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FEATURES OF DE&I: UNBIASED STRATEGIES IN THE NEW WORLD OF WORK

The article discuss the importance of implementing unbiased strategies in the workplace to promote diversity, equity, and inclusion. The article highlight the relevance of the topic in the context of the new world of work, where companies face increasing pressure to create fair and inclusive workplaces that attract and retain top talent. The article discuss the challenges associated with implementing unbiased strategies, including unconscious bias and resistance to change, and provide solutions to overcome these challenges, such as education, measurement, and cultural change. The article emphasize the benefits of implementing unbiased strategies in the workplace, including the creation of a positive and inclusive corporate culture, improved innovation and creativity, and a stronger employer brand. The article also emphasize the importance of leadership commitment in creating a culture of fairness and inclusivity. The research method used in the article is based on a literature review and expert opinion. The article draw on research studies and expert insights to support the importance of unbiased strategies in promoting diversity, equity, and inclusion in the workplace. The practical value of the article lies in its insights and recommendations for organizations seeking to create more inclusive and diverse workplaces. The article provide practical solutions for implementing unbiased strategies, such as creating diverse hiring panels, using objective evaluation criteria, and providing diversity and inclusion training. The article also highlight the benefits of implementing unbiased strategies, such as improved productivity, employee engagement, and employer brand reputation.

Key words: *unbiased strategies, diversity and inclusion, employer brand, recruitment, talent management, workplace culture.*

JEL classification: J16, J70, J71

Statement of the problem. The topic of unbiased strategies in the new world of work is becoming increasingly relevant due to the growing diversity in the workforce and the need for fair and equal treatment of all employees. The prevalence of unconscious bias in the workplace has been shown to have negative effects on both individuals and organizations. Therefore, it is crucial to implement unbiased strategies in order to ensure a fair and inclusive workplace for all. In this paper, we will explore the importance of unbiased strategies and discuss some of the current challenges in their implementation.

One of the main challenges in implementing unbiased strategies is the lack of awareness and understanding of unconscious bias among managers and employees. Another challenge is the difficulty in measuring the effectiveness of unbiased strategies and ensuring that they are applied consistently across the organization. Additionally, there may be resistance to change from employees who are used to the status quo. Finally, there may be legal and ethical considerations to take into account when implementing unbiased strategies, such as the need to protect employee privacy.

Analysis of recent research and publications. Research on the topic of unbiased strategies as a component of DE&I is usually carried out in practice by companies themselves or consulting firms. The scientific works that have addressed this issue are exclusively of foreign origin. Among Ukrainian scientists, this topic has not yet been covered in scientific periodicals.

In analyzing the latest research on unbiased strategies, we have examined the scientific works of the following researchers: Ruggs Enrica, Harrington Nicole, Brown Derek, Park Lauren, Marshburn Christopher, R. Martinez [7]; Herbert Juliet, Ferri Leticia, Hernandez Brenda, Zamarripa Isaias, Hofer Kimberly, Fazeli Mir, Shnitsar Iryna,

Abdallah Kald [8]; Mitra Sumedha, Rajkhowa Priyobrat, Narayanan Prakash [9]; Jones Wayne, Graham Karen, Shea Christine, M. Williams Julie [12]; Price S. T., Fogarty M., Sheppard D. A., Campbell G., Cartwright S., Ito K., Smith K. [13].

Objectives of the article of this study is to explore the role of unbiased strategies in the workplace and their impact on the HR Management in companies. The study seeks to identify the most effective unbiased strategies for promoting diversity and inclusion in the workplace, and how these strategies can be used to enhance the employer brand.

Summary of the main research material. Unbiased strategies can take many forms, from unconscious bias training for managers and employees, to the implementation of blind recruitment processes and the use of structured interviews. One effective strategy is to create a diverse and inclusive culture, where everyone feels valued and respected regardless of their background. This can be achieved through initiatives such as employee resource groups, diversity and inclusion councils, and mentoring programs. It is also important to monitor the effectiveness of these strategies and make adjustments as needed.

