



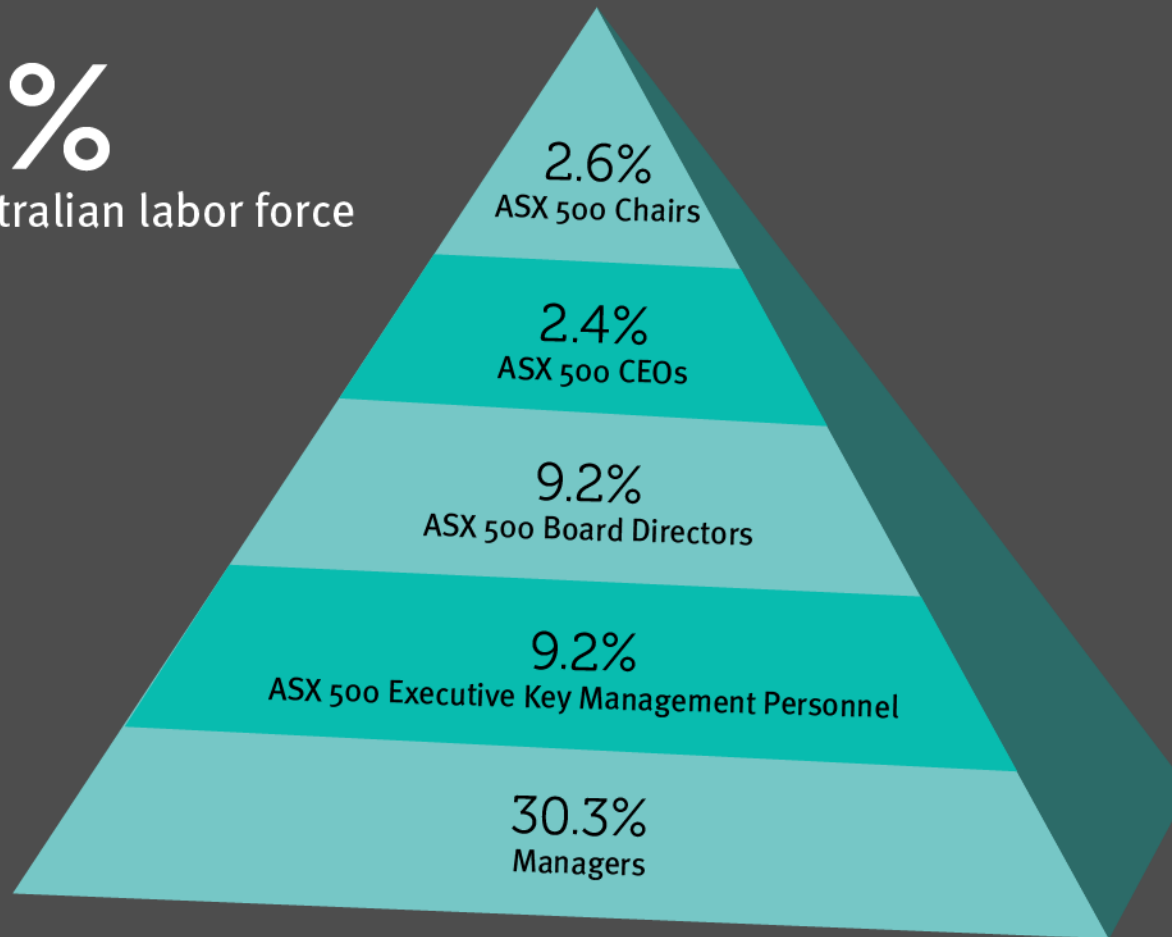
# *Nudging* Gender Equality



**Iris Bohnet**, Professor of Public Policy and Academic Dean  
Co-chair, Behavioral Insights Group (BIG) and Director, Women and Public Policy Program  
Harvard Kennedy School

