



**WOMEN IN TECH INITIATIVE**  
**UNIVERSITY OF CALIFORNIA**

**Spring 2019**  
**Leadership Round Table**

**Event Summary Report**  
**June 2019**

**UNIVERSITY  
OF  
CALIFORNIA**



**Berkeley  
ENGINEERING**

## Executive Summary

: f]XUmž> bY'&%&\$%žā Uf\_YX'h'Y'Y][ \h'K ca Yb]b'HVW '@UXYfg\]d'Fci bX'HUV'Yž k \Yb]bXi ghfm'YUXYfg UbX UWXYa ]Vg'a Yhk ]h' h'Y'g\UfYX'di fdcgY'cZX]gW'gg]b[ ] YbXYf'dUm'Yei ]m'UbX'\]f]b[ 'dfUW]VWgž[ i ]XYX Vm'XUH'UbX'UW]cb!cf]Ybh'X'VYgh' dfUW]VWg''H'Y'Yj Ybhk Ug \cg'VX'Vn'k #4 I 7 Vž Zci bXYfg'Hj !>UY?]b[ @] ž8Yub'cZ'HY 7c''Y[Y'cZ9b[ ]b'Yf]b[ /7Ua ]''Y7f]H'Yb'X'Ybž9 Vm'hj Y8]f'W'č'cZ7#F-G'UbX'h'Y'6'Ub'U'c' b'g]h' h'/Ub'X'K #8]f'W'č'>]'': ]b'U'ng'cb''

## Agenda and key insights:

DUm'Yei ]m'X'UH'f'F'YdfYg'Ybh'U'hj Yg'ž'ca '6]XX'Yž5Xc'VYž'UbX'; 'Ugg'X'cc'f'ž''

- ; YbXYf'k cf'\_Zcf'W'UbX'dUm'Ub'U'ng]g'W'Ub'UbX'g'ci 'X'VY'X'cb'Y'Vm'U''V'ž'a d'Ub]Yg'h'c' ]'i a ]b'U'h'X]gd'Uf]h]Yg'UbX''Yj Y' h'Y'd'Um]b[ 'Z]Y'X''
- 9j Yfm'V'ž'a d'Um'U'f'Y'UX'm'U'g'a c'g'h'c'Z'h'Y'X'UH'f'Yei ]f'YX'h'c'i b'V'ž'j Yf']b'Yei ]h]Yg''
- G]a d'Y'Ub'U'ng]g]g'Ub'Yi W''Yb'hž'č'k !Y'Z'c'f'h'g'h'U'f]h]b[ 'dc]b'h''
- 7ca d'Uf]g'cb'c'Z'Z''V'ž'a d'Y'bg'U'h]cb'f'Yei ]mž'Y'h'V'ž'V'Y'V'ž'a Yg'V'ž'a d'Yi 'ei ]W' 'm''
- F'YU!'k cf'X'Yi W'W'h]cb'h'c'W'cg'Y'dUm[ 'Udg]g'W'U''Yb[ 'YX'Vm]b'U'W'W'f'U'h'Y'h]h'Yg'UbX' 'č'V' [f'ci d]b[ g''
- F'Ygc'j ]b[ 'j'ggi Yg'\Ug'Vi X[ 'Yh]a d' ]W'h]cb'g'UbX'dc' ]h]W' 'f'YU' ]h]Yg''
- H'cd!X'ck b'gi d'dc'f'h'Z'cf'Y'Z'c'f'h]g'Y'gg'Ybh]U' /+\$i 'c'Z'k cf'\_c'V'W'W'fg'U'Z'h'f'Ub'U'ng]g''
- GU'U'fm'Yei ]m]g'h'Y'h]d'c'Z'h'Y' ]W'V'Y'f[ /Z' f'h'Y'f'Ub'U'ng]g'b'Y'Y'X'Y'X'Z'cf''Yj Y' ]b[ 'UbX' k cf'\_d'U'W'X]g'h'f]Vi h]cb''
- A i W' 'c'Z'h'Y'c'j Y'f'U'' [Yb'X'Y'f'd'Um[ 'Ud'V'ž'i 'X'V'Y'W'cg'Y'X'k ]h' ]a d'fc] Ya Ybh'g'h'c' c'W'W'd'U'h]cb'U'g'c'f'h]b[ ž]'Y'ž'V'Y'h'Y'f'a ]i ]b[ [Yb'X'Y'fg'U'W'c'gg'U'' 'č'V'Z'Ja ]' ]Yg'UbX''Yj Y'g''

7c'f'd'c'f'U'h'Y'Gi fj Ym'

- K #4 I 7 ]g'X'Yj Y'cd]b[ 'U'gi fj Ym'h'c'V'Y'V'ž'a d'Y'h'X'V'm'V'ž'a d'Ub]Yg'f'Yei Ygh]b[ 'h'c' f'Y'W'i ]h'U'h'6'Yf'\_Y'Y'm'9b[ ]b'Y'Y'f]b[ "H'Y'gi fj Ym'U'g'\_g'k \Y'h'Y'f'V'ž'a d'Ub]Yg'h'f'U'W'\_UbX' di V' ]g\ X]j Yfg]m'a Y'f]V'g'UbX' ]bei ]f'Yg'U'V'ci h] U'f]ci g'V'Y'b'Y'Z]h'g'h'U'h'a ][ \h'U'dd'YU' h'c'k ca Yb'UbX'i b'X'Y'f!f'YdfYg'Ybh'X'Ya d'c'n'Y'Y'g''H'Y'j c'i b'h'U'f'm'gi fj Ym]g'a Y'Ub'h'c' V'Y'h'Y'f]b'Z'c'f'a 'g'h' X'Y'bh'g'U'V'ci h'h'Y'V'ž'a d'Ub]Yg'g'Y'Y\_]b[ 'h'c'f'Y'W'i ]h'h'Ya ''

8U'k b' 'c'b'Y'gž'ž'h'Y'ž'Dc' ]W'm'UbX'; 'c'V'U' '8]j Yfg]m'i

- ž'h' 'U'W' ]Yj YX'ž' ''f'YdfYg'Ybh'U'h]cb'c'Z' Uj U] U'V'Y'U'Y'bh ]b'&\$%' ''
- B'ck 'ž'h' 'g]V'ž'a a ]h'Y'X'h'c'f'Y'U'W' ]b[ ''Y'U'X'Y'fg\]d'd'U'f]m'f'UbX'c'd'd'c'f'hi b]m'd'U'f]m'ž''
- 7ca d'Ub]Yg'b'Y'Y'X'h'c'V'ž'bg]X'Y'f'\c'k 'h'Y'm'k ]''f'Y'g'd'c'b'X'h'c'dc' ]W'm'UbX'g'c'W'U' ]ggi Yg' ci h]g]X'Y' ]h]g'Vi g]b'Y'gg'f'c'Y'ž'Y'[ 'ž' A Y'h'c'ž'f'Y'ž' [ Y'Y'gž'Y'h'W'k \Yb'di V' ]W'g'h'U'Z'Z'X'Ya UbX''

