

inMOLA

Gender Equality in Communication Guide

A practical method for gender-sensitive marketing, product, media and event communication

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About This Guide

The Gender Equality in Communication Guide was prepared by inMOLA Teknoloji Yazılım Hizmetleri A.Ş. for everyone who creates, reviews or approves communication on behalf of inMOLA and its products.

The method in this guide is adapted from the **4R method** developed by the Swedish Gender Mainstreaming Support Committee (JämStöd).¹ 4R is an analysis and measurement approach that helps organisations check whether their work promotes gender equality. Its questions have been adapted and extended for the marketing, product, media and event communication of a technology company.

Because inMOLA builds AI-supported decision intelligence, this edition adds a dedicated chapter on **data, product and AI-generated outputs** — areas where stereotypes can be reproduced silently, at scale.

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¹ Gender Mainstreaming Manual (2007). Stockholm: Swedish Gender Mainstreaming Support Committee (JämStöd).

A Message from Our Founder

Dear colleagues and partners,

Over twenty-five years in marketing, I have seen one truth again and again: communication does not only describe the world, it shapes it. The images we choose, the words we write and the people we put on stage tell audiences who belongs where — who decides, who leads, who builds, who cares.

At inMOLA, our job is to help companies make better marketing decisions. Better decisions start with seeing the market as it really is: diverse, complex and constantly changing. A brand that speaks to only half of its audience, or that sees that audience through old stereotypes, is making a poor decision — ethically and commercially.

As an AI-supported company, we carry an additional responsibility. Algorithms learn from the past, and the past is full of bias. We want our platform, our recommendations and our own communication to challenge those patterns rather than amplify them.

This guide is our manifesto and our toolbox for gender-sensitive communication. I ask every member of the inMOLA team, and every agency and partner we work with, to use it — when briefing work, when reviewing it and, above all, before approving it.

With my best regards,

Erkan Terzi
Founder & CEO, inMOLA

Getting Started

Why was this guide prepared?

inMOLA aims to reflect gender equality in every part of its work — from how we build and describe our products to how we hire, partner and speak in public. Our corporate and product communication is one of the most visible platforms we have to break traditional stereotypes. This guide helps inMOLA team members and the agencies they work with develop a consistent, gender-sensitive approach.

Who should use it?

- Marketing, brand and content teams
- Product, UX/UI and data teams who design dashboards, personas, sample data and AI outputs
- Corporate communication, PR and social media teams
- Sales and business development teams preparing proposals and presentations
- Event, webinar and partnership teams
- Advertising, PR, social media, design and event agencies working with inMOLA

How should it be read?

The guide offers a four-step method — **Who? What? Why? How?** — followed by practical guidance for each communication area. The Evaluation Form at the end is used to check any piece of work before it goes live.

What opportunities does it bring?

Representing women and men equally and without stereotypes helps us lead in our field, stand out from competitors and build a more original, credible communication language. It also widens the audience our clients can reach — a direct business benefit.

What responsibilities does it bring?

inMOLA team members are expected to apply this method when briefing work, when evaluating proposals and when giving final approval. The Evaluation Form is a mandatory step at the approval stage. Since this goal cannot be achieved alone, teams are responsible for sharing the guide with the agencies and freelancers they work with and making sure it is applied.

How should it be put into practice?

Each team may define its own workflow. Because gender stereotypes are deeply rooted and often invisible to the person producing the work, we recommend that reviews are carried out by diverse teams — different genders, ages and backgrounds — to keep evaluations as objective as possible.

inMOLA's Approach to Gender Equality

inMOLA sits on top of the marketing stacks of companies across many sectors and markets. Our recommendations influence how brands define audiences, choose messages and allocate budgets. This gives us a multiplier effect: a more equitable approach at inMOLA can travel into the communication of every brand we serve.