Unconscious bias can take many forms, such as racial or gender bias, and it can have negative effects on both the individual and the organization. For example, biased decisions can lead to unfair treatment, lower job satisfaction, and decreased motivation and productivity. In addition, biased practices can create a negative reputation for the organization, which can affect its ability to attract and retain top talent.

One effective strategy for addressing unconscious bias is **unconscious bias training**. This type of training is designed to help individuals recognize and overcome their own biases, as well as to create a culture of inclusivity and

fairness. Unconscious bias training can be done through workshops, online courses, or even as part of an employee's regular job training.

Another strategy for addressing unconscious bias is the **implementation of blind recruitment processes**. This involves removing identifying information, such as name and gender, from job applications and resumes. Blind recruitment can help to reduce the impact of unconscious bias in the hiring process and increase the diversity of the candidate pool.

Structured interviews are also an effective way to reduce the impact of unconscious bias in the hiring process. Structured interviews involve asking all candidates the same questions in the same order, which can help to reduce the impact of personal biases on the hiring decision.

Creating a **diverse and inclusive culture** is another important strategy for reducing the impact of unconscious bias. This can be done through initiatives such as employee resource groups, diversity and inclusion councils, and mentoring programs. These initiatives can help to create a culture where everyone feels valued and respected, regardless of their background.

In addition to these strategies, it is also important to **measure the effectiveness of unbiased strategies and make adjustments** as needed. This can be done through surveys, focus groups, or other forms of feedback. By monitoring the effectiveness of unbiased strategies, organizations can ensure that they are achieving their desired outcomes and making progress towards creating a more inclusive workplace.

There are also legal and ethical considerations to take into account when implementing unbiased strategies. For example, organizations must ensure that they are not violating any anti-discrimination laws or infringing on employee privacy rights. Additionally, it is important to ensure that unbiased strategies are applied consistently across the organization, and that they are not being used to justify discriminatory practices.

Resistance to change can also be a challenge when implementing unbiased strategies. Some employees may be resistant to change, particularly if they are used to the status quo. It is important to address these concerns and communicate the benefits of unbiased strategies to all employees.

It is also important to create a **culture of transparency and accountability**. This can be achieved by setting clear expectations for behavior and communication, and by encouraging open and honest dialogue about diversity and inclusion. Employers can also monitor employee feedback and engagement to ensure that all voices are heard and valued.

Using data-driven approaches can also help to eliminate bias in the workplace. Employers can use tools like people analytics to track diversity metrics and identify areas where improvement is needed. They can also use machine learning algorithms to help eliminate bias in decision-making processes, such as performance evaluations and promotions.

Another key strategy is to **prioritize diversity and inclusion in the workplace**. This means actively seeking out and recruiting diverse candidates, promoting diverse voices and perspectives, and providing equal opportunities for growth and advancement.

Ultimately, the goal of developing unbiased strategies in the digital workplace is to create a more equitable and

inclusive work environment for all employees. By eliminating bias and promoting diversity, organizations can improve employee engagement and retention, foster innovation, and better serve their customers and communities.

So, those unbiased strategies can be implemented in the workplace (Table 1):

Our understanding of the definition of "unbiased strategies in the workplace" is as follows. Unbiased strategies in the workplace refer to intentional and proactive approaches taken by organizations to reduce and eliminate bias and discrimination in all aspects of the employment experience, including recruitment, hiring, performance evaluations, promotions, training, and decision-making. These strategies aim to foster a diverse and inclusive work environment where employees feel valued, respected, and supported regardless of their background, identity, or status. Unbiased strategies involve raising awareness about unconscious bias and providing tools, training, and resources to help employees recognize and address their biases, as well as implementing policies and procedures that mitigate the impact of bias on hiring and employment practices. Ultimately, unbiased strategies in the workplace aim to create a fair and equitable workplace where everyone has equal opportunities to succeed and thrive.