GU'f'U\ 'A m'Y'fg'K Y'g'hž'5-B'ck ž'Dc' ]W'm'UbX' F'Y'g'U'f'W' ''

- %i 'c'Z'Ui h'c'f'g'U'h''Y'U'X]b[ '5=V'ž'b'Z'Y'f'Y'b'W'g'U'f'Y'k ca Ybž, \$i 'c'Z'5= d'f'c'Z'Y'g'g'c'f'g'U'f'Y'a Ybž %i 'c'Z'h'Y'5=f'Y'g'U'f'W' 'g'h'U'Z'Z'U'h: U'W'V'cc'\_UbX'%\$i 'U'h; cc[ 'Y'U'f'Y'k ca Yb''
- D'F'Y'X]W' ]j Y\ ]f]b[ 'h'cc'g'W'Ub'f'Y'Z'V'h'g'n'g'h'Ya ]W'W]U'g'Y'g'ž'ca 'd'U'g'h\ ]f]b[ 'X'Y'W' ]g]cb'g'UbX' f'Y'd'f'c'Xi W' ]b'Yei ]m'U'h'Yj Y'f'm'g'h]U[ Y'c'Z'h'Y\ ]f]b[ 'd'f'c'W'gg''9j Yb'k \Yb'h'cc'g'Yi d' ]W'h'mi ][ b'c'f'Y'f'U'W'ž[ Yb'X'Y'f'ž'Y'h'V'ž'č'h'Y'f]j U'f]U'V'Y'g'g'h'UbX' ]b'U'g'd'f'cl ]Yg''

- I gY'cZ5=hcc`g VmVtfdcfUh]cbg`fU]gYg`ei Ygh]cbg`fY[ UfX]b[ `gi fj Y]`UbWzWtbgYbhž hfUbgdUfYbWtUbx`Uddfcdf]UH`fY[ i `Uh]cb`"
- 5j c]X`[ ]j ]b[ i bXi Yk Y][ \h]c`ci hdi hg`cZUi hca UhYX`gng]hYa g`cj Yf`ch`Yf`]bZc`" 6fUbX]Y BcbbYW`Yz7`F`G`Dc`]Vh@Vžcb`Vt`a di hUh]cbU`dfcdU[ UbXU`
- 5i hca UhYX`UfUgga Ybh`Ug`i [ Y]a d`]WUh]cbg`Zcf`k ca Yb`UbX`X]gVt`i fgY`fY`UhYX` hc`[ YbXYfYX`]ggi Yg`"
- Hk YYhg`Zfca` Vch]UWt`i bhg`]b\_YX`hc`dfc!W`c]W`cf`dfc!`]Z`k YfY`gdfYUX`Vmch`Yf` Vchg`\_]b[ #fYrk`YYh]b[ žUbX`Vm]bZi YbWfg`fYrk`YYh]b[ `h`Y`a` ]g]bZcfa` Uh]cb`"
- Hcc`g`\_]Y`[6ctca` Yhf`](#)UbX`VchW`YW`"a`Y`U`ck`i`gYfg`hc`]XYbh]Zm`\_]Y`mVchg`" ?UfU`GUa`a`Yhž; YbXYf`@bnžcb`]bWYUg]b[ `h`Y`bi`a`VYf`cZk`ca`Yb`cb`VcUfXg`"
- 7U`]Zcfb]U`Uk`fYei`]fYg`Uf[ Y`di`V`]WVt`a`dUb]Yg`YUXei`UfhYfYX`]b`h`Y`gh]hY`hc` ]bW`XY`Uh`YUghcbY`k`ca`Ub`cb`h`Y]f`VcUfX`Vm`h`Y`YbX`cZ`&`\$`%"
- : YYXVUW`\_gci [ \h]cb`UddfcUW`Yg`hc`d`UW]b[ `a`cfY`k`ca`Yb`]b`hYW`cb`VcUfXg`"



K #4 I 7`@UXYfg`]d`Fci`bX`HUV`Y`dUfh]Vd`Ubhgž`i`bY`&`\$`%"`

**Next Steps**

1. **Share information, advance metrics, and drive salary equity efforts.**
2. **SAVE THE DATE: Next Leadership Round Table is Friday, December 13, 2019.**
3. **[Complete Survey](#)** hc`]bZcfa`bYi`hK`#4`I`7`@UXYfg`]d`Fci`bX`HUV`Y`
  - Hcd]Wgi`[ [ Ygh]cbg`Zcf`bYi`hFci`bX`HUV`Y`UbX`Zcf`bYi`hGna`dcg]i`a`
  - : YYXVUW`\_cb`7cfdcfUH`Y`Gi`fj`Ym`
  - : YYXVUW`\_cb`UddfcUW`Yg`hc`]bWYUgY`h`Y`bi`a`VYf`cZk`ca`Yb`cb`VcUfXg`
  - FYZYffU`g`Zcf`Z`hi`fY`]bj`]hUh]cbg`Zcf`Fci`bX`HUV`Y`

## Session I: Progress Toward "Facing the data"

### A panel on salary equity, leveling, and workplace distribution

Si f]b[ 'h Y Z]fghgYgg]cbžYI dYfhg\ UfYX 'h Yf fYgYUfVX UbX ]b]h]Uhj Yg 'hc UWX ]Yj Y'dUm  
Yei ]ImUbX'dUmdUf]mžk \ ]Y'X]gW gg]b[ 'fY UHYX ]ggi Yg'cZcWV dUh]cbU'gY[ fY[ Uh]cb"

### Dan Kuang, VP of Diversity, Equity, and People Analytics at Biddle Consulting Group, Inc.,

dfYgYbhYX VYghdfUWV]Wg'hc UWV fUH' ma YUgi fY'dUmYei ]Im'<Y'ghUfhYX' k ]h U'ei ]W df]a Yf'cb'gh]h]W' a Yh\cXg'cZb' i gYX. 'h hYghgžk \ ]W 'hYghZcf' X]ZZfYbWV ]b dUmVYh Yb Ubm'k c[ fci dgžUbX'a i 'h]d'Y'fY[ fYgg]cbžk \ ]W 'hYghg'Zcf' X]ZZfYbWVg VYh Yb [ fci dg UZhf Včbhf' ]b[ 'Zcf'YI d'UbUhcfmZUW'c'fg"

### He debunked the popular misconception that conducting a company-wide survey is necessary to study pay gap issues.

FUh Yfža cghVč'a dUb]Yg'U'fYUXm' Uj Y'h Y' XUHU'bYYXYXžgc'bc' gi fj Ym]g'fYei ]fYX"hc VčbXi VhU'dUmYei ]ImUbU'ng]gžXUH'Zcf' Zi f'X]a Ybg]cbg]g'fYei ]fYX."