Why gender-sensitive communication matters to us

- To contribute to social change by bringing gender equality into communication
- To break gender stereotypes in communication that reaches large audiences
- To make sure our data, AI and recommendations do not reproduce bias
- To lead the business and technology community by example
- To increase the value and trust of the inMOLA brand and the brands we serve

Our commitments

- Applying this guide to all inMOLA marketing, product, media and event communication
- Including the Evaluation Form in every approval workflow
- Sharing the guide with every agency, partner and freelancer we work with
- Regularly reviewing our personas, sample data and AI outputs for gender bias
- Striving for gender balance among our speakers, spokespeople, case-study protagonists and panelists

Gender-Sensitive Communication

Gender stereotypes assign specific roles to women and men. Stereotyped roles lead to different responsibilities and tasks being attributed to each gender. As these become entrenched, they create the inequality that still affects education, health, economic opportunity and leadership worldwide. When marketing and communication are built on these stereotypes, they reproduce and reinforce that inequality.

Visual, spoken and written language set the boundaries of thought and behaviour. By managing the content of these tools, it is possible to change thoughts and behaviours. Language and imagery have the power to reinforce inequality — and equally, the potential to embed equality in society.

Definition

Gender-sensitive communication is inclusive positioning, language and imagery in which women and men are represented equally, benefit equally from resources and opportunities, take on roles equally and are balanced in decision-making; stereotypes are questioned; and gender equality is mainstreamed.

inMOLA Principles for Gender Equality in Communication

We are equitable.

- Adopt an inclusive approach in every type of communication
- Ensure equal representation of women and men in visual communication
- Make sure women and men are shown with equal access to products and services
- Make sure women and men are positioned equally in decision-making
- Show women and men sharing responsibilities equally, at work and at home

We are ethical.

- Do not define women and men by gender roles
- Do not present women or men as objects of violence or sexuality
- Do not place children within gender stereotypes

We are creative.

- Enrich our creativity within the framework of equality and ethics
- Highlight the varied, individual qualities of women and men
- Propose approaches that challenge expectations and stereotypes

We are data-responsible.

- Do not let personas, sample data or default settings encode stereotypes
- Use gender in audience analysis only where it is relevant and supported by data
- Review AI-generated recommendations and content for bias before they reach clients or the public

Sex and Gender

Gender equality means that women and men, girls and boys enjoy rights, resources and opportunities fully and equally, and share life's responsibilities equally. It does not mean making women and men the same; it means giving equal weight to the priorities, needs and expectations of both. **Gender equality is for everyone.**

The first step towards gender equality is understanding the difference between sex and gender:

Sex (biological)	Gender (social)
Innate biological and physiological characteristics	Not innate; learned. Not based on biological differences
Not learned	Expectations and beliefs about the tasks, abilities and behaviours attributed to women and men
Defines the genetic make-up a person is born with	Shaped by culture, socio-economic factors, education, belief, time and geography; learned in childhood and reinforced by society
Universal	Not universal — and, most importantly, changeable
Examples: Women can give birth. Chromosome patterns differ by sex.	Examples (stereotypes): “Women aren’t data people.” “Men don’t understand design.” “Women are emotional, men are rational.” “Engineers are men.”

Gender Stereotypes

Gender stereotypes are simple assumptions about how women and men behave. They are the everyday expression of a culture's view of gender, with deep cultural roots. Repeated daily, they flatten the complex, multi-dimensional nature of individuals into a single type.

How do stereotypes appear in communication?

They become concrete in four main areas: **character, physical traits, roles and professions**. Men are typically shown as aggressive, competitive and assertive; women as passive, cooperative and reserved. Men are positioned as breadwinners and decision-makers; women as carers. In the technology and business world, these patterns take specific forms — the CEO and the developer are “he”, the assistant and the HR manager are “she”.