# 45.8%

Women in Australian labor force



Source: Catalyst March 2014

## Australian Women in Business



Nudging Gender Equality

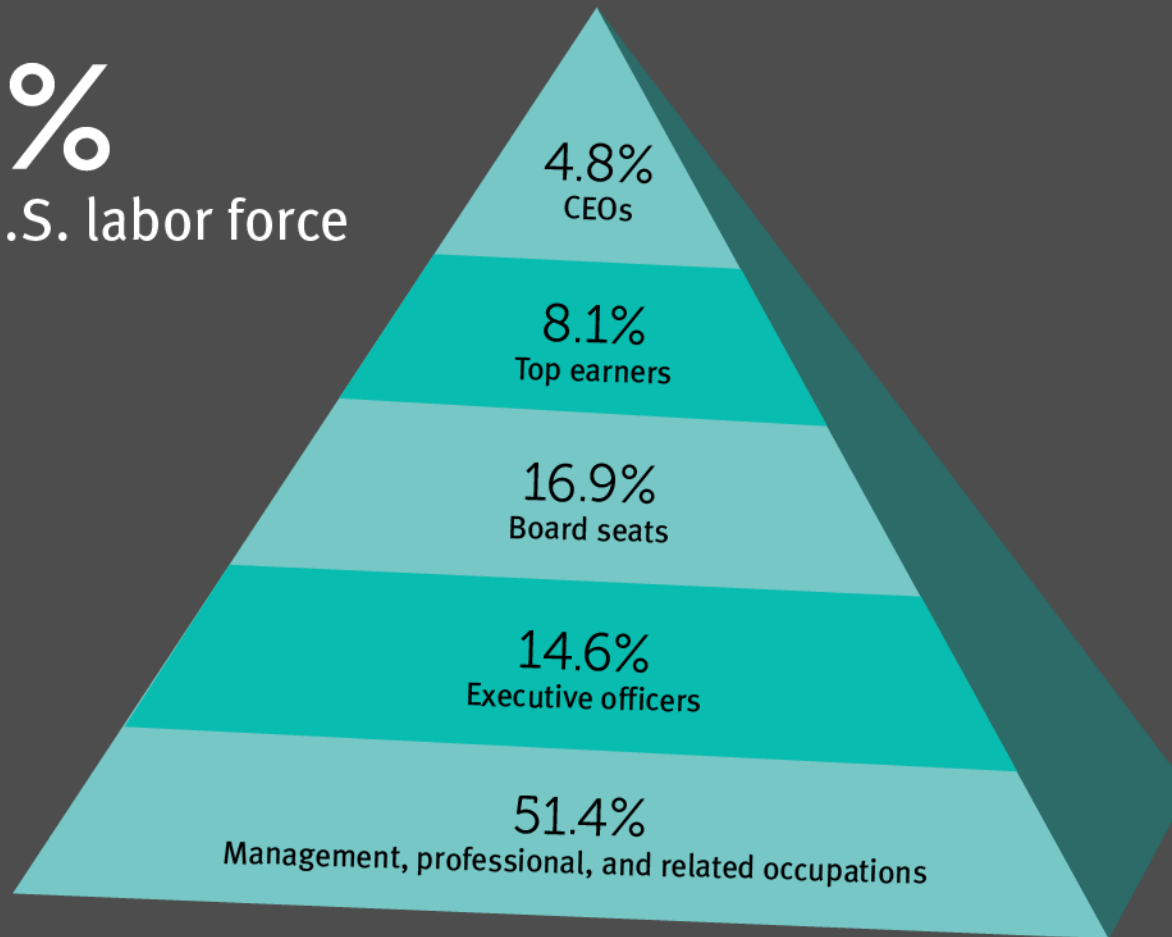
Iris Bohnet, Professor of Public Policy and Academic Dean



HARVARD Kennedy School  
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

# 46.8%

Women in U.S. labor force



Source: Catalyst May 2014

## U.S. Women in Business



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INSIDE THIS WEEK: TECHNOLOGY QUARTERLY