- [ fci dg'cZdYcd'Yf[ YbXYfžgdYVZ]WVh\ b]V]mž]bhYfgYV]cbU' ]XYbh]h]Ygč'
- YI d'UbUhcfmZUW'c'fg'Zcf'a cXY'g'fh]a Y]b Vč'a dUb'ž]h]a Y]b 'čVž[ Yc[ fUd\ ]W' j Uf]UV'YgždYfZcfa UbW' a YUgi fYgžYI dYf]YbWžYXi W]h]cbč'
- dUm'm'Y fVUgY'UbX' bcb! VUgYč'
- Vč'a dUf]gcb[ fci d]b[ 'f]gi VghUbh]U'ng]a ]Uf 'čV' h]h]Ygč'

?i Ub[ 'Ya d\Ug]nYX'h Uh'h Y'UW' U' analysis takes only 30% of the effort! 'h Y' Vč'a dUb'ma i ghYI dYbX'h Y'fYghicZ'h Y'70% to act upon the findings"@b[ !hYfa ' Vč'a a ]ha Ybh'c'Ub ]hYfUhj Y'dfcWgg]g'fYei ]fYX'Zca U' Yj Y'g'k ]h]b'U'Vč'a dUb'm'c' [ UfbYf' ]bg][ \hgžfYgc' ]YX]gdUf]h]YgžUbX VčbXi VhU' a cfY Vč'a d'YI 'UbU'ng]g"<Y' W]i h]cbYX'h Uh'bch]bWm X]b[ 'dYfZcfa UbW' a Yhf]Vg'a U\_Yg]hX]ZZ]W'hZcf Vč'a dUb]Yg' hc XYZYbX'h Ya gY'j Yg' ]b' ]h] [ Uh]cb'"6]UgYg W]b WYYd ]b k \ Yb'h YfY'UfY'bc'ghU'XUfXg' Zcf'cV'YV]j Y'dYfZcfa UbW' a YUgi fYa Ybh"

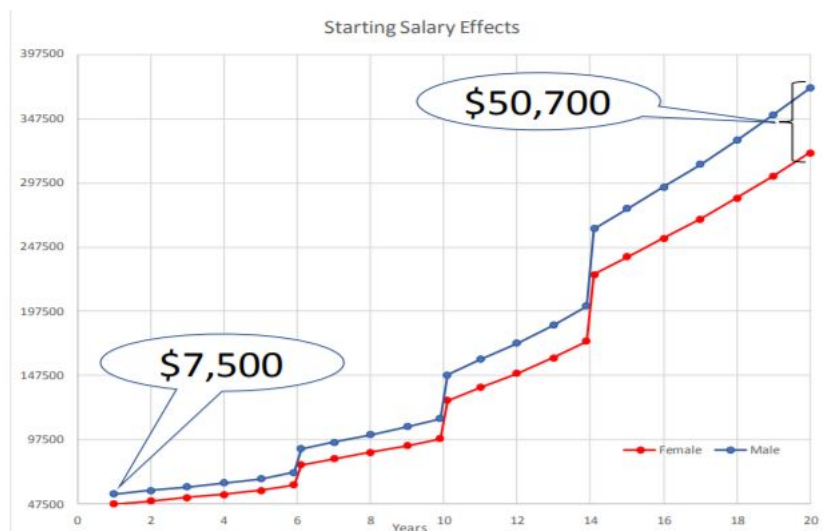
@Ughnž?i Ub[ 'hci VXYX'i dcb'U'i [ Y'i fX'Y]b UWX ]Yj ]b[ 'dUmYei ]Im'k cf\_ZcfWV' X]ghf]Vi h]cb fU'gc fYZYffYX'hc U'g'cWV dUh]cbU'gY[ fY[ Uh]cb'cf"YUXYfg\]d'dUf]ImV'm ch\Yf'Fci bX'HUV'Y'U'YbXYYgč'K ca Yb'UbX'a Yb'cZb'c'WV dmX]ZZfYbh'fc'Yg ]b' Vč'a dUb]Ygžk ]h' a Yb'X]gdfcdcf]h]cbUhY'mcWV dm]b[ \ ] [ \Yf!dUm]b[ 'd'cg]h]cbg'gi V\ U'g' YI W]h]j Y'cf'Yb[ ]bYf]b[ 'fc'Yg"Fc'Yg'Xca ]bUhYX Vm'k ca Yb'UfY'cZb'c'ck Yf'dU]X'cf' VYVč'a Y'čk Yf'dU]X'cj Yf'h]a Y"

H'Y'fUh]cbU'Y'VY\ ]bX'j U'i ]b[ 'gca Y'fc'Yg'c] Yf'ch\Yfg'g\ci 'X'VY'YI d'cfYX'UbX' UggYggYX'hc XYhYfa ]bY'k \ Y'h Yf'ei U']Z]W]h]cbgžg\_]gžVč'a dYh]h]cbžYhW'UW' U'm' ŕ gh]žm'h Y'X]ZZfYbh]U' df]V]b[ ""'č]h]U' d'UW'a Ybhž'Yj Y]b[ žUbX'gU'UfmbY[ ch]Uh]cb'

Zcf'byk Ya d'cnYYg'bYYX'hc'VY'WfYZ'`mV'bg]XYfYX'hc'Ybgi fY'h'Uhk ca Yb'k ]h' V'a dUfUV'Y'ei U']Z]W]h]cbg'UfY'bchd'UWX']b'a cfY'f b]cf'dcg]h]cbg'cf'i bXYf!dU]X" G]Uf]b[ 'dUm[ Udg'k]'`cb'm]bWYUg'Y'cj Yf'h]a Y'Xi Y'hc'dfca ch]cbg"

PayLevel	Job	Values	GENDER		Overall
			Female	Male	
1	Associate	Average Pay	65,000	65,000	65,000
		Count (#)	36	11	47
	Production I	Average Pay	60,000	60,000	60,000
		Count (#)	37	14	51
2	Manager	Average Pay	75,000	75,000	75,000
		Count (#)	20	4	24
3	Supervisor	Average Pay	80,000	80,000	80,000
		Count (#)	19	6	25
5	Admin-I	Average Pay	95,000	95,000	95,000
		Count (#)	4	7	11
6	Admin-II	Average Pay	105,000	105,000	105,000
		Count (#)	2	10	12
7	Admin-II Regional	Average Pay	115,000	115,000	115,000
		Count (#)	5	12	17
9	Admin-II HQ	Average Pay	130,000	130,000	130,000
		Count (#)	1	6	7
	Admin-II National	Average Pay	125,000	125,000	125,000
		Count (#)	1	9	10
10	Executive	Average Pay	140,000	140,000	140,000
		Count (#)	2	7	9
<b>Overall Average Pay</b>			<b>73,071</b>	<b>96,000</b>	<b>82,606</b>
<b>Overall Count (#)</b>			<b>127</b>	<b>86</b>	<b>213</b>

