

What works for improving gender equality?

Insights from behavioural science

26 July 2018

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Competitive
Able
Successful
Assertive
Dominant
Powerful
Autonomous
Independent Self-
reliant

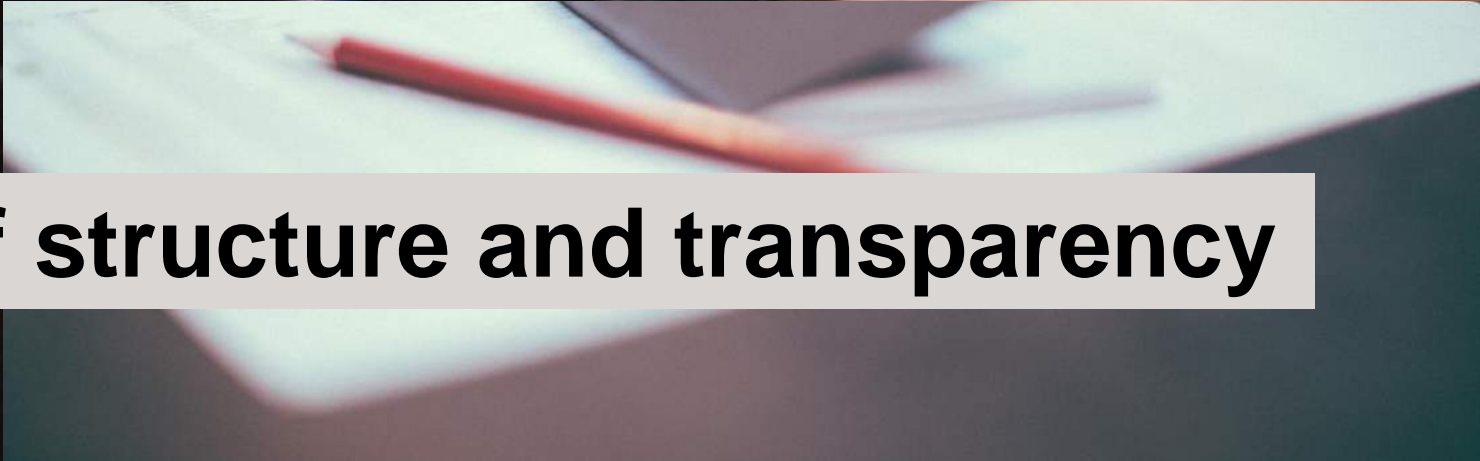
Considerate of
others
Caring
Helpful
Agreeable
Deferential
Sociable
Likable
Emotionally
sensitive