The  
Economist

MARCH 6TH-12TH 2010

Economist.com

Angry white American men

Sterling throws a wobbly

The BBC: smaller, but no less potent

Don't forget about Iraq

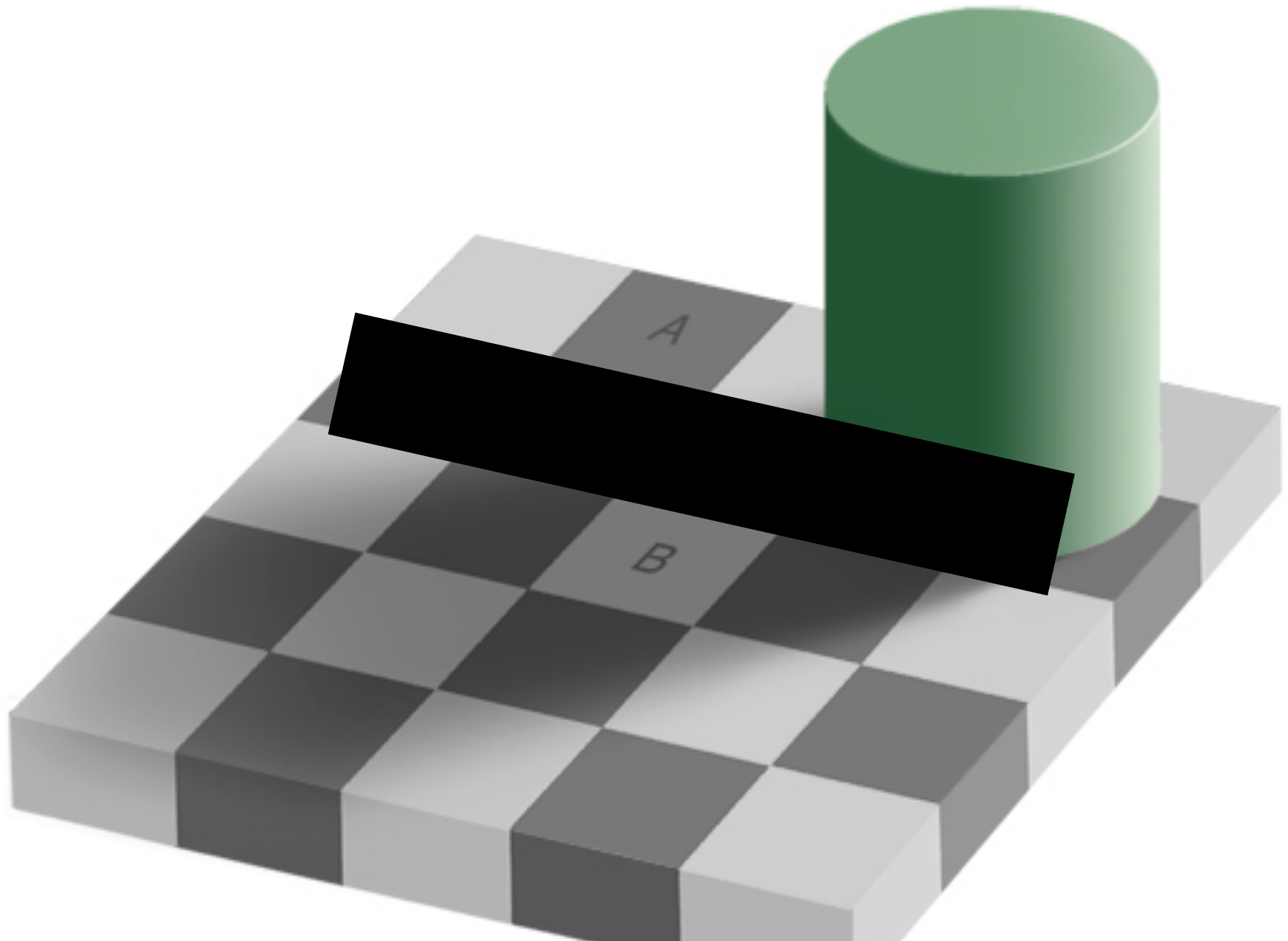
Who will pay for the deficits?