: ] [ i fY'%K cf\_ZcfW'8]ghf]Vi h]cb'9ZYWg'fBUb'?'i Ub[ ž6]XX'Y'&\$\$%Ł



: ] [ i fY'&'GU'UfmG]Uf]b[ '9ZYWg'fBUb'?'i Ub[ ž6]XX'Y'&\$\$%Ł

K ca Yb']b'HVW'`b]h]Uh]j Y'Uh] 7 p@UXYfg\]d'Fci bX'HUV'Y'p>i bY'&\$\$%.....(

**Rosemary Arriada-Keiper, VP of Global Rewards at Adobe** ž\ UfYX \ Yf [ cU 'hc ' XYj Y'cd Vta dYbgUh]cb UbX VYbYZ]hg'ghfUhY [ ]Yg'h UhUhfUWžfYhU]bžUbX Yb [ U[ Y'hU'Ybh' 5h5XcVYžUddfc] ja UhY'm+\$i 'cZYa d'cmYYg'UfY'a Yb'UbX" \$i 'UfY'ZYa U'YžVi hk ]h]b' ž bW]cbgžh Y'fUh]c'YUbg WcgYf'hc \* \$i #(\$i "K \]Y'ZUW]b [ ]b]h]U' VU'U'Yb [ Yg'Ufci bX' XUHU'UWVgg]V']mžh Y'Vta dUbmVt]bh]bi YX ]hg'YZcfhg"K \Yb'Ya d'cmYYg'ZYY' fYgdYVWYX' UbX'j U'i YXžh Ymk ]'dYfZcfa 'Uih\Y]f'VYgh'UbX'Vt]bf]Vi hY'hc'h Y'Vta dUbm'g'cj YfU' ' gi VV'gg"8]j Yfg]mčZ'h'ci [ \h'UbX'Yi dYf]YbW' ]g'bYYXYX'Zcf'cdh]a U'dYfZcfa UbW' "

5ff]UXU! ?Y]dYf' ]bhfcXi VVX'Zci f'\_Ym]b]h]Uhj Yg Vm5XcVY.'

- % **Focus on the pipeline!** <ck 'Xc'k Y'dfcj ]XY UWV'gg'hc ]bX]j ]Xi U'g'UhU' 'Yj Y'g'hc'ZcghYf' h\YYXi WWh]cbžhVW'bc'c[ mg\_] 'g'UbX'cddcfi b]h]Yg'fYei ]fYX'hc'a cj Y]bhc'hVW' W'fYfYfg3'
- &" **Attract talent!** <ck 'Xc'k Y'UhfUW'U'X]j YfgY'k cf\_ZcfW3'<ck 'Xc'k Y'a ]h] [ Uh'V]UgYg' ]b\YfYbh]b'ci f'fYV' ]h]b [ 'dc']V]Yg3'
- ' " **Employee experience!** <ck 'Xc'k Y'Ybgi fY [ 'cVU' d'UmdfUW]W'gždfc[ fUa gžbYhk cf\_gž UbX'W' Vg'h Uh'ZcghYf' ]bW' g]cb3'
- (" **Industry collaboration!** <ck 'Xc'k Y'k cf\_ Ug'U'g'V'cf'hc'UW' ]Yj Y'Yei ]m'UbX'Vi ]'X' U' ]UbW'g'UbX' dUf'fbYfg\ ]dg'hc'Vt' V'W]j Y'ma U\_Y'W'Ub [ Y3'

ž &\$%ž5XcVY'gYhU' [ cU'hc'UW' ]Yj Y [ 'cVU' d'UmdUf]mžUbX'k Ug'UV'Y'hc'WU]a [ 'cVU' dUf]m'Vm'h\ Y'YbX'cZ'h\Y'nYUf' "FYZYW]b [ 'cb'h\Y'ci fbYnž5ffU]XU! ?Y]dYf'g\ UfYX'h Uh' k \]Y'h\YfY' ]g'bc'dYfZYW'U'bgk Yfž**transparency in the methodology and approach to the process is necessary.** K \]Y'Yi d'cg' fY'a Um'YUX'hc'f]g\_cZ'h] [ Uh]cbžUggi a dh]cbg' a i gh'VY'g\ UfYX' "H ]g'cdYbgi d'gdUW'Zcf'W]h]W]ga UbX'h'i gž]a d'fcj Ya Ybh' "

5XcVY'g'a cXY' ]b [ 'k Ug'VUgYX'cb ]bX]j ]Xi U'g' ]b'h\Y'gUa Y'k cf\_ž'cWWh]cbžUbX' 'Yj Y' " **However, a frequent problem was that employees were expected to do work that did not reflect their job title – titles were often chosen based on pay range rather than function**" 5bX'k \]Y'fY [ fYgg]cb'a cXY' ]b [ 'k cf\_YX'Z]bY'Zcf'h\Y' G'UbX'žX]Už k \YfY'Ya d'cna' Ybh'UbX'fYdfYgYbHUh]cb'cZ]j YfgY [ fci dg]g \] [ \žh\YfY'k Ug' ]bgi Z]V]YbhXUH'hc'a U\_Y'U'a YUb]b [ ž ` [ 'cVU' UbU'ng]g"5bU'ng]hg'bYYXYX'hc' [ fci d' Vti bh]Yg'UbX' 'cV'ZJa ] ]Yg'hc' ]bZyf'a YUb]b [ ž ` ]bg] [ \hg'UbX' ]XYbh]Zm'dcW\_Yhg'cZ cddcfi b]m' "

**Key to Adobe's success in achieving global pay parity was executive sponsorship and support from the board.** 5ZhYf'UbU'ng]gžgc'i h]cbg W'ff]YX'U'Z]bUbV'U' Vt'gh' fUX'f gh]b [ 'gU'Uf]YgžUbX'fYei ]fYX'Vt' UVcfUh]j Y'YZcfhg'UW'cgg'Yj Y'g'žX]j ]Xi U' Vt]bj YfgUh]cbg \UX'hc'hU\_Y'd'UW' Uh'h\Y'a UbU [ Ya Ybh'Yj Y'žfY [ UfX]b [ 'k \c'k ci 'X'VY' UZZYV'YX'UbX' \ck' "



6mbYI hinyUfza i Vx czhYXUHjVt`YVYX k j`VY'ci hXUHjX"GU'UfmfUb[ Y]g'Xf]j Yb Vmi gi dd`miUbX'XYa UbX]b'h'Y'a Uf\_YH"5bX'k \]Y'h'Y'W ffYbhXUHj]g'i gYZi `Zcf XYf]j ]b[ `]bg][ \hg'cb'h'Y'dUghzh'YfY]g'bc'dfYX]VW]j Y'a YVX Ub]ga 'hc'\_bck ]Zh'YmiUFY'WYUH]b[ 'U bYk 'dUmYei ]mdfcV'Ya "

: ]bU`nžg\Y'g\UFYX'5XcVY'g'd`Ubg'hc'UWV]Yj Y' **opportunity parity**"±Yei ]HUV'Y' cddcfhi b]hmZcf'dfca ch]cbgža cj Ya YbhžUbX[ fck h'k ]h]b'h'Y'Vt'a dUbm'Ug'k Y`Ug' dfc[ fUa g'Zcf]bVWbh]j Y!VUgYX'WUg\ Vt'a dYbgUH]cb"