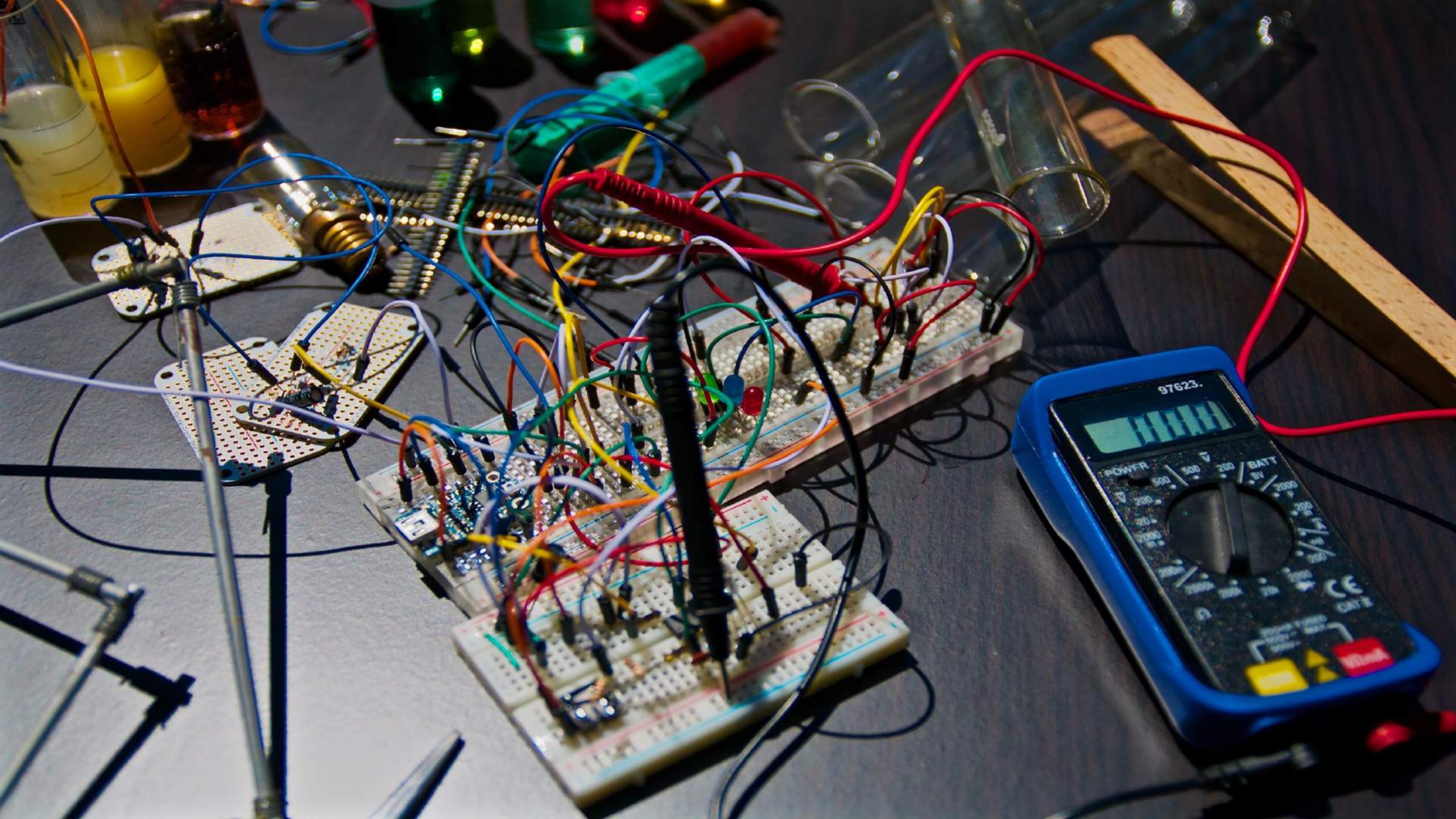
Attention

Information interpretation

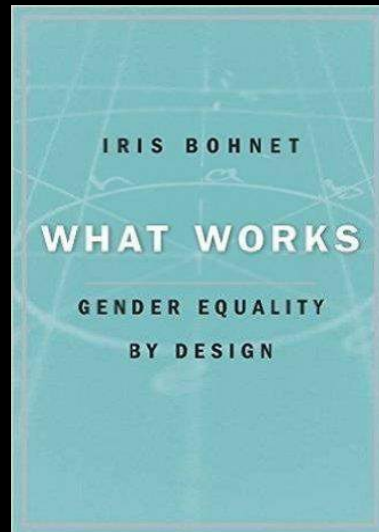
Recall



Importance of structure and transparency



What can employers do?



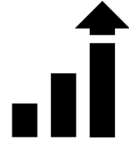
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Evidence-based actions for employers



Effective actions

Actions tested in real world settings and found to have a positive impact



Promising actions

Promising actions which require further research to improve the evidence on their effectiveness.
Need for further evaluation.



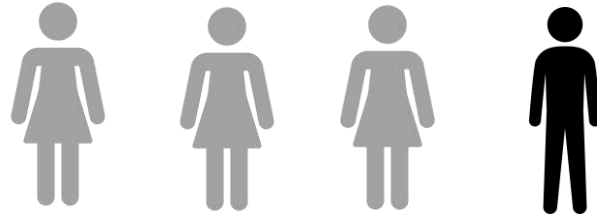
Actions with mixed results

Actions shown to sometimes have a positive impact and at other times a negative impact.