Area	Common female stereotypes	Common male stereotypes
Character	Gentle, fragile, emotional, nagging, gossipy	Assertive, brave, competitive, rough, never vulnerable
Physical traits	Slim, groomed, delicate	Strong, tall, careless about appearance
Roles	At home; wife and/or mother; responsible for housework and care	In public life; breadwinner; rule-maker and decision-maker; protector
Professions	Assistant, nurse, teacher, HR, social media, customer support	Engineer, developer, data scientist, CEO, investor, pilot, technician
Tech & business clichés	“Not technical”, “good at soft skills”, “the marketing girl”	“Natural leader”, “the tech guy”, “the numbers person”

Recognising these stereotypes is the first step to change. Unnoticed stereotypes appear in three main areas: **positioning, the visual world, and language & tone**.

1. Positioning

Gender roles cause certain genders to be associated with certain products and services. In consumer marketing, women are matched with home and care products and men with cars and finance. In B2B and technology marketing, the pattern shifts but persists: men are shown as the CEO, CFO, CTO or founder who makes the decision; women, if present at all, appear as the coordinator, the assistant or the end user.

Yet women and men differ greatly among themselves. Matching each gender with fixed roles is an obstacle to equal and inclusive representation.

How these patterns appear

- The decision-maker in a case study or demo is always a man
- Women are placed in support functions, men in leadership and technical roles
- A man sits at the head of the boardroom table while a woman takes notes
- Generalisations: “Women love shopping.” / “Men only care about the numbers.”

- Technical features are explained to men, “ease of use” is emphasised for women

TIP

Review the most taken-for-granted, traditional narratives. Boardrooms, server rooms, investor meetings and conference stages should not be automatically matched with men. Changing who holds the decision in our stories changes the stereotype “leadership is a man’s domain”.

A note on children

Whenever children appear in our communication — for example in employer branding or family-related scenarios — they should be represented as children, not through adult gender roles. Avoid “girls play house, boys build robots”; avoid limiting colours to pink and blue; avoid suggesting that coding, science or engineering are for boys only.

2. The Visual World

Imagery is critical. When stereotypes enter visuals, representation and access to resources differ between women and men. Camera angle, costume, setting and character all feed and reproduce stereotypes. Another common problem is sexual objectification — still more often of women, but increasingly of men too. Its underlying message is that people can only achieve ideal physical conditions, or get what they want, by consuming a product.

How these patterns appear

- Stock photos where only men stand at the whiteboard or in front of the code
- Men shot from below to look powerful; women at eye level, looking at the camera for approval
- Women shown as delicate, men as strong
- Men active and moving, women passive and static
- Default avatars and illustrations where the “admin” is male and the “user” is female
- Uniform beauty standards for both women and men

TIP

Diversify ages, body types, clothing and settings. Show women and men in active, expert roles — presenting data, leading a meeting, writing code, negotiating a deal. Diversity in these areas also prevents objectification.

3. Language and Tone

Language reflects ways of thinking and is the area where unconscious gender bias shows most clearly. Some expressions and idioms carry gender roles from generation to generation. Because their discriminatory nature is often hard to notice, they are among the most basic obstacles to equality.

English: preferred alternatives

Avoid	Prefer
chairman, businessman, salesman	chair, businessperson / executive / founder, sales representative
mankind, man-made, manpower, man-hours	humanity, artificial / synthetic, workforce, person-hours
“Hey guys” (to a mixed audience)	“Hi everyone”, “Hi team”, “Hi all”
“The user... he”, “the CMO... he”	“The user... they”, “the CMO... they”, or rephrase in plural
female founder, woman engineer, lady boss	founder, engineer, manager (mention gender only when it is the point)
“Man up”, “like a girl”, “the better half”	neutral, non-belittling expressions
Mr. Smith and Ayşe	Mr. Smith and Ms. Yılmaz — or John Smith and Ayşe Yılmaz

Turkish materials: preferred alternatives

inMOLA communicates in Turkish and English. The same principles apply to Turkish content:

Avoid	Prefer
iş adamı, bilim adamı, devlet adamı	iş insanı, bilim insanı, devlet insanı / yönetici
bayan	kadın
insanoğlu, adam gibi, adam akıllı	insanlık, layığıyla, doğru düzgün
kadın pilot, kadın mühendis, kadın girişimci	pilot, mühendis, girişimci
Cinsiyetçi atasözleri ve deyimler	Cinsiyetten bağımsız, güncel ifadeler

The tone of our materials must also be inclusive. Press releases should not address only one gender; speeches, webinars and sales decks should address all audiences equally; and we should not appeal to women through emotion and to men through rationality.