Applying unbiased strategies in the digital workplace is crucial in creating a fair and inclusive work environment. In today's digital age, technology is increasingly used in the recruitment and hiring processes. This has the potential to introduce bias, as algorithms and automated processes can be influenced by the biases of their creators or historical data. To ensure that candidates are evaluated solely on their qualifications and fit for the position, rather than on factors such as gender, race, or ethnicity, unbiased strategies need to be implemented. This can help to reduce bias in the recruitment process and avoid the negative impacts of unconscious bias, such as hiring homophily and groupthink. Moreover, implementing unbiased strategies in the digital workplace can help to create a positive employer brand and reputation, which can attract top talent and enhance the company's ability to retain employees. Overall, unbiased strategies are crucial for creating a fair and inclusive workplace in the new world of work.

Digital tools can play a key role in developing unbiased strategies in the digital workplace:

1. **Blind screening tools:** These tools can help to eliminate bias in the hiring process by hiding the names and other identifying information of job applicants. This can help to prevent unconscious bias based on factors like gender, ethnicity, or age.

2. **AI-powered chatbots:** Chatbots can help to create a more inclusive workplace by providing employees with a safe and confidential channel to report incidents of discrimination or bias. This can help to create a culture of transparency and accountability.

3. **People analytics:** Data-driven tools like people analytics can help organizations to track diversity metrics and identify areas where improvement is needed. For example, employers can use analytics to monitor the representation of different demographic groups within their workforce, and to identify areas where certain groups may be underrepresented or underutilized.

4. **Collaboration and communication tools:** Digital collaboration and communication tools like Slack, Microsoft Teams, or

Table 1 – Unbiased strategies which can be implemented in the workplace

Unbiased strategie	Characteristic
Blind hiring	This strategy eliminates unconscious bias by removing any identifying information (such as name, gender, race, and age) from resumes and job applications, focusing only on an applicant's qualifications and experience. This can lead to more diverse hiring, as candidates are selected based on their skills and experience rather than their background.
Diverse interview panels	Including members from different departments and levels of seniority can provide a variety of perspectives during the hiring process. This can help reduce the impact of any individual biases and ensure that candidates are evaluated on a more comprehensive set of criteria.
Employee resource groups	Creating communities for underrepresented groups allows them to connect, share experiences, and provide feedback to leadership. This can help organizations to better understand the needs of different employees and create a more inclusive workplace culture.
Regular diversity, equity, and inclusion training for all employees	Providing training for all employees can raise awareness of unconscious biases and provide tools to overcome them. This can help employees recognize and challenge their own biases, and create a more inclusive and welcoming work environment.
Mentoring and sponsorship programs	Pairing employees from underrepresented groups with experienced leaders in the organization can provide guidance and advocacy for career advancement. This can help employees to build skills, gain exposure, and develop a stronger professional network.
Flexible work arrangements	Offering remote work or flexible schedules can help to accommodate employees with different needs, including caregivers or people with disabilities. This can create a more inclusive work environment and promote work-life balance.
Pay equity audits	Regularly reviewing salary data can ensure that employees are compensated fairly for their skills and experience, regardless of their background or identity. This can help to promote a more equitable workplace and reduce disparities in pay.
Providing access to mental health resources and accommodations for neurodivergent employees	Supporting employee well-being can improve job satisfaction and retention. Accommodations for neurodivergent employees can help ensure that all employees can thrive in the workplace.
Inclusive language in communications and job postings to avoid gendered language or other forms of bias	Using inclusive language can avoid gendered language or other forms of bias and ensure that job postings are accessible to a wider pool of candidates.
Tracking and analyzing diversity metrics to identify areas for improvement and measure progress over time	Measuring diversity metrics can help organizations identify areas for improvement and measure progress over time. This can help to ensure that diversity, equity, and inclusion remain a priority and that progress is being made towards creating a more inclusive workplace.

Source: compiled by the author based on [1–6; 14–15]

Zoom can help to create a more inclusive work environment by facilitating communication and collaboration among employees who may be working remotely or in different locations. These tools can help to break down barriers and promote equal participation and contribution from all employees.

5. AI-powered language tools: Language can be a powerful tool for inclusion or exclusion, and AI-powered language tools can help to identify and eliminate biased language in job postings, employee communications, or other workplace content. These tools can help to ensure that all employees feel included and valued.