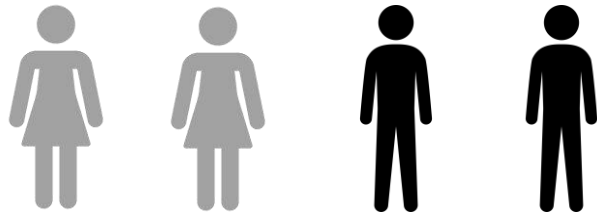
Hiring and selection



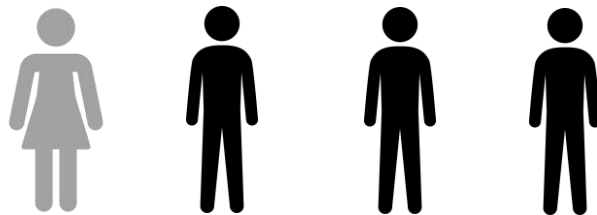
Women on shortlists



67% chance



50% chance



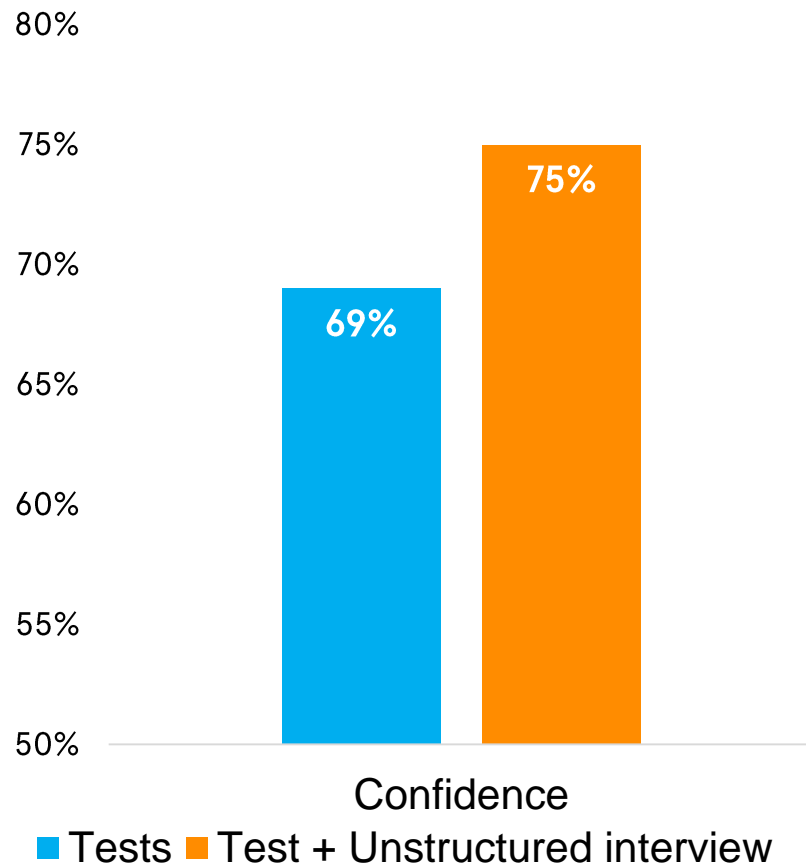
0% chance

Johnson, S. K., Hekman, D. R., & Chan, E. T. (2016). If there's only one woman in your candidate pool, there's statistically no chance she'll be hired. *Harvard Business Review*, 26(04).