**Andrew Chamberlain, Chief Economist & Director of Research at Glassdoor**

; `UggXccf`Ug Vt`YVYX'XUHjZfca 'bYUf'm\U'ZU'a ]`]cb Vt'a dUb]Yg'k cf'Xk ]XYž ]bVW X]b[ Wck Xgci fWYX'gU'Uf]YgžYa d'cmYf'fY] ]Yk gžUbX'&\$'a ]`]cb 'cV'dcgh]b[ g" K \Yb ]hg &\$% [ YbXYf'dUm] Ud'gh] Xmk Ug'fY'YUgYXž]h'fYV]j YX'k ]XYgd'fYUX'U'hYbh]cb ]b ]bXi ghfmi'H ]g'fYgYUfVW ]g'i gYX Vm' `UggXccf'Yb[ ]bYYfg'hc'Vi ]'X'dfcXi Vhg'UbX'hc'c'g'hc' ]bWYUgY'h'Ubgd'UfYbV'U'UbX'fYk UfX[ ccX'dfUW]VWg ]b'h'Y']bXi ghfmi'

Country	"UNADJUSTED" GENDER PAY GAP		"ADJUSTED" GENDER PAY GAP	
	Average Cents/Pence Earned by Women Per Dollar/Pound/Euro of Male Earnings	Percentage Male Pay Advantage	Average Cents/Pence Earned by Women Per Dollar/Pound/Euro of Male Earnings	Percentage Male Pay Advantage
United States	75.9 cents	24.1%	94.6 cents	5.4%
United Kingdom	77.1 pence	22.9%	94.5 pence	5.5%
Australia	82.7 cents	17.3%	96.1 cents	3.9%
Germany	77.5 cents	22.5%	94.5 cents	5.5%
France	85.7 cents	14.3%	93.7 cents	6.3%

Country	"Explained" Part of Gender Pay Gap Due to Worker Differences	"Unexplained" Part of Gender Pay Gap (Possible Workplace Gender Bias)
United States	67%	33%
United Kingdom	64%	36%
Australia	61%	39%
Germany	51%	49%
France	71%	29%

: ]i fY" .: fca [8Ya mgh\]Zhb\[ h'Y; YbXYf'DUm\] Ud'ž9j \]XYbVW](#): fca ; `UggXccf'GU'Ufm'8UHjZA UfVW &\$%`

; UggXccf Vtbf]Vi hYg hc VYHf]bXi ghfmdfUW]Wg]b'k c'a U]b'k Ung.

% 5'product and platform hUh]bZi YbWg'di V]Wdc]WriUbX VY\ Uj ]cf Vmdfcj ]X]b[ gU'UfmYgh]a Uh]cb ]b'h Y'cV'gYUfW\ YI dYf]YbWzUbX'U'dfc[ fUa 'Zcf'd'YX[ Yg'UbX' Wfh]Z]W]h]cbg'hc [ ]j Y'Ya d'cmYfg'WYX]hZcf ]bWm g]j Y'dc]WYg"

&" FYU'research about pay'k ]h'bc'dc]h]W'U[ YbXU'YbVei fU[ Yg Vta dYh]h]cb'Ua cb[ Ya d'cmYfg'hc'Xc[ ccX"H]g Vtbf]Vi hYg'hc'h Y'a UWc!gc'i h]cbg'Zcf'dUmYei ]hmVm ]bZi YbW]b[ W'hi fY'UbX'd]dY]bY"

; UggXccf XUHU'U'gc ]'i ghfUHg'h Y]ggi Y'cZk cf\_ZcfW'X]ghf]Vi h]cb'cf'cWV dUh]cbU' gY[ fY[ Uh]cb"Bchicb'mk YfY'k ca Yb'cZ'Yb'X]gdfcdcfh]cbU'h'mUh'h Y'Vchca "Yj Y'cZ 'cVgzh Ym]U'gc'k YfY'bchdfcdcfh]cbU'mdfca chYX"H YfY'k Ug ]bhYfYgh]b'hfUW]b[ 'k\m k ca Yb"YUj Y'h Y'hYV\ ]bXi ghf'm<][ \ 'gW'cc'ghi XYbhg'j ]g]h]b[ '5XcVY'a Ybh]cb'h Ym \Uj Y\YUfX'h UhVta di hYf'g'WYbW'a U'c'fg'UfY'hc'Vta dYh]h]j Y'UbX'\Uj Y'k YX]b[ !ci h' ghfi W' fYg'h UhX]gVei fU[ Y'h Ya "H:c'UXXfYgg'd]dY]bY'UbX'fY'hYbh]cb ]ggi YgZ6Yf\_Y'Ym UbX'GUb'>cg'Y'GHU'Y' b]j Yfg]hm'fG>GI 'd'Ufh]V]dUhY ]b'h Y'[H'W'bc'c\] mDU'h'k Ung' b\]h\]Uhj YzUb'U' \]UbW'cZi b\]j Yfg\]h\]Yg'UXXfYgg\]b\[ 'h Y'd\]dY\]bY"](#)

**Belle Wei (SJSU)** g\UFYX'ck \Yf'i b]j Yfg]m]g'WYUh]b[ 'dUfhYfYg\ ]dg'VYhk Yyb'h Y' 7G'UbX'V]c'c[ mXYdUfha Ybhg'hc'XYj Y'cd'V]c]bZcfa Uh]Wg'zVta di hUh]cbU'V]c'c[ nZ'UbX' XUHU'g'WYbW'dfc[ fUa g"5h'G>GI z\*\$i 'cZV]c'c[ ma U'c'fg'UfY'k ca Ybz'UbX'h Y'bYk 'dfc[ fUa 'U]a g'hc'Vf]b[ Vta di hYf'g'WYbW'hc'h Ya z'fU'h Yf'h'Ub'a U\_Y'h Ya 'gYY\_ '7G"5h' 6Yf\_Y'Ymzh Y'dYfW'bhU[ Y'cZZYa U'Y'XUHU'g'WYbW'a U'c'fg]g'hk ]W'h Y'dYfW'bhU[ Y'cZ ZYa U'Y'7G'a U'c'fg"**Dean Tsu-Jae King Liu** g\UFYX'U'Vta a i b]W]h]cbg'Vei fgY'Zcf' Yb[ ]bYYfg'UbX'd'Ub'g'Zcf'6Yf\_Y'Ymg'byi h'c]bh'a U'cf'VYhk Yyb'7G'UbX'9b[ ]g\ "Ch'Yfg' a Ybh]cbYX'h Yj U'i Y'cZVtX]b[ 'UWXYa ]Yg'cf'Vcch'Wa dg"[F\]h'a'GW'cc'G:](#) 'dUfh]V]dUbhg'UfY'a cfY'h'Ub'\U'ZZYa U'Yzk ]h' [ fUXi UhYg'YUfb]b[ 'Ub'Uj YfU[ Y'ghUfh]b[ 'gU'UfmcZ' %&\_ 'dYf'mYUf"