By leveraging these tools, organizations can create a more inclusive work environment, promote diversity and equity, and ultimately drive better business outcomes.

The implementation of unbiased strategies in the workplace can have a significant impact on corporate culture. By promoting diversity, equity, and inclusion, the company can create a more positive work environment where all employees feel valued and respected. This can lead to increased employee morale, engagement, and retention.

Unbiased strategies can also help to foster innovation and creativity by providing a range of perspectives and ideas. By creating a more inclusive culture, the company can benefit from the unique experiences and backgrounds of its employees.

Implementing unbiased strategies in the workplace can have several positive effects on talent acquisition for

a company. Firstly, it can increase the diversity of candidates applying for positions, as candidates from underrepresented groups will feel more welcome and included in the company culture. This can also help to expand the company's talent pool and bring in fresh perspectives and ideas.

Secondly, unbiased strategies can help to reduce bias in the recruitment process and ensure that candidates are evaluated solely on their qualifications and fit for the position, rather than on factors such as gender, race, or ethnicity. This can lead to more equitable hiring decisions and can help to avoid the negative impacts of unconscious bias, such as hiring homophily and groupthink.

Thirdly, implementing unbiased strategies can help to create a positive employer brand and reputation, which can attract top talent and enhance the company's ability to retain employees. Companies that prioritize fairness and equality in their recruitment processes are more likely to be seen as desirable employers and can differentiate themselves from competitors.

We should also mention the connection between what role do unbiased strategies and the employer brand. Unbiased strategies play a crucial role in forming an employer brand. A company's employer brand is how it is perceived by potential and current employees, and it is heavily influenced by the company's policies and practices related to diversity, equity, and inclusion. If a company is committed to implementing unbiased strategies in the workplace, it

will be perceived as a fair and inclusive employer, which can attract top talent and improve retention rates.

Companies that prioritize unbiased strategies tend to have more diverse and inclusive workforces, which can lead to better innovation, increased creativity, and higher productivity. When employees feel that they are valued and supported, they are more likely to be engaged and motivated, which can lead to better performance and a positive employer brand.

Unbiased strategies and employer brand are closely related as unbiased strategies play a significant role in shaping an employer's brand reputation. A company's reputation for inclusivity and diversity has become an essential aspect of its employer brand. When a company implements unbiased strategies in the workplace, it creates an environment that is more welcoming, inclusive, and diverse. This, in turn, attracts top talent who value these aspects in an employer.

When a company's brand is associated with inclusivity and diversity, it enhances its reputation as a desirable employer, which makes it easier to attract and retain top talent. Employees are more likely to stay with a company that values and respects their diversity and provides them with equal opportunities for growth and advancement. This helps the company build a strong employer brand and a reputation for being an inclusive and diverse workplace.

Unbiased strategies and employer brand are also linked through communication. Companies that implement unbiased strategies and promote inclusivity and diversity in their workplace can showcase these values in their external communication, including job advertisements, social media, and marketing campaigns. This helps to reinforce the company's employer brand, and attracts more diverse talent to the organization.

In addition, implementing unbiased strategies can help to improve the reputation and brand image of the company. Consumers and stakeholders are increasingly interested in working with companies that prioritize social responsibility and fairness, and a commitment to unbiased strategies can demonstrate this commitment.

In summary, unbiased strategies are essential for building and maintaining a strong employer brand. By prioritizing diversity, equity, and inclusion in the workplace, companies can attract top talent, improve retention rates, foster innovation and creativity, increase productivity, and create a positive employer brand. Overall, the implementation of unbiased strategies in the workplace can lead to a more positive and inclusive corporate culture, improved innovation and creativity, and a stronger brand image.