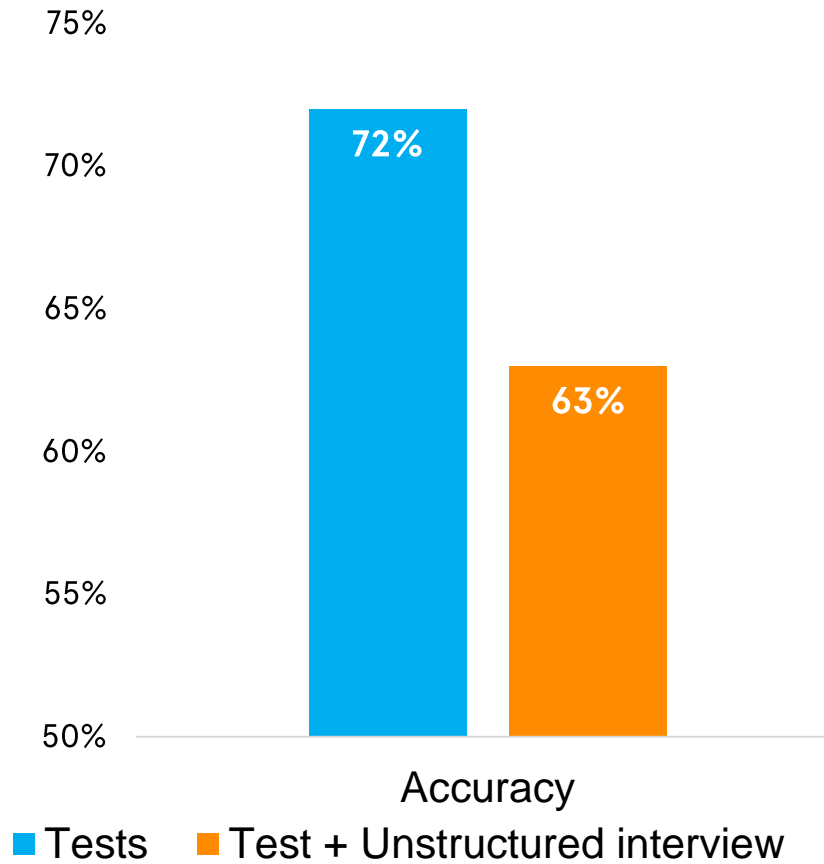


Standardise the assessment process

Confidence in hiring decisions



Accuracy in hiring decisions





Standardise the assessment process

- Ask all candidates exactly the same questions
- In the same order and format
- Score responses using clear, pre-defined criteria
- Score candidate performance before discussing with other evaluators

Promotion, pay and reward



No information:

10.6% of men negotiate
8.2% of women negotiate

Salary is 'negotiable':

22% of men negotiate
23.9% of women negotiate

Leibbrandt, A., & List, J. A. (2014). Do women avoid salary negotiations? Evidence from a large-scale natural field experiment. *Management Science*, 61(9), 2016-2024.



Encourage salary negotiation

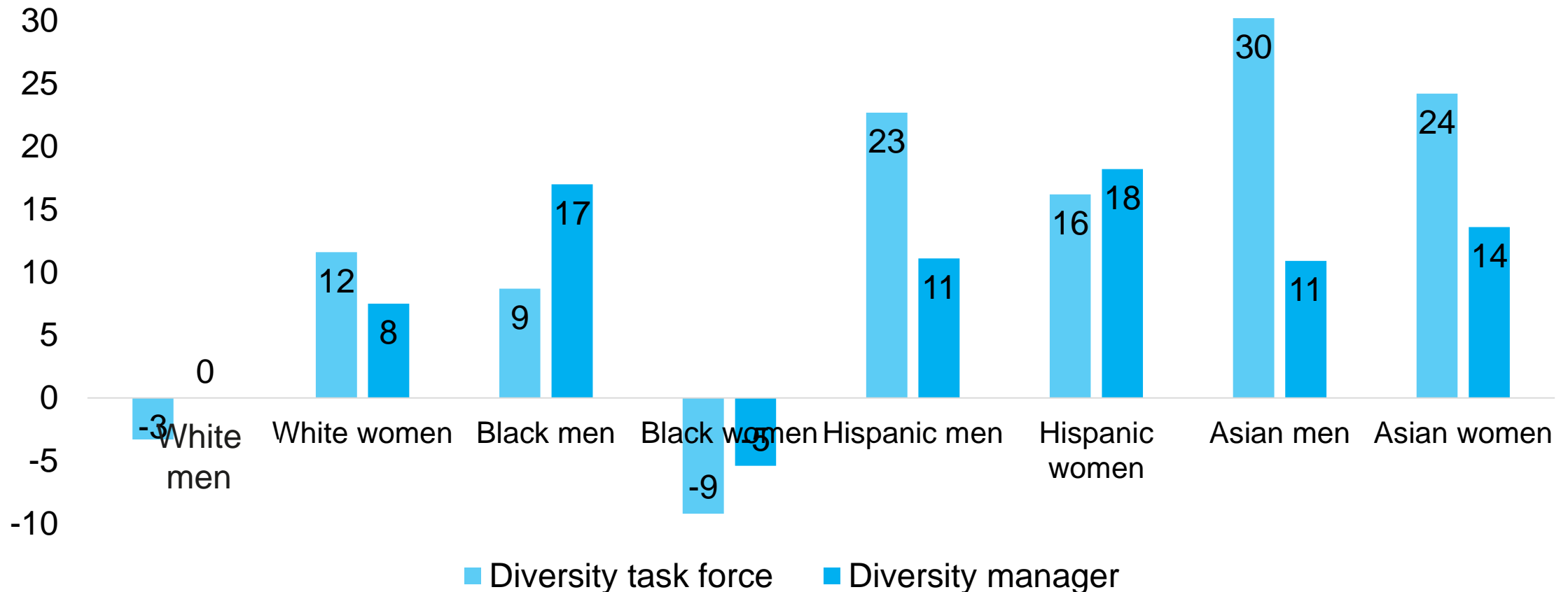
Reduce ambiguity by:

- Making salary ranges visible
- Stating whether salary is negotiable



Diversity managers and task forces

Change in minority representation at manager level (%)



Dobbin, F., & Kalev, A. (2016). Why diversity programs fail. *Harvard Business Review*, 94(7), 14.