TIP

Language is a direct reflection of thinking. When in doubt about an idiom, a joke or a habitual expression, ask a colleague who is sensitive to the topic. Questioning a “natural” phrase out loud is the easiest way to fix it.

IF YOU CAN'T DECIDE: THE SWAP TEST

Swap the roles, genders or words of the women and men in any visual, positioning or sentence. If the new picture feels strange, the original is not appropriate from a gender equality perspective.

Our Method: Who? What? Why? How?

Using a defined method makes the process easier to manage. “Who? What? Why? How?” gives an overall gender equality assessment of any communication material or event, and shows what needs to change. **The method must be applied in order.** If equality or diversity is not achieved at any step, do not move on to the next until it is resolved.

In short: **“Who has what, and why? So how should it be?”**

Applied consistently, the method is expected to deliver:

- Equal representation of women and men in communication materials
- A clear view of whether women and men benefit equally from resources, opportunities and rights
- Identification and revision of the stereotypes being used
- Measurable targets for gender-sensitive communication

Step 1 — Who? (Representation)

The Who? question is about **representation** — achieving equality in numbers. Answers should be **quantitative**.

- **Numbers:** How many women/girls and men/boys are there? Use a balanced number and prevent women from being made invisible.
- **Ages:** How old are the people shown? Representing different age groups prevents people from being squeezed into narrow physical templates.
- **Physical appearance and costumes:** Are they limited to a single template? Try alternatives.
- **Roles:** What roles do they play? Women are founders, CTOs, data scientists, investors and engineers; men are marketers, designers, carers and support specialists. Our materials should show this reality.

Step 2 — What? (Distribution of resources)

The What? question is about **the distribution of resources**. It shows whether resources are distributed with gender equality in mind. Answers should be **quantitative**.

Resource	Questions to ask
Time	Who speaks, and for how long? In videos, demos and webinars, is screen and speaking time balanced?
Space	Who occupies the stage, the head of the table, the server room, the investor meeting? Are workplaces and public spaces shared equally?
Money & budget	Who owns the budget, signs the contract, raises the investment? Financial authority should not be shown as a male monopoly.
Tools & technology	Is a tool or role (dashboard, code editor, analytics) associated with one gender? Dashboards are not male; social media is not female.

Resource	Questions to ask
Information & expertise	Who explains the data and who listens? Who is presented as the expert? Expertise should be shared equally.
Responsibility	Who plans and runs the big projects — a market entry, a rebrand, a campaign?
Decisions	Who makes the decisions, and who implements them? Show women and men deciding together and leading decisions equally.

Step 3 — Why? (Questioning the pattern)

The Why? question asks the reason behind the answers to the first two questions, so that the work can be restructured. Is the imbalance a simple repetition of stereotypes, or a reflection of reality? Answers are **qualitative** — there is no numerical answer. The question helps challenge roles, values and traditional approaches, and should be discussed in diverse teams with participants of different genders and ages.

- Why does this person have this resource and that person does not?
- Why does the message address only one gender?
- Why are only women's — or only men's — needs addressed?
- Why are resources or roles given to only one gender?

Roles that society has fixed for each gender can be changed.

Step 4 — How? (Setting a new direction)

The How? question sets a new course after analysing the first three. Every product, campaign and event will have its own route, but the ideal answer is always the same: **“Gender-sensitive.”**

- **What should our approach be?** After answering who, what and why, develop a new approach that meets the needs of both women and men.
- **Is a new frame possible?** Examine the stereotyped approach to the product, service or topic.
- **Can it change?** Aim for an approach that delivers gender equality.

