

JOURNEY FOR TEAMS 3.0

THRIVE Transforming Workplace Dynamics

GUIDEBOOK Advancing Gender Equity

Building a healthy veterinary workplace culture that actively dismantles sexism, promotes inclusive practices, authentic belonging, equitable opportunities, and meaningful collaboration for all

WELCOME

This workbook was created as both a mirror and a guide. It shines a light on subtle and often overlooked cultural disruptors, behaviors, attitudes, and assumptions that influence the culture of a veterinary workplace. By presenting real-world scenarios and challenges, it encourages readers to pause, recognize, and name forces that undermine belonging and trust.

Each scenario and activity pairs awareness with practical approaches, offering tools that leaders and teams can immediately apply. The purpose is not to provide perfect answers but to model a process: noticing disruptions, examining their impact, and responding with strategies that strengthen collaboration, wellbeing, and respect. Think of this workbook as a working companion. Use it in team discussions, leadership development, onboarding, or self-reflection. Engage with it honestly, ask the hard questions it surfaces, and adapt the tools to fit your environment. When used intentionally, it can help teams move from identifying problems to building a culture where every member feels valued, supported, and empowered to contribute.

This guidebook focuses on how systems, habits, and daily decisions shape people's experiences across genders. For clarity and depth, this module primarily examines how sexism has historically operated through traditional, binary social roles associated with women and men, particularly in areas such as caregiving, leadership norms, availability, and credibility. This focus reflects how many workplace systems and policies have been designed and experienced over time.

AVMA recognizes that gender is not binary and that gender-diverse and LGBTQIA+ professionals encounter distinct and overlapping barriers in veterinary settings. Those experiences are explored further in the *Strengthening LGBTQIA+ Inclusion* module, which centers on heterosexism and how institutional norms related to sexual orientation and gender identity shape belonging, safety, and opportunity. Together, these modules are designed to complement one another, allowing teams to build understanding in focused, meaningful ways.

The purpose of this module is to help veterinary teams notice where gender-based assumptions surface in routine work and to implement practical, system-level adjustments that strengthen fairness, collaboration, and belonging for everyone. Because gender expectations affect all people—not only women—the emphasis is on shifting workplace norms and structures toward more transparent, consistent, and humane approaches, rather than maintaining patterns that no longer serve today's teams.

WELCOME

By the end of this module, participants will be able to:

- Describe sexism as a systems-based concept and recognize how routine workplace practices and expectations can produce uneven experiences across genders.
- Identify patterns in communication, task distribution, caregiving expectations, and evaluation that may unintentionally limit participation, credibility, or advancement in veterinary settings.
- Spot everyday moments—such as hiring, scheduling, leave use, and role assignment where small shifts in practice could reduce bias and support shared responsibility.
- Apply at least one practical adjustment to language, workflow, or policy that supports people showing up authentically, while maintaining clarity and accountability.
- Begin replacing automatic, inherited norms with more transparent and consistent practices that strengthen trust, collaboration, and engagement across the team.

Disclaimers

- All examples and case study scenarios are based on real situations, but names (including hospitals) are pseudonyms.
- The inclusion of resources does not imply or constitute an endorsement by the American Veterinary Medical Association or the Veterinary Medical Association Executives.

TABLE OF CONTENTS

3Rs

Recognize	6
Reconsider	7
Re-evaluate	8-14

CPR

Cultivate Connection	16-17
Practice Care-Filled Responses	18-19
Reinforce What Matters	20

INSIGHTS & ACTIONS

3Rs

In order to strengthen veterinary workplace culture, teams can: **recognize** both the strengths and the dynamics that shape their environment and experiences; **reconsider** approaches or assumptions that may no longer serve them, while identifying opportunities to build on what works; and **re-evaluate** everyday decisions in ways that reinforce systems of collaboration, wellbeing, and respect.

- 1 Recognize**
Strengths and dynamics shaping culture
- 2 Reconsider**
Patterns and assumptions to build on what works
- 3 Re-evaluate**
Choices to reinforce collaboration and respect

RECOGNIZE

WHAT IS SEXISM?

Sexism describes prejudice or discrimination based on sex or gender. It affects every level of society, from institutions and governments to personal relationships.

Gender-based assumptions may show up in veterinary workplaces through everyday routines, communication norms, and organizational practices that shape workplace experiences. Many of these patterns are long-standing, widely normalized, and often unintentional, yet they can influence who feels credible, supported, and able to fully participate at work.

