## Performance Bias

### Impact

- Not given the same opportunities
- Held to stricter/higher standards than whites/men
- Hired and promoted based on what they have proven and achieved; whites/men hired and promoted based on potential

### Counteract

- Objective standards for hiring, evaluating performance and assigning opportunities
  - Set standards in advance
  - If possible, use gender- and race-blind evaluations in hiring
- Accountability: explain decisions on hiring, evaluation and peer reviews