

## Appearance-Related Bias in Performance Reviews

### Legal framework:

- Comments on appearance must be job-related
- Grooming standards must be uniformly applied
- Religious accommodations required
- Gender-specific standards create disparate impact

### Prohibited language:

- Comments on weight, attractiveness, or personal style
- "Professional image" without job-related justification
- Grooming requirements stricter for one gender
- Assumptions about customer preferences

### Legitimate vs discriminatory:

- ✓ Legitimate: "Safety equipment requires close-fitting gear"
- ✗ Discriminatory: "Client-facing role requires conventional appearance"

### Best practices:

- Define "professional appearance" with job-specific criteria
- Apply standards consistently across gender, race, religion
- Document business necessity for appearance requirements
- Avoid subjective aesthetic judgments