WHAT DOES SEXISM LOOK & SOUND LIKE IN THE WORKPLACE?

You may have experienced:

- A customer entering a veterinary practice and asking to see the doctor while ignoring a veterinarian in a white lab coat who is a woman.
- An equestrian customer requesting a veterinary professional that is a man because they assume that treating horses is “too much” for a woman to handle.
- A colleague in the office questioning why a man would take paternity leave to care for his children.
- A faculty member assuming a non-binary lab assistant is worse at their job because they wear jewelry and makeup.

All of the above are examples of sexism in veterinary workplaces. Allowing sexism to persist can disrupt an otherwise collegial environment. It can create a culture of ignoring each other's needs, and one where there is reduced transparency about compensation.

RECONSIDER

YOUR OWN HEALTH & WELLBEING

Sexism harms all of us by limiting our experiences to antiquated and unrealistic standards.

For example, women report being responsible for managing the household more than men, with the expectation that women are more naturally suited to caretaker roles (Pacheco Barzallo et al., 2024). These stereotypes contribute to the mental load or “second shift” of women’s work in the day, and reduce the validity of men caring about, and caring for, their loved ones. Research has also shown that men who feel pressure to live up to hypermasculine ideals in the workplace experience a higher rate of burnout (Glick et al., 2018).

We must all actively confront our internalized beliefs about gender roles. Internalized sexism limits our imagination of what is possible for our careers and our lives. Rather than pursuing roles or taking on responsibilities that interest us, we may assume that a job is not a good fit or that someone else would be better suited to the role.

How might removing these stereotypes benefit your career and overall health and wellbeing? What skills, knowledge, or experiences might help advance gender equity in a workplace?

THE WORKPLACE STATUS QUO

Become a catalyst for inclusion: Inclusive workplace policies benefit all staff. Paid-leave policies, that allow all staff members to manage their other responsibilities in life, have been shown to decrease attrition by 50% (Wojcicki, 2014). Implementing paid-leave policies demonstrates that your organization is dedicated to addressing sexism in the workplace. This helps attract top candidates—those who desire to work in spaces that are free of harassment and are respectful of all people, and in organizations that accommodate people’s lives outside of work through flexible and supportive policies.

Cultivate Connection offers more suggestions for updating workplace policies.

RE-EVALUATE

10-MINUTE CASE STUDY



Read through the case study independently or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

Birchdale Veterinary Clinic is a mid-sized clinic that employs a dozen staff members including veterinarians, technicians, and administrative personnel. The clinic has strong client satisfaction scores, but staff turnover among women veterinary technicians is noticeably higher than industry average. Dr. Jasmin Smith has been with the practice for three years. After noticing tensions with the team and a pattern of attrition, she was approved to conduct exit interviews with departing technician team members.

BREAKING POINT

The past three exit interviews have revealed recurring concerns about subtle sexist behaviors—such as dismissive treatment of women’s clinical opinions and assigning women more routine or “less technical” tasks (e.g., taking notes, and organizing client-focused social media). Dr. Smith brought these findings forward to the clinic leadership team.

SENSE MAKING

Multiple cultural disruptors are present in this scenario:

- Devaluing staff skills and expertise based on biases and assumptions
- Workplace division amongst staff and colleagues
- Unclear and/or unsafe pathways for staff to address discrimination

DISCUSSION QUESTIONS

(5 minutes)

- What might you suggest the clinic do to improve team cohesion and retain their staff?
- What have you seen or experienced in your own workplace that may relate to this case study?

SOLUTION & APPROACH

The clinic leadership decided to partner with an equity consultant to:

- Conduct anonymous climate surveys to assess staff perceptions
- Complete mandatory bias and respectful workplace training for all team members
- Create clear role rotation policies ensuring all technicians—regardless of gender—had equitable access to surgical, diagnostic, and client consultation opportunities
- Establish a zero-tolerance reporting system for inappropriate comments or behavior

RE-EVALUATE

10-MINUTE CASE STUDY



Read through the case study independently or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

RESULTS

Research suggests that if the clinic takes these actions to reduce sexism in the workplace, the benefits to the business and team will include:

- Higher staff retention, particularly among women technicians
- Survey results indicating increased trust and feeling valued at work
- Increased client satisfaction based on smoother clinic operations
- Increased revenue, resulting from a better workflow and reduced staff replacement costs

KEY TAKEAWAY

Gender-inclusive leave policies, shared and flexible work practices, and clear pathways for accountability result in higher retention rates and greater job satisfaction for all employees.