Diversity, Equity, and Inclusion (DE&I) is a crucial aspect of modern workplaces. It refers to the intentional

effort of organizations to create an environment where employees of all backgrounds feel valued, respected, and supported. One of the key features of DE&I is the implementation of unbiased strategies that help eliminate unconscious bias and promote diversity and inclusion. Research has shown that diversity in the workplace can have a positive impact on a company's financial performance. Companies that prioritize diversity tend to have higher levels of innovation, creativity, and problem-solving abilities. This is because a diverse workforce brings a wide range of perspectives, experiences, and ideas to the table, which can lead to better decision-making and more effective solutions. Additionally, companies that prioritize diversity are more likely to attract and retain top talent, which can lead to increased productivity and employee engagement. In fact, a study by McKinsey & Company found that companies in the top quartile for gender diversity are 15% more likely to have financial returns above their respective national industry medians. Similarly, companies in the top quartile for ethnic and cultural diversity are 36% more likely to have above-average financial returns. Overall, prioritizing diversity can lead to a more successful and sustainable business [16].

Unbiased strategies involve techniques and practices aimed at removing personal biases and prejudices in decision-making processes. Some of these strategies include using objective criteria when evaluating employees, creating diverse hiring panels, implementing anti-bias training, and measuring the impact of DE&I initiatives.

Unbiased strategies have several benefits, including the creation of a positive and inclusive corporate culture, attracting and retaining top talent, improving innovation and creativity, and enhancing the employer brand reputation.

Unbiased strategies are particularly important in today's increasingly diverse workplaces, where personal biases can negatively affect employee morale, productivity, and engagement. By implementing unbiased strategies, organizations can create a fair and equitable environment where employees feel valued, respected, and supported regardless of their background.

In conclusion, unbiased strategies are crucial for creating a fair and inclusive workplace in the new world of work. The challenges to their implementation can be overcome through education, measurement, and cultural change. By implementing unbiased strategies, organizations can benefit from a more engaged and productive workforce, as well as a better public image. Ultimately, the success of unbiased strategies will depend on the commitment of the organization's leadership to creating a culture of fairness and inclusivity.

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ОСОБЛИВОСТІ DE&I: СТРАТЕГІЇ НЕУПЕРЕДЖЕНОСТІ У НОВІТНЬОМУ РОБОЧОМУ СЕРЕДОВИЩІ

У статті висвітлено важливість впровадження стратегій неупередженості на робочому місці для підтримки різноманітності, рівності та інклюзії. Автором статті доведено актуальність теми в контексті новітнього робочого середовища, де компанії стикаються з ростом тиску на створення справедливих та інклюзивних робочих місць, які приваблюють та зберігають таланти, допомагають розвитку працівників з високим потенціалом. У статті розглядаються виклики, пов'язані з впровадженням стратегій неупередженості, включаючи несвідоме упередження та опір змінам серед керівників та персоналу різного рівня, пропонуються рішення для подолання цих викликів, такі як освіта, систематичне проведення оцінки рівня розвитку та застосування даних стратегій, а також зміни у корпоративній культурі компаній. За результатами проведеного дослідження було виявлено кореляцію між застосуванням політик різноманітності, рівності та інклюзії (DE&I) та отриманням прибутків бізнесом. Також було виявлено, що застосування стратегій неупередженості при процесі пошуку, підбору та найму персоналу має позитивний вплив на зовнішній бренд роботодавця та систему комунікації з кандидатами. Автором було визначено, що управління талантами за умов впровадження та використання стратегій неупередженості як частини практики різноманітності, рівності та інклюзії у компаніях має кращі результати, ніж за відсутності таких стратегій та покращує корпоративну культуру. Також у статті обґрунтовано необхідність застосування стратегій неупередженості і до цифрового робочого місця, а також запропоновано перелік цифрових інструментів, які зможуть забезпечити застосування даних стратегій для реалізації принципів і політик з різноманітності, рівності та інклюзії у цифровому робочому середовищі компанії. У статті підкреслено переваги впровадження стратегій неупередженості до персоналу на робочому місці (як фізичному, так і цифровізованому), включаючи створення позитивної та інклюзивної корпоративної культури, покращення інноваційності і креативності, а також міцнішого бренду роботодавця і прозорі комунікації на усіх рівнях в компанії.

Ключові слова: *стратегії неупередженості, різноманітність та інклюзія, бренд роботодавця, підбір персоналу, управління талантами, культура на робочому місці.*