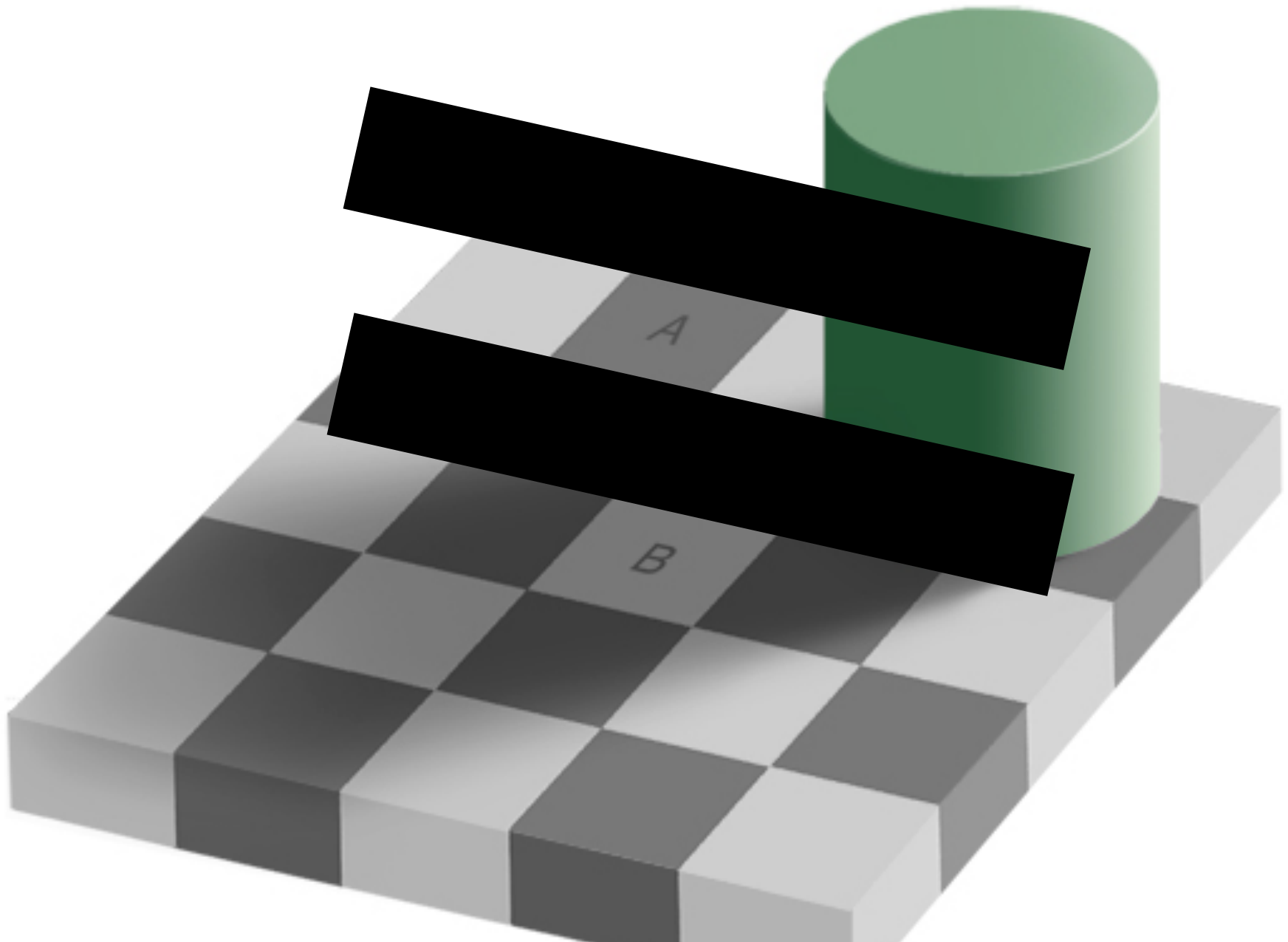
# GENDERCIDE