RE-EVALUATE

10-MINUTE CASE STUDY



Read through the case study independently or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

Dr. Daniel Martínez is the department chair of the state university's veterinary medicine program. His wife, Dr. Elisa Cruz, is a national research chair in Education and works at the same institution. After the birth of their first child, Dr. Cruz took six weeks of unpaid parental leave before returning to work, while Dr. Martínez used the standard five sick days immediately after the birth, plus other vacation days throughout the next six months to care for his family.

Recently, they welcomed their second child. Dr. Cruz applied for ten weeks of unpaid parental leave, although up to twelve weeks were available. She is set to return to work in two weeks. Following the birth, Dr. Martínez again used sick leave and vacation time, but he now feels regret about the limited time he spent with their first child. He and his wife have been discussing whether he would like to take additional unpaid time off to care for his family once she returns to work. The required forms need to be submitted by the end of this week if he decides to take unpaid parental leave.

BREAKING POINT

After today's department meeting adjourns, Dr. Martínez casually mentions taking additional unpaid parental leave to a past chair—his early-career mentor. The past chair replies, "Think carefully about your options if you're feeling unfulfilled. You know the associate dean is going to retire soon—that will create some room for mobility."

With the decision still on his mind, Dr. Martínez returns to his faculty office. In the communal lunchroom, a trusted administrative assistant and a younger, non-tenured faculty member are making coffee. Dr. Martínez asks whether either of them has worked in a department where a father took unpaid parental leave.

The administrative assistant replies, "Aw, you're going to take time off to help babysit? You're so sweet," and adds that a tenured professor in her previous faculty took a full semester off, "but he was from the UK."

"Good for you!" exclaims the non-tenured faculty member, adding that they are hoping to start a family with their partner. "I wish we could both have the chance to be at home with the baby."

SENSE MAKING

This scenario reflects several disruptors in the veterinary workplace:

- Unequal distribution of home/family care
- Pressure to conform to expectations, vs. being your authentic self
- Systems within the workplace creating conflict between work and family life

RE-EVALUATE

10-MINUTE CASE STUDY



Read through the case study independently or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

DISCUSSION QUESTIONS

(5 minutes)

- What message might Dr. Martínez’s decision send to others in his department if he takes a leave? What message might it send if he does not?
- There are three unnamed and ungendered characters in this scenario, the past chair, the administrative assistant, and the non-tenured faculty member—during your reading, did you envision a particular gender for any of those roles? If so, how did you assign each role and why might that be?
- Which comments in the scenario reflect the idea that caregiving is “less serious” or that professional ambition means always being available? What messages do those comments send?
- How might your organization better communicate and demonstrate support for all caregivers?

SOLUTION & APPROACH

Dr. Martínez decides to take the additional unpaid parental leave, and submits the appropriate forms to the university administration. After the leave is approved, he carefully chooses the language in his email announcement to the department:

Dear Team,

I wanted to share that I’ll be stepping away for a short parental leave—a temporary exit from the inbox battlefield. Dr. Cruz will be returning to her role as I transition to dedicating my full attention to sleepless nights and the general tiny-human logistics.

I truly am grateful to work in a department that embodies the values of family, flexibility, and the full, messy lives we each lead beyond our professional titles. That support means the world to me.

During my absence, I’ve worked closely with the Associate Chair to ensure a seamless (or at least minimally-chaotic) continuity in departmental operations. I look forward to returning re-energized, and frankly, probably a bit sleep-deprived, ready to continue our shared work with a deeper appreciation for that precious balance and wellbeing, both personally and professionally.

RE-EVALUATE

10-MINUTE CASE STUDY



Read through the case study independently or in pairs, and reflect on the discussion questions. Once all groups complete their review, discuss your thoughts and answers with the whole team.

RESULTS

Dr. Martínez modeled what it means to be a caring, engaged father and how to balance family and professional obligations as a working parent. His parental leave provided an opportunity to mentor the Associate Chair taking over in the interim and created space for innovative ways of working in the department. This strengthened Dr. Martínez's leadership skills, and his lessons learned in empathy, caring, and communication became key attributes during future interview processes.

KEY TAKEAWAY

Sexism and biased stereotypes limit all sexes and genders. All people thrive when they are supported to be their authentic selves both at home and in the workplace, free from limiting assumptions and expectations.