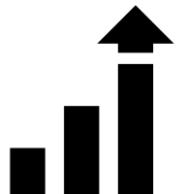


Diversity managers and task forces – a form of social accountability

‘You may be asked to discuss your views and justify the basis for your evaluation with a manager who may have different views on the subject.’

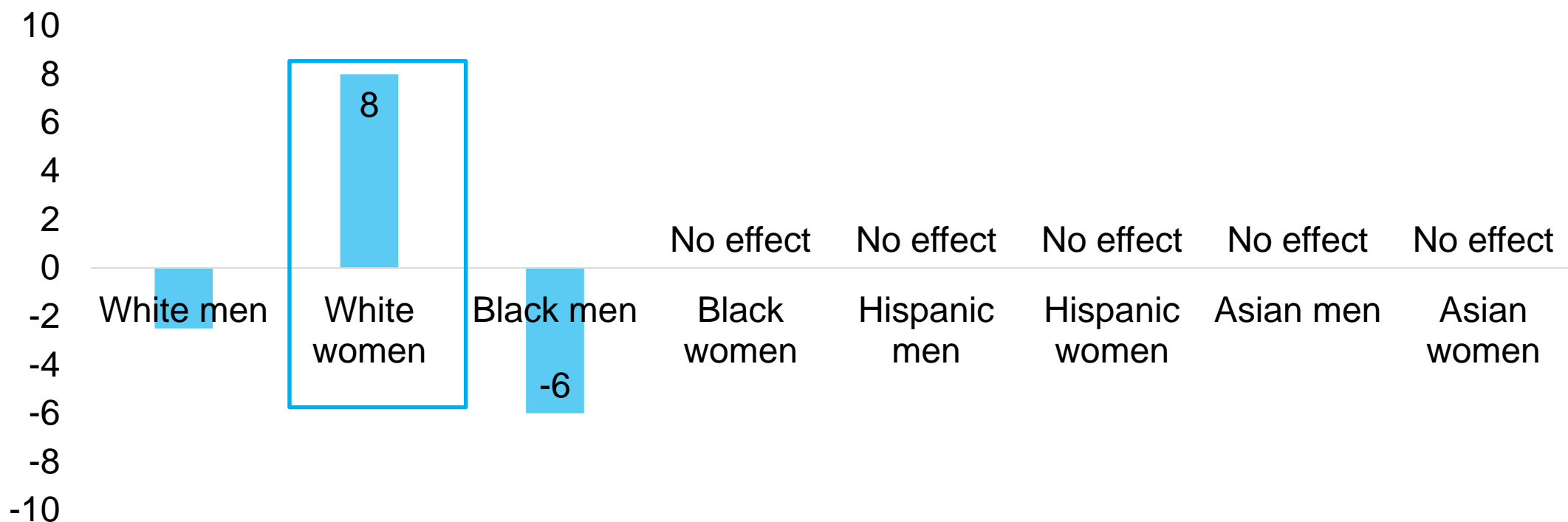


Workplace practices and initiatives



Networking programmes

Change in representation at manager level (%)



Dobbin, F., Kalev, A., & Kelly, E. (2007). Diversity management in corporate America. *Contexts*, 6(4), 21-27.



Encourage the uptake of Shared Parental Leave



- Inform future fathers that it's their legal right to request Shared Parental Leave
- Provide future parents guidance and personal support to understand the scheme
- Share and promote examples of senior leaders who have taken Shared Parental Leave



Actions with mixed results

- Unconscious bias training
- Diversity training
- Leadership development training for women
- Performance self-assessments
- Diverse selection panels




The background of the image is a close-up, top-down view of shallow water on a sandy beach. The water is clear, revealing the light-colored sand beneath. The surface of the water is covered in intricate, organic patterns of ripples and small waves, creating a complex, lace-like texture. The colors range from pale blue to light green, with some darker spots where the water is deeper or the sand is darker. The overall effect is one of natural, fluid movement.

Transparency

Structure

Evaluation

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IN PARTNERSHIP WITH  Cabinet Office

Thank you

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