Why not? Examples for inMOLA

- A female CMO presents her brand's inMOLA Score to the board and makes the budget decision.
- A male marketing specialist leads a brand-trends analysis and briefs his female CEO.
- Two women spend the whole demo discussing competitive intelligence metrics and market-entry strategy.
- A product video where the data scientist is a woman in her fifties and the designer is a young man.
- A case study in which a mixed team decides together which campaign to scale.
- A webinar where women and men share expert and moderator roles equally.

TIP

The method is most effective when applied by a team, especially a diverse one. Applied persistently to every piece of communication, these four questions deliver results.

Applying the Guide

Marketing and Advertising

A gender-sensitive approach can make a real difference in marketing and advertising. When women and men are squeezed into traditional roles, communication simply mirrors existing inequality. If change is to happen, it can start in the channels that reach large audiences — from defining the target audience to choosing language and imagery.

- Define B2B buyer personas by role, need and behaviour — not by gender
- Use stock imagery and illustrations that show women and men as equal experts and decision-makers
- Balance protagonists in testimonials, case studies and customer stories
- Avoid “pink” versions of products or features marketed “for women”
- Check ad targeting: do not exclude a gender from seeing leadership, technical or financial messages without a data-based reason

Product, Data and AI Outputs

As a decision intelligence platform, inMOLA communicates not only through campaigns but through its product: dashboards, recommendations, reports, sample data and AI-generated content. Bias here is quieter, but it repeats with every use.

- **Personas and sample data:** Demo accounts, sample users and example reports should show balanced, non-stereotyped names, roles and job titles.
- **Avatars and illustrations:** Default avatars should be gender-neutral or balanced; the “admin” and the “user” should not be fixed to a gender.
- **Microcopy:** Use “they” or the second person (“you”) in interface text, notifications and emails.
- **AI recommendations:** Recommendations — including those of inMOLA Sentra — should not suggest stereotyped messages, visuals or channel choices by gender (e.g. “use emotional messaging for women”) unless supported by the client’s own data, and should flag such suggestions for human review.
- **Audience analysis:** Gender should be used as a segmentation variable only where it is relevant and data-supported; it must not stand in for interests, income or decision power.
- **AI-generated content and images:** Every AI-generated text or visual must pass the Evaluation Form before publication, exactly like human-made work.

Media and PR

In print, broadcast and digital media, representation, positioning, language and imagery must be handled with a gender-sensitive approach. Spokespeople should be briefed on gender equality.

- Plan press-conference speakers with gender balance in mind
- Make sure women are not given only host or moderator roles
- Keep gender stereotypes out of speeches, press releases and statements

- Balance quotations between women and men
- Plan photos and visuals in advance to ensure equal representation
- Check that women and men do not appear in traditional roles in photos

Social Media and Thought Leadership

- Apply the same language and visual rules on LinkedIn, X, Instagram and YouTube
- Feature women and men equally as experts in posts, carousels, podcasts and articles
- Avoid gender-based humour, memes and “relatable” clichés
- Moderate comments: do not tolerate sexist or belittling remarks on inMOLA channels
- Ensure executive personal-brand content (e.g. through Pulse) follows the same principles

Events and Webinars

When events are planned with a gender equality perspective, equal representation is achieved among participants and speakers. Diverse events make innovative ideas easier to emerge.

- Plan and manage events with equal consideration for women and men
- Distribute core and supporting tasks independently of gender
- Aim for gender balance among panelists and speakers — avoid all-male panels
- Give women and men speakers equal time
- When an inMOLA spokesperson is invited to a session, ask whether gender balance has been considered among the other speakers
- Consider the needs of all genders in timing, accessibility and venue choice

Agencies, Partners and Freelancers

- Attach this guide to every creative brief and contract
- Ask agencies to submit the completed Evaluation Form with their work
- Give feedback using the language of the guide so expectations stay consistent

Gender Equality in Communication — Evaluation Form

Complete this form before approving any communication material, product content or event. A “No” answer means the work should be revised before release.