RE-EVALUATE

10-MINUTE TEAM EXERCISE



This exercise will help you practice interrupting biases and creating systemic change. It can be done individually, in pairs, or small groups. Be sure to share your findings with the whole team.

Applicant Perception & Self-Selection: The Language of Job Descriptions

Sexism shows up in your everyday work processes, including at your very first introduction to a role—the job description.

Research has found that candidates may self-select for or away from a job based on the wording in job advertisements (Gaucher et al., (2011). When job postings included more stereotypically masculine wording, potential candidates perceived that there were more men in that occupation and in that workplace, and women candidates found the roles less appealing, thereby limiting the applicant pool. The word choice also influenced potential applicants based on their perceived belongingness in the organization, but notably did not change their perception of their own ability to perform the role. Examples of stereotypical and objective job description wording are included below:

STEREOTYPICALLY MASCULINE WORDING	STEREOTYPICALLY FEMININE WORDING	OBJECTIVE WORDING
<ul style="list-style-type: none"> • Ambitious • Assertive • Competitive • Dominant • Individualistic • Leader 	<ul style="list-style-type: none"> • Committed • Compassionate • Interpersonal • Sensitive • Supportive • Understanding 	<ul style="list-style-type: none"> • Using job titles as descriptors (e.g., “technician” instead of “rockstar”) • Using verbs instead of nouns or adjectives (e.g., “able to lift 50lbs”)

Materials

- Printed or digital copies of job descriptions used in your veterinary practice, one for each participant
- Writing tools or laptop for commenting/editing

Consider also looking for unnecessary gendered pronouns (e.g., “If his/her license...” and replacing with “If the license...”)

1. Identify Gendered Language (5 minutes)

Each participant reviews a job description used by your veterinary workplace and identifies any gendered wording.

2. Rephrase to Focus on Objective Job Requirements (3 minutes)

Consider rewording requirements to focus on objective tasks or behaviors, instead of nouns or adjectives.

3. Discuss How You Might Expand this Exercise to Benefit Your Practice (2 minutes)

Check for bias embedded in your processes for screening resumes, interviewing applicants, and extending offers based on these criteria.

RE-EVALUATE

6-MINUTE SELF-REFLECTION



The following questions will help illuminate your own thoughts and feelings, as well as the norms at your place of work. Sharing your answers as a team is welcome and entirely optional.

- 1** What do I notice about the expectations I have for different people at work—their roles, how they communicate, or how they show up? Does gender play a role in those expectations, even unconsciously?
- 2** *Think about a leader you've worked with who was a woman, and ask yourself:*
What words come to mind to describe her leadership style?

Think about a leader you've worked with who was a man, and ask yourself:
What words come to mind to describe his leadership style?
Am I using the same words to describe both leadership styles, or different ones?
- 3** When I'm thinking about hiring or promotions, what do I find myself assuming about people's availability or commitment? Are those assumptions based on what they've actually told me, or am I filling in gaps based on other factors?
- 4** What's one small thing I could do to make sure I'm seeing people as individuals, rather than through assumptions?
- 5** In the next week, how will I know if I actually did see someone as an individual rather than through assumptions—what evidence or feedback will tell me I made progress?

CPR

Building a healthy veterinary workplace culture takes intention, effort, and practice. This section will help you identify actionable ways you can strengthen collaboration and inclusion individually or as a team using these three steps:

1 Cultivate Connection

Practical ways to deepen trust, respect, and teamwork

2 Practice Care-Filled Responses

Proactive language and actions that encourage growth and mutual understanding

3 Reinforce What Matters

Tools and resources that sustain values, celebrate strengths, and support ongoing learning

CULTIVATE CONNECTION

FORGING AHEAD AS A TEAM

These actionable steps can help shift veterinary workplaces from a culture of tolerance to one of engagement and care. By doing so, we move closer to an environment that supports and strengthens the sense of value and connection across all members of the team.

- 1 Raise questions with curiosity**
 Be curious about sexism when it occurs. Ask open-ended questions to get at assumptions underlying people's behavior or thoughts. Then turn these into learning opportunities towards creating gender-inclusive norms.
- 2 Move beyond representation as a goal**
 Reject the idea that representation is enough to shift workplace culture from sexism to gender equity. Everyone may hold stereotypical beliefs about women and men. Develop protocols to dismantle sexism in practice regardless of the gender composition of your workplace. This might include: paid parental or family leave, flexible work scheduling, job-sharing flexibility, and regular pay audits.
- 3 Develop transparent policies for talent and pay management**
 Studies have shown that men are often promoted on potential while women are promoted on proven performance. No matter its size, your organization can address sexism in hiring, retention, and evaluation.

