# Beyond Agile, Beyond Bias

## Why Inclusive AI Is a flow problem, not a diversity problem

SCRUM DAY LONDON | 30 JUNE 2026

Evelien Roos | Professional Scrum Trainer | Xebia Academy

Xebia | Shaping Tomorrow with AI Today

# It's not just ethical anymore.

## EU AI Act

Bias detection is mandatory for high-risk AI systems. Enforced from December 2027

## Your reach

Applies to any product deployed to EU users, regardless of where you build.

## UK direction

UK AI regulation is building. It's a lag, not a permanent exception.

***Type in chat: do you build products used by EU customers?***

Copyright © 2026 Xebia. All rights reserved

# A quick disclaimer.

*I am not here to blame or make anyone feel guilty.*

**This is a learning space, not a blaming space.**

We're here to build awareness and explore practical tools you can use to tackle gender bias in the products you build.

*You have the right to pass on any question.*

Copyright © 2026 Xebia. All rights reserved

# Evelien Roos

- Professional Scrum Trainer Scrum.org
- Certified Training from the Back of the Room (TBR) facilitator
- Trainer & consultant at Xebia
- Co-author of The Scrum Master Playbook
- Keynote speaker; 60+ conferences in 15+ countries
- Ranked #8 Management & Leadership thought leader, Netherlands
- **Currently writing a book on gender bias in AI**

Copyright © 2026 Xebia. All rights reserved

# Think of a…

Doctor

President

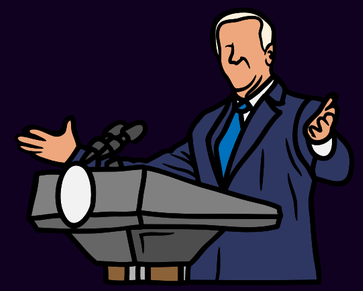
Nurse

Someone
Cooking dinner

*Don't type yet, just notice what you pictured.*

Copyright © 2026 Xebia. All rights reserved

# What did you see?



***Type in chat: did the gender match what you expected?***

This isn't a moral failing. It's how pattern recognition works.

And it's exactly what AI learns from.

Copyright © 2026 Xebia. All rights reserved

Xebia

“

# If you have a brain, you have bias.

*Bias = a mental shortcut, not a moral failure.*

Dr Jennifer Eberhardt, Stanford University

Copyright © 2026 Xebia. All rights reserved

# The Amplifier Effect

## Human Bias

- Human scale
- Inconsistent
- Affects individual decisions
- Humans can break patterns

*A hiring manager unconsciously favours someone who reminds them of themselves.*

→

## AI Bias

- Machine scale, millions of decisions
- Systematic and consistent
- Affects entire populations
- Learns from, and locks in, historical patterns

*An automated resume screener rejects all female applicants because it learned from 20 years of male-dominated hiring data.*

Copyright © 2026 Xebia. All rights reserved

# We talk about inclusion.

*Look at our own conferences.*

Copyright © 2026 Xebia. All rights reserved

# Do a search on “Leader” on Google

The internet shows you who it thinks a leader looks like.

Copyright © 2026 Xebia. All rights reserved

# The ChatGPT gender bias in image generation

“can you create a realistic image of 10 leaders discussing gender inequality” (2023)

Copyright © 2026 Xebia. All rights reserved

“can you create a realistic image of 10 leaders discussing gender inequality” (2026)

Copyright © 2026 Xebia. All rights reserved

# My 'She' AI

What is the most 'gendered' piece of technology you interact with?

Is your GPS voice female?
Your scheduling assistant?
Why?

How does this default setting shape user perception?

Copyright © 2026 Xebia. All rights reserved

# It's already shipping.

## 🏥 Health

AI diagnostic tools failing to recognise heart attack symptoms in women which present differently than in men.

## 💳 Finance

Credit limit algorithms offering significantly lower limits to women than their husbands despite identical assets.

## 🪞 Recognition

Facial analysis software misclassifying darker-skinned female faces at error rates of up to 35%.

Copyright © 2026 Xebia. All rights reserved

# Where gender bias enters AI systems

*and where YOUR team can intervene.*

1

## DATA

What are we training on?
Who's included? Who's missing?

2

## DESIGN

What assumptions are baked in?
Who is the 'normal' user?

3

## DEPLOYMENT

Who tests this?
Who is affected after release?

4

## DECISIONS

Who has power to challenge
an AI decision?

Copyright © 2026 Xebia. All rights reserved

DATA

# The Voice Assistant that couldn't hear women

Trained predominantly on male voices.
Women had to repeat themselves to be understood.
In emergencies, some systems failed to respond at all.

**In your product:**

What data might be missing or underrepresented?

Whose experiences aren't in your training set?

Type one word in chat.

Copyright © 2026 Xebia. All rights reserved

DESIGN

# The Health App that didn't track 'Female Problems'

Launched in 2014 with dozens of health metrics.
No menstrual cycle tracking.
A health app, designed for humans, forgot about half of them.

**In your product:**

What assumptions about 'normal users' might be baked into your product design?

Who did you design for, and who might you have forgotten?

Copyright © 2026 Xebia. All rights reserved

DEPLOYMENT & DECISIONS

# The Hiring AI that preferred men

Trained on 10 years of CVs, mostly from men.
It learned to penalise the word "women's."
Caught within a year, scrapped two years later.

**In your team:**

Who has permission to challenge an AI decision?

Type a name or a role in chat.

If nobody comes to mind, that's important information.

