGS.**

Non-biased
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**WE NEED
TO KNOW
THEIR AGE
TO GAUGE
THEIR EXPERIENCE
LEVEL**

Biased
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Non-biased
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**WE
IMPLEMENT
ANONYMIZED
CV SCREENING
TO MINIMIZE GENDER,
RACE/ETHNIC,
OR AGE BIASES.**



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**WE'RE HERE
TO MAKE MONEY,
NOT FOCUS
ON INCLUSION.**

Biased
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Non-biased
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**INCLUSION
DRIVES INNOVATION
AND KEEPS US
AHEAD OF
THE COMPETITION.**



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**TALKING ABOUT
DISCRIMINATION
WILL ONLY
BRING UP
OLD WOUNDS.**

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Non-biased
management

**PROVIDING SPACES
FOR EMPLOYEES
TO OPENLY DISCUSS
CHALLENGES
RELATED TO BIASES
AND DISCRIMINATION
FOSTERS HEALING
AND GROWTH.**