Larger practices can use transparent, standardized, and objective criteria for hiring, evaluation, and promotion decisions to minimize the negative effects of unconscious biases on talent development.

For smaller practices, it may be beneficial to compare salaries on a yearly basis using AVMA's regional benchmarks such as the AVMA salary calculator or Bureau of Labor Statistics data.

EXPLORE MORE



Moms First is an organization that advocates for paid family leave for all workplaces. Their site has examples of paid family-leave policy language and a cost/benefits calculator:

[MomsFirst.us](https://www.momsfirst.us)

CULTIVATE CONNECTION

MINDING YOUR LANGUAGE

Be conscious of how your words impact others in the workplace. Many words and phrases commonly used in casual and business communication can be hurtful or reveal ignorance of other meanings, biased stereotypes, and lived human experiences. Using non-inclusive words can lead to “othering” or an “us vs. them” mentality.

Some suggested words to watch are outlined below. Practice substituting words that “other” with words that connect. Be kind to yourself in the process. If in your quest for change you misspeak, apologize and move on. Don’t dwell on your mistake or expect absolution, accommodation, or forgiveness from others. This practical action can make a big difference in improving personal connections in the workplace.

WORDS THAT “OTHER” & WORDS THAT CONNECT

Consider replacing these common terms with the alternate *in italics*:

Brotherhood	<i>Camaraderie</i>	Man-made	<i>Manufactured</i>
Cattleman	<i>Cowhand or cattle owner</i>	Manpower	<i>Staffing, personnel</i>
Chairman	<i>Chair or Chairperson</i>	Maternity Leave	<i>Family leave</i>
Female doctor	<i>Doctor</i>	Middleman	<i>Intermediary</i>
Fraternal twins	<i>Dizygotic or non-identical twins</i>	Ombudsman	<i>Ombuds</i>
Handyman	<i>Repair person</i>	Salesman	<i>Salesperson/Sales Agent</i>
Male nurse/tech	<i>Nurse/tech</i>	Spokesman	<i>Spokesperson</i>
Man-hours	<i>Work hours</i>		

COMMON GENDERED PHRASES

These commonly gendered phrases have more inclusive options:

Don’t be such a girl	<i>You can do this</i>
His/her license	<i>The license</i>
Husband/wife	<i>Partner or spouse</i>
Man’s best friend [a dog]	<i>Your dog, favorite companion</i>
Man up	<i>Step up, take responsibility</i>
Manning the phones	<i>Staffing/working the phones</i>
Old wives’ tale	<i>Folktale or myth</i>
Women’s work	<i>Work tasks</i>
You Guys/Ladies and Gentlemen	<i>Everyone, all, or team</i>

There’s also lots of gender-inclusive terms for workplace teams including: *Colleague(s), clinic/office mate, employee, staff, and workforce*

PRACTICE CARE-FILLED RESPONSES

REALIGNING RESISTANCE

During the Thrive course you may feel resistance internally, encounter it from fellow team members, or both.

What kinds of objections or rejections, internal or external, might you anticipate? How might you respond? First, pause to listen with curiosity, then consider if a care-filled response is needed. The following information may help.

DEFENSIVE STATEMENT	CARE-FILLED RESPONSE
<p>Women and men have biological differences that determine their suitability for specific jobs.</p>	<p>You're right—there are biological differences in women and men. It's also true that when we assume someone can or can't do a job based on gender, we end up missing out on great people who could actually excel in that role.</p>
<p>Women prefer to stay at home and raise babies, not to pursue careers.</p>	<p>I think all professionals want the opportunity to focus on their family and to focus on their career at different times in their lives. When we create workplaces that are flexible enough to support different life choices, we get to keep talented people who might otherwise feel like they have to choose between work and the rest of their lives. It's really about not assuming we know what someone wants based on their gender, and instead creating options that work for people's real lives.</p>