Copyright © 2026 Xebia. All rights reserved

# You already have the tools.

*You just haven't aimed them here yet.*

| Where? | | Bias intervention |
|---|---|---|
| Sprint Retrospective | → | **Retro Bias Lens** |
| Definition of Done | → | **Inclusive DoD checklist** |
| Backlog Refinement | → | **Four Ds bias review** |

*Every tool you use to deliver value faster can also deliver value to more people.*

Copyright © 2026 Xebia. All rights reserved

# Inclusive Definition of Done

## Before — Traditional DoD

- Code reviewed
- Tests passing
- Documentation updated
- Deployed to staging

## After — Inclusive DoD

- Code reviewed
- Tests passing (incl. edge cases for diverse inputs)
- **Reviewed by team members from different backgrounds**
- **Documentation updated (checked for gendered language)**
- **Deployed to staging**
- **Tested by diverse user group, not just QA team**
- **Feedback channels confirmed working**

Copyright © 2026 Xebia. All rights reserved

# Retro Bias Lens

*Add these four questions to any Sprint Retrospective.*

## DATA

*"Let's talk about the data that informed our Sprint. Whose data was it? Who might be missing?"*

## DESIGN

*"Let's talk about our design choices. What assumptions about normal users did we carry forward?"*

## DEPLOYMENT

*"Let's talk about testing and release. Who tested this? Who will be affected that wasn't in the room?"*

## DECISIONS

*"Let's talk about power and voice. Who had final say this Sprint? Who didn't speak up, and why?"*

Copyright © 2026 Xebia. All rights reserved

# How do you know it's working?

## Leading indicators

*(measure these now)*

- Number of bias concerns raised in Sprint Retrospectives
- Diversity of your test user group
- Inclusion items in DoD being actively checked
- Who speaks up in Decisions, and who doesn't

## Lagging indicators

*(what you're trying to avoid)*

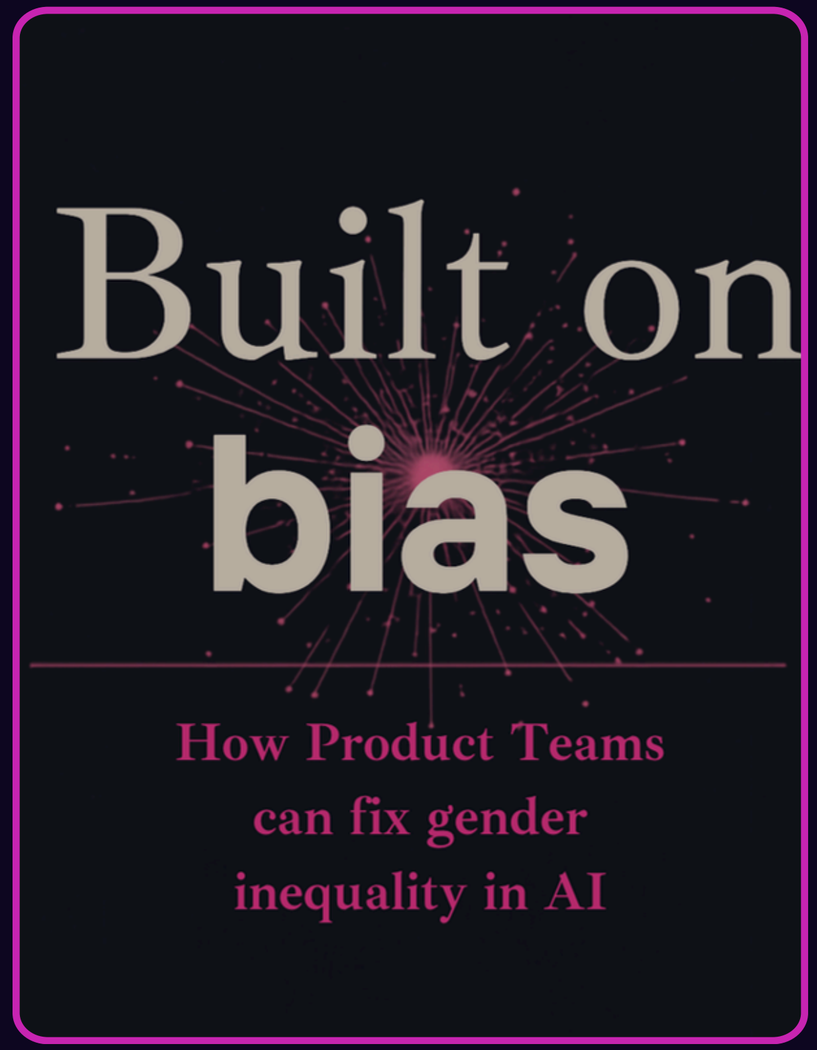
- Bias complaints from users after launch
- Press coverage of your product's failure
- Regulatory action under EU AI Act
- Loss of user trust, especially among underserved groups

Copyright © 2026 Xebia. All rights reserved

# This is where I'm going deeper.

Currently writing a book on gender bias in AI,

how it enters, how it scales, what teams can do about it.




Copyright © 2026 Xebia. All rights reserved

# ONE action you'll take.

*Type your choice in chat.*

**A** Add one inclusion question to your Definition of Done

**B** Add a bias lens question to your next retrospective

**C** Review one Product Backlog Item through the Four Ds

**D** Start a conversation about who can challenge AI decisions

Copyright © 2026 Xebia. All rights reserved

Xebia

**This is not just a tech problem.**

**It's a product problem.**
**It's a team problem.**

**And the Agile community is exactly the right place to solve it.**

*One Sprint at a time.*

# Give feedback and win!

Scan this QR code

Or go to

https://talk.ac/evelienacunroos

and enter this code when prompted

SDL2026

Powered By talkadot

Enter to Win

LinkedIN evelienroos
Instagram/TikTok @evelienroos