### Lunch Session

**Dean Tsu-Jae King Liu** ]bhfcXi W'X'U'[bYk VtfdcfUH'gi fj Ym'hc](#) YbVei fU[ Y'Vta dUb]Yg' hc'hfUW' UbX'g\UfY'a Yhf]Wg"H Y'g\cfhgi fj Ymk ]" VY'fYei ]fYX'Zcf'Vta dUb]Yg' fYWi ]h]b[ 'Uh'6Yf\_Y'Ym9b[ ]bYYf]b[ "h'Ug\_g'Vta dUb]Yg'hc' ]bX]W]hY'h Y'ei Ubh]hUh]j Y' a Yhf]Wg'h Ym'fUW' UbX'h Y'X]j Yfg]m]UbX'k Y'bYgg'dfc[ fUa g'h Ym]a d'Ya Ybh': cf' ghi XYbhgzh Y'XUHU'k ]" ]bZcfa 'h Y]f'cV'XYW]g]cbg'Vmdfcj ]X]b[ ]bZc'cb'YUW' Vta dUbmg'YZc'fhg'hc'k UfX'Ybgi f]b[ 'Ub'Yei ]hU'Y'W'hi fY"H Y'8YUb'k ]" VY' X]ggYa ]bUh]b[ 'h Y'gi fj Ym'hc'ch'Yf'Yb[ ]bYYf]b[ 'XYUbg'Uhi b]j Yfg]h]Yg'Ufci bX'h Y'6Um 5fYU'UbX'UW'cgg'h Y'Vei bhfnzk \c'U'gc'a UmVY]a d'Ya Ybh]b[ ]h'f'c'g]a ]'Uf'gi fj Ym'hc]b' h Y'Vta ]b[ 'UWXYa ]W'hYUf"H Y'Fci bX'U'Y'dUfh]V]dUbhg'gi [ [ YghYX'UXX]b[ 'a Yhf]Wg'



Zcf [ YbXYf ]bWm gjj Y VUH fcca gzhfUbg [ YbXYf \ YU h WfYzUbX ]bWm gjj Y fYgYUfW .  
dfUWVWg Zcf Wj]WU Udd ]WWhcbg"

**Executive Director Camille Crittenden** g\ck YX Uj ]XYc fYWdd]b [ h Y A UfW ; ž&\$%  
[5h YbU 5k UfXg UbX K ca Yb \]b HWX Gra dclji a cb h Y : i hi fY cZ5fh\]ZVU](#)  
[bh \] \] YbW](#) "Save the date for thY next Symposium on Friday, March 6, 2020.

## Session II: Timely Topics

### Policies and Priorities Around Diversity and AI

**Dawn Jones, Director of Policy and External Partnerships at Intel's Global**

**Diversity and Inclusion Group** dfYgYbhYX h Y dfc [ fYgg a UXY ]b \ Uj ]b [ U  
fYdfYgYbHUhj Y k cf \_ZcfW U h bhY žUg k Y \ Ug h Y X ]Z]W h ]Yg cZUWta d ]g\ ]b [ .  
X ]j Yfg ]m [ cU g " bhY g 79C a UXY h Y Vc X Vta a ]ha Ybhlc UWX ]Yj Y ž \ fYdfYgYbHUhjcb  
cZ h Y Uj U ]UV Y H U Ybh ]b h Y a Uf \_YhVm&\$\$žk ]h gdYVU ZcW g cb 5Z ]WUb 5a Yf ]WUb  
k ca Ybž < ]gdUb ]W5a Yf ]WUb gžUbX BUh ] Y 5a Yf ]WUb gžUbX ]b &\$% žh ]g [ cU k Ug  
fYUWX YX h k c nYUfg YUf m Bck ž bhY ]g Vta a ]hYX hc fYUWX ]b [ YUXYfg \ d dUf ]m "

K ]h ) ) ž\$\$\$ Ya d cmYg ]b h Y i "GžUWcgg U k ]XY [ Yc [ fUd \ ]WUfYUž bhY bYYXg hc  
Ybgi fY h Uhk \ Uhj Yf dc ]W h h YmUXj cWWhY k ] bchUXj Yfg Y mUZZYV h h Y Vta a i b ]h ]Yg  
]b k \ ]W h YmVtbXi V h Vi g ]b Ygg "9j Yb k ]h XUHžX ]j Yfg ]m ]UbX ]b Wm g ]cb k cf \_ ]g a cfY  
X ]Z]W h ]UbX Vta d Yl h Ub Yb [ ]b Yf ]b [ žg \ Y dc ]bhYX ci hžVYW h gY ]h XYU g k ]h  
dYcd Y "H ]g Vta d Yl ]m WYUhYg V U Yb [ Yg Zcf W ffYbh ]a d Ya YbhUhcbg cZ5=k ]h ]b  
< F "K \ ] Y h YW UbX 5=Wb Vtbhf ]Vi h Y hc gc ] ]b [ X ]j Yfg ]m ]ggi Ygž ]h ]g h Y \ i a Ub  
Y Ya Ybhž h Y a i hi U fYgdYV h h Y c ]bhia ]gg ]cb Zcf U ck ]b [ dYcd Y h Y cddcfri b ]m h c  
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8Uk b U gc g \ UfYX h Y ]a dcfHUbW cZdc ]W h ]UbX [ cj YfbUbW Ug VtdcfUh ]cbg UfY bck  
\ Uj ]b [ hc VtbZfcbhgcVU ]ggi Yg ]b a cfY di V ]Wj Ybi Yg UbX cb U g \ cfhYf h ]a Y W h Y  
h Ub VYZcfY "7i ghca Yfg UbX Ya d cmYg UfY X Ya UbX ]b [ h UhVta dUb ]Yg H U Y U ghUbW  
cb ]ggi Yg Zca . A Yhc hc ]a a [ ]fUhcb "G Y gi [ [ YghYX Vta dUb ]Yg g ci X Ubh ]V dUhY  
Vtbhfcj Yfg ]U hcd ]Wj Uf ]g ]b [ UbX d Ub \ ck h Ymk ] UXXfYgg h YgY ]ggi Yg ]b UXj UbW "