Positioning

Criterion	Yes	No	Notes
Has the positioning of women and men been designed so as not to reproduce gender stereotypes?	☐	☐	
Is there gender balance among those delivering the key message?	☐	☐	
Is the social positioning of women and men equal?	☐	☐	
Does the physical positioning of women and men reflect equality?	☐	☐	
Has the “ideal woman” or “ideal man” been avoided under the name of perfection?	☐	☐	
Has reducing men to symbols of power been avoided?	☐	☐	
Is there gender balance among those who make decisions?	☐	☐	
Is there gender balance among those who implement decisions?	☐	☐	
Has positioning women mainly as carers or support staff been avoided?	☐	☐	
Has positioning men as the sole decision-maker or breadwinner been avoided?	☐	☐	
Has the stereotype “technical, financial or leadership topics are for men” been avoided?	☐	☐	
Do women speak about topics beyond appearance, relationships and “soft” subjects?	☐	☐	
Is there gender balance in the representation of public and professional spaces?	☐	☐	
Has equal representation been ensured among panelists and speakers?	☐	☐	
Was gender equality considered when preparing participant lists?	☐	☐	
Were event tasks distributed with gender equality in mind?	☐	☐	

Criterion	Yes	No	Notes
Were hosts and moderators briefed on gender equality?	☐	☐	
Where children appear, have practices that reinforce gender roles been avoided?	☐	☐	

Visual World

Criterion	Yes	No	Notes
Is the number of women and men balanced?	☐	☐	
Has portraying women as overly sensitive, naive or fragile been avoided?	☐	☐	
Has portraying men as domineering, unbreakable or never vulnerable been avoided?	☐	☐	
Has uniformity in the depiction of women and men been avoided?	☐	☐	
Has foregrounding characters through their sexuality been avoided?	☐	☐	
Has defining beauty through narrow templates been avoided?	☐	☐	
Has objectification been avoided?	☐	☐	
Is the diversity of the target audience (age, body type, style) reflected?	☐	☐	
Does the visual still work when women and men swap places (the Swap Test)?	☐	☐	
Has associating girls with pink and boys with blue been avoided?	☐	☐	
In videos, demos and webinars, is the time given to women and men balanced?	☐	☐	

Language and Tone

Criterion	Yes	No	Notes
Does the language of the material reflect gender equality?	☐	☐	
Have sexist idioms, expressions and terms been avoided (e.g. chairman, manpower, "guys")?	☐	☐	

Criterion	Yes	No	Notes
Is generic “he” replaced with “they”, “you” or a plural form?	☐	☐	
Are adjectives free of gender clichés?	☐	☐	
Has belittling being a woman or a man as a joke been avoided?	☐	☐	
Has “female” or “woman” been added before a profession? If so, would the same emphasis be used for a man?	☐	☐	
Has the text avoided exaggerated stereotypes matching the audience to certain roles?	☐	☐	
Was a woman’s voice considered for the voice-over carrying the main message?	☐	☐	
Has appealing to women through emotion and men through rationality been avoided?	☐	☐	
Are women’s and men’s words given equal space in narratives and quotations?	☐	☐	

Product, Data and AI

Criterion	Yes	No	Notes
Are personas, demo accounts and sample data balanced and free of stereotyped names and roles?	☐	☐	
Are default avatars and illustrations gender-neutral or balanced?	☐	☐	
Is interface and email microcopy gender-neutral?	☐	☐	
Are AI recommendations free of unsupported gender-based message, visual or channel suggestions?	☐	☐	
Is gender used in segmentation only where relevant and data-supported?	☐	☐	
Have AI-generated texts and visuals been reviewed with this form before publication?	☐	☐	

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