PRACTICE CARE-FILLED RESPONSES

DEFENSIVE STATEMENT	CARE-FILLED RESPONSE
<p>All men are sexist. We should refuse to work with them.</p>	<p>I don't think all men are sexist—that's painting with too broad a brush. What's true is that we all grow up in a culture with gender biases, and those affect all of us, regardless of gender. The goal isn't to label people as "good" or "bad," but to help everyone recognize those patterns and make more conscious choices. For most people, when they understand the impact, they want to do better.</p>
<p>Women are too sensitive these days. They need to toughen up!</p>	<p>I think what might be happening is that we're noticing things that were always problems, and they're just being talked about now. When someone speaks up about being treated unfairly or disrespectfully, that actually takes courage, not sensitivity. The real question is: do we want a workplace where people feel safe enough that they can raise concerns, or one where they just stay quiet? Because when people stay quiet, problems don't go away—they go underground, and we lose the chance to fix them and keep good people.</p>

REINFORCE WHAT MATTERS

CONTINUED LEARNING

These recommended resources are excellent tools for learning more.

ONLINE ARTICLES

[Assessing the Gender Pay Gap in Veterinary Medicine](#)

from Today's Veterinary Practice (todaysveterinarypractice.com)

[Research: The Gender Wage Gap Tipping Point](#)

by Amber L. Stephenson and David B. Yerger, for the Harvard Business Review (hbr.org)

[Women's Earnings were 83.6 Percent of Men's in 2023](#)

by the U.S. Bureau of Labor Statistics (bls.gov)

BOOKS

[Men at Work: The Roadmap to Gender Partnership](#)

by Jennifer McCollum, published by Simon & Schuster

Advancing Gender Equity

INSIGHTS & ACTIONS TO BUILD A CULTURE OF CARE

SUPPORTING PEOPLE AS INDIVIDUALS STRENGTHENS TEAMS

When we look beyond assumptions and create space for each person's unique strengths, capabilities, and life circumstances, we build workplaces where talent flourishes and everyone can contribute their best work.



AUTHENTICITY MATTERS TO ALL

When we think about gender equity, it's really about creating space for everyone—not just women—to show up authentically. When we let go of rigid expectations about how people should dress, communicate, or lead based on their gender, everyone benefits.



FLEXIBLE WORK POLICIES DRIVE RETENTION & JOB SATISFACTION

Organizations can design policies for flexible work arrangements to support all staff in their life outside of work. Workplaces can also develop job-sharing structures to manage workloads and rotate tasks like note taking, getting coffee, and organizing events amongst all roles.



FAIR PAY PRACTICES & PAID LEAVE ATTRACT STRONG TALENT

Regular pay reviews help organizations identify and address compensation gaps among employees with comparable credentials and expertise. Offering paid leave that supports employees in managing life responsibilities signals a workplace culture that values wellbeing and long-term engagement.



REFERENCES

Gaucher, D., Friesen, J., & Kay, A.C. (2011). Evidence that gendered wording in job advertisements exists and sustains gender inequality. *Journal of Personality and Social Psychology*, 101(1), 109-28. [doi: 10.1037/a0022530](https://doi.org/10.1037/a0022530)

Glick, P., Berdahl, J. L., & Alonso, N. M. (2018). Development and validation of the masculinity contest culture scale. *Journal of Social Issues*, 74(3), 449-476. <https://doi.org/10.1111/josi.12280>

Johnson, S. K., Hekman, D. R., & Chan, E. T. (2016, April 6). *If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired*. Harvard Business Review. <https://hbr.org/2016/04/if-theres-only-one-woman-in-your-candidate-pool-theres-statistically-no-chance-shell-be-hired>

Kundro, T. G., Tedder-King, A., Walker, O., & Shandell, M. Reject or protect? Corrective action in response to women's versus men's reports of workplace abuse. *Organization Science*, 36(5), 1643-2059. <https://doi.org/10.1287/orsc.2024.18712>

National Conference for Community and Justice. (n.d.). *Definition of sexism*. In Teaching tools and resources. Retrieved from <https://nccj.org>

Pacheco Barzallo, D., Schnyder, A., Zanini, C., & Gemperli, A. (2024). Gender differences in family caregiving. Do female caregivers do more or undertake different tasks? *BMC Health Services Research*, 24(1), 730. doi.org/10.1186/s12913-024-11191-w

Wojcicki, S. (2014, December 16). *Paid maternity leave is good for business*. Wall Street Journal. <https://www.wsj.com/articles/susan-wojcicki-paid-maternity-leave-is-good-for-business-1418773756>