**Sarah Myers West, a postdoctoral researcher at AI Now** ždfYgYbhYX cb 5=dc ]W h  
UbX ]hg ]a d ]W h ]cbg ]b h Y h YW gYV h c f "5=Bck ]g h Y k cf X g ZfghfYgYUfW ]bgh ]h h Y  
XYj chYX hc ghi Xn ]b [ h Y gc VU ]a d ]W h ]cbg cZ5=" h ]g U gc h Y ZfghUbX cb m5=  
]bgh ]h h Y Zci bXYX UbX fi b Vm k c k ca Yb "H ]g ]bhYfX ]g V d ]b Ufm W bhYf \ ci gYX UhBM  
]g U Vt \ UvcfUh ]cb VYh Y Yb Yb [ ]b Yf ]b [ ž Uk žYXi W h ]cb žXUH ]g V Yb W žVi g ]b YggžUbX

a Uh\Ya Uh]Wg'dfc[ fUa g"[8lgVla \]bUh\]b\[ GngHYa g ; YbXYfzFUWzUbX Dck Yf \]b 5=](#)]g Ud]`ch  
gh XmYj U i Uh]b[ h\Y`UbXgWdY`cZx]j Yfg]hm]b h\Y`Z]Y`X`cZ5="h]g`U`WcgglX]gWd`]bUfm  
`]hYfUhi fY`gi fj YmcZcj Yf`%,\$`dYYf!fYj ]Yk YX`ghi X]Yg`Ug`k Y`Ug`cj Yf`() \$`ch\Yf`fYdcfhgZ  
Ufh]WYgzUbX`V`c[ g"

**AI Now has found that:**

- [18% of authors at leading AI conferences are women](#)
- [80% of AI professors are men](#)
- [Women comprise 15% of the AI research staff at Facebook and 10% at Google](#)

Di V`]WXUHJ]g`UW\_]b[ `cb`hfUbg[ YbXYf`k`cf`\_Yfg/] YfmZYk`ghi X]Yg`UW`bck`YX[ Y[ YbXYf`  
Zi ]X]hm]UbX`h\YfY`]g`j Yfm`]h`Y`k`cf`\_`cb`]b`h`Y`fg`Y`W]cb`U`]hm]A`cgh`f`Y`g`Y`U`F`W`U`X`X`f`Y`g`g]b[ `  
k`ca`Yb`]b`h`W`X`]a`d`]W`h`m`V`b`Y`Z]hg`k` \]h`Y`k`ca`Yb`cb`m`i

A mYfg`K`Yghig`U`fYX`fY`W`b`h`Y`[`U`W`U`g`Y`g`U`b`X`]b`j`Y`gh][`Uh]cbg`fY`UhYX`hc`[`YbXYf`UbX`  
X]j`Yfg]hm`i

- 5`W`U`gg!`U`W]cb`gi`]h`U`Y`[`]b[ `[A \]WfcgcZhg`gngHYa Uh\]WZU\]i fY`hc`h`U`\\_`Y`U`Y`\[`Uh\]cbg`c`Z`  
`U`f`U`g`g`a`Y`b`h`U`b`X`X\]g`W\]a`\]b`Uh\]cb`g`Y`f\]c`i`g`m`i](#)
- 5`Z`Y`X`Y`f`U`]b`j`Y`gh][`Uh]cb`Y`i`U`a`]b]b[ `[\[`Y`b`X`Y`f`X\]g`W\]a`\]b`Uh\]cb`U`h`i`V`Y`f`](#)
- [5dd`Y`X\]ga`\]gg\]b\[`V`b`W`f`bg`U`V`c`i`h`\]hg`U`W`c`Z`k`cf`d`U`W`X\]j`Y`fg\]hm\]UbX`fY`Z`Y`f`f\]b\[`hc`  
X\]j`Y`fg`Y`\[`f\]b\[`d`f`U`W\]W`g`U`g`\[Vi`f`X`Y`bg`ca`Y`\]\(#\)](#)
- 5b`U`i`X]h`c`Z;`cc[`Y`g`d`U`m`d`f`U`W]W`g`V`m`h`Y`8`Y`d`U`f`h`a`Y`b`h`c`Z`@`U`c`f`g`[`c`k`]b[ `[gngHYa \]W`  
V`a`d`Y`bg`Uh\]cb`X\]g`d`U`f`h\]Y`g`U`b`X`U`X\]Z`Y`f`Y`b`W`c`Z`\\*!`+`g`h`U`b`X`U`f`X`X`Y`j`\]U`h\]cbg`V`Y`h`k`Y`b`  
\[a`Y`b`U`b`X`k`ca`Y`b`\\]b`b`Y`U`f`m`Y`j`Y`f`m`c`V`W`h`Y`\\[`c`f`m`i\]\(#\)](#)
- [6`U`W`\\_`Ya`d`c`m`Y`g`U`h: U`W`V`c`c`\\_`V`Y\]b\[`U`\[`f`Y`g`g\]j`Y`m`h`f`Y`U`h`Y`X`V`m`g`Y`W`f\]m\]UbX`  
X\]g`W`i`f`U`\[`Y`X`Z`f`ca`d`U`f`h\]W`d`U`h\]b\[`\]b`6`U`W`4`\[`f`c`i`d`U`W\]j`\]h\]Y`g`](#)
- [5`U`k`g`i`\]h`Z\]Y`X`U`h`H`g`U`U`Y`\[`\]b\[ `\[\\[`Y`b`X`Y`f`X\\]g`W\\]a`\\]b`Uh\\]cb`z`f`Y`U`\\]U`h\\]cb`z`U`b`X`U`\\[`c`g`h\\]Y`  
k`cf`\\\_`Y`b`j`\\]f`c`b`a`Y`b`h`\]\(#\)](#)

H\YgY`U`f`Y`Y`i`U`a`d`Y`g`c`Z`h`Y`X`Y`Y`d!`f`c`c`h`Y`X`W`h`i`f`U`U`h]i`X`Y`g`U`b`X`V]U`g`Y`g`Y`j`X`Y`b`h]b`h`Y`  
h`W`X`]b`X`i`g`h`f`n`i`H`Y`X`U`h`U`h`U`h`f`U]b`g`a`U`W`]b`Y`Y`U`f`b]b[`U`[`c`f]h`a`g`V`a`Y`Z`f`ca``i`a`U`b`g`z`  
U`b`X`U`g`U`f`Y`g`i`h`z`f`Y`Z`Y`W`h`i`a`U`b`V]U`g`Y`g`7]h]b[`U`&`\$`%`g`h`i`X`m`V`m`A`]f`U`b`X`U`6`c[`Y`b`U`b`X`  
[5`U`f`c`b`F`\]Y`\\_`Y`z`A`m`Y`f`g`K`Y`g`h`W`i`h\]c`b`Y`X`h`U`h`d`f`Y`X\]W\]j`Y`\[`f\]b\[`h`c`c`g`W`U`b`f`Y`Z`Y`W`h`  
\]b`g`h\]i`h\]c`b`U`U`b`X`g`m`g`h`Y`a`\]W\]U`g`Y`g`z`U`b`X`h`U`h`\*\*predictions based on past hiring  
decisions can reveal and reproduce inequity at every stage of the hiring process.\*\*](#)

**Removing sensitive information is not a solution either,** V`Y`W`U`i`g`Y`Y`j`Y`b`k` \`Y`b`h`c`c`g`  
Y`i`d`]W`h`m]i[`b`c`f`Y`f`U`W`Z`[`Y`b`X`Y`f`z`U`[`Y`z`U`b`X`c`h`Y`f`d`f`c`h`V`W`Y`X`U`h`f]V`i`h`Y`g`z`V]U`g`Y`g`U`f`Y`g`h`  
f`Y`Z`Y`W`Y`X`]b`h`Y`g`m`g`h`Y`a`g`**Other variables can stand in as proxies**"5a`U`n`c`b`g`W`U`d`d`Y`X`

h\Y]f'gYWYhUi hca UHYX\]f]b[ 'hcc`VYWli gY]hg\ck YX V]Ug`U[ U]bghk ca Yb"K \Yb`h\Y`  
XUHJ]g`]a ]hYXz]h]g`X]Z]W`hZcf`h\Y`U`[ cf]h\ a`hc`VY`dfcdYf`mXYV]UgYX`k`\]`Y`U`gc`  
Zi`b]cb]b[ `dfcdYf`n`cf`UWV`a`d`g`\]b[ ]hg`hUg`"H\Y`XUHJ`bYYXg`hc`VY`X]j`Yfg]Z]YXzVi`h`  
h\]g`WUb`"YUX`hc`i`bZ]f`ci`hV`a`Yg`k`\Yb`h\Y`XUHJ`V`"YVYX`]g`bchi`gYX`hc`VYbYZ]h\Y`  
[ fci`d`Zfca`k`\]W`]h]g`gci`fVYX`"9j`Yb`]ZdYcd`Y`V`bgYbh`hc`XUHJ`V`"YV]cb`fY`[ `ZUi`X]c`  
UbX`j`]XYc`fYV`fX]b[ `Lz]h]g`bch\Y`gUa`Y`Ug`V`bgYbh]b[ `hc`i`gYg`cZXUHJ`UZhYf`]h]g`  
V`"YVYX`"H\Y`fYdcfh]bV]`XYX`[i`]XUbW`Zcf`]a`dfcj`]b[ `k`cf`d`UWV`X]j`Yfg]hmiUbX`  
UXXfYgg]b[ `V]Ug`]b`5=gng`hYa`g`.

## Recommendations for Improving Workplace Diversity

1. Publish compensation levels, including bonuses and equity, across all roles and job categories, broken down by race and gender.
2. End pay and opportunity inequality, and set pay and benefit equity goals that include contract workers, temps, and vendors.
3. Publish harassment and discrimination transparency reports, including the number of claims over time, the types of claims submitted, and actions taken.
4. Change hiring practices to maximize diversity: include targeted recruitment beyond elite universities, ensure more equitable focus on under-represented groups, and create more pathways for contractors, temps, and vendors to become full-time employees.
5. Commit to transparency around hiring practices, especially regarding how candidates are leveled, compensated, and promoted.
6. Increase the number of people of color, women and other under-represented groups at senior leadership levels of AI companies across all departments.
7. Ensure executive incentive structures are tied to increases in hiring and retention of under-represented groups.
8. For academic workplaces, ensure greater diversity in all spaces where AI research is conducted, including AI-related departments and conference committees.

## Recommendations for Addressing Bias and Discrimination in AI Systems

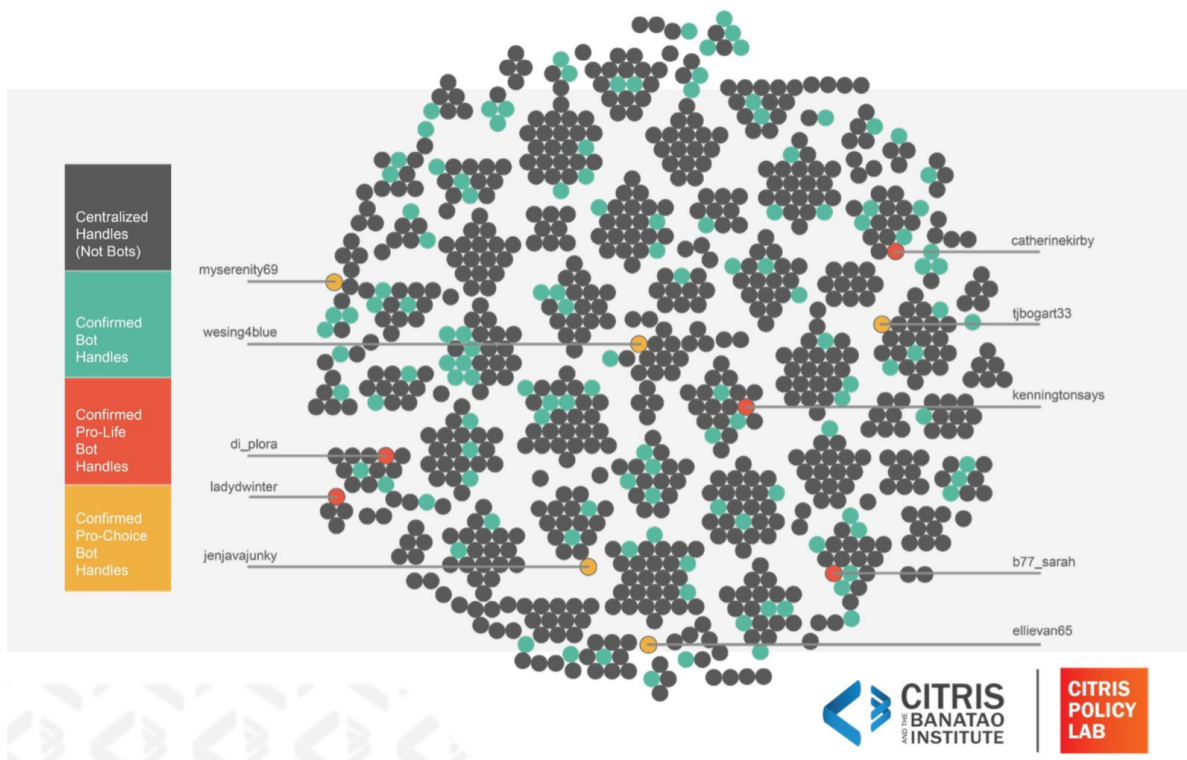
9. Remedying bias in AI systems is almost impossible when these systems are opaque. Transparency is essential, and begins with tracking and publicizing where AI systems are used, and for what purpose.
10. Rigorous testing should be required across the lifecycle of AI systems in sensitive domains. Pre-release trials, independent auditing, and ongoing monitoring are necessary to test for bias, discrimination, and other harms.
11. The field of research on bias and fairness needs to go beyond technical debiasing to include a wider social analysis of how AI is used in context. This necessitates including a wider range of disciplinary expertise.
12. The methods for addressing bias and discrimination in AI need to expand to include assessments of whether certain systems should be designed at all, based on a thorough risk assessment.

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**Kara Sammet, founder of Gender Lenz, and a visiting scholar at WITI@UC,** dfcdcgYX'U'[hfU\]b\]b\[ 'dfc\[ fUa](#) 'hc'dfYdUFY'h'VW'Yi VV'h]j Y'k ca Yb'hc'VY'VcUfX'fYUXm''

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