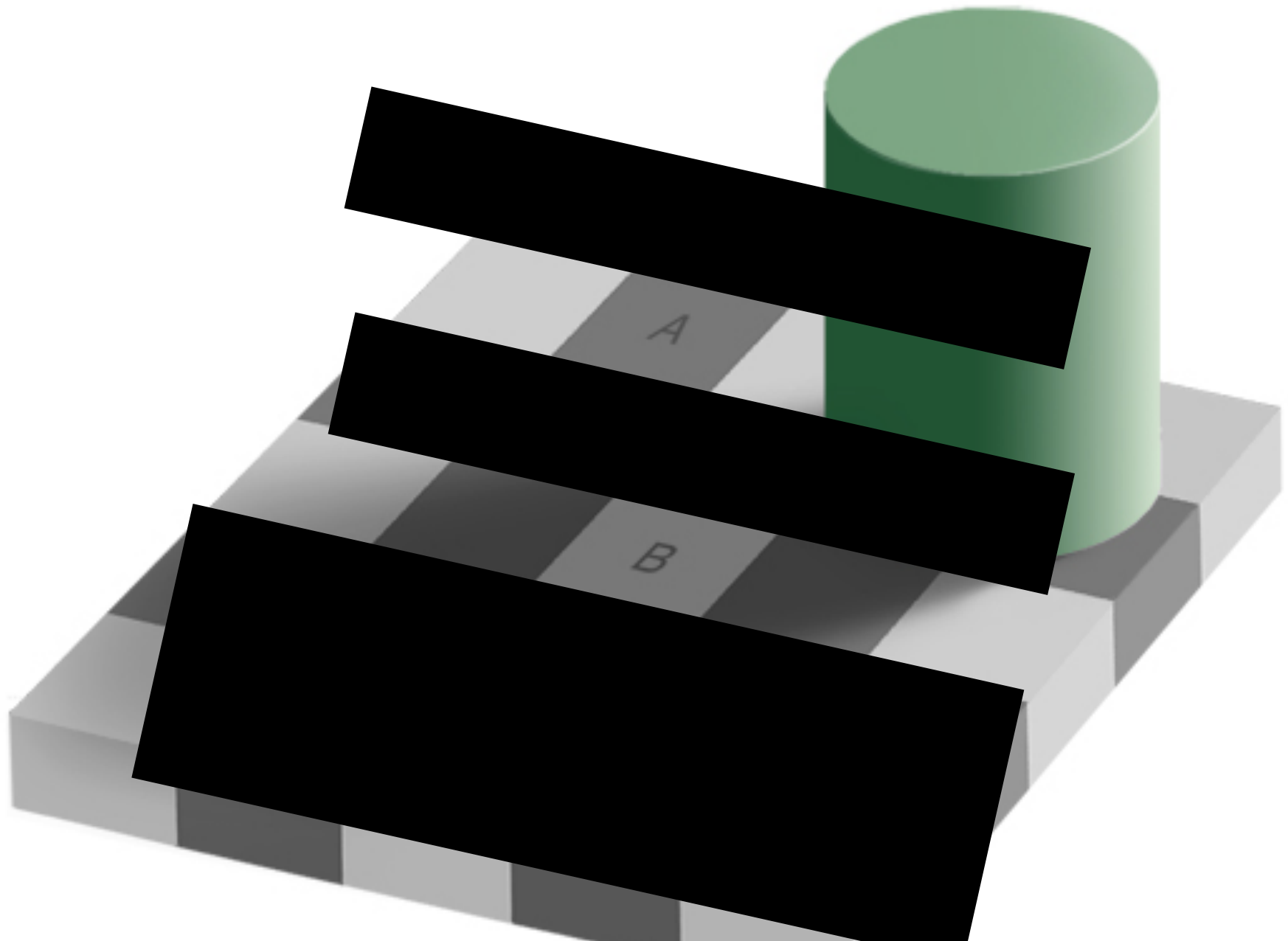
What happened to  
100 million  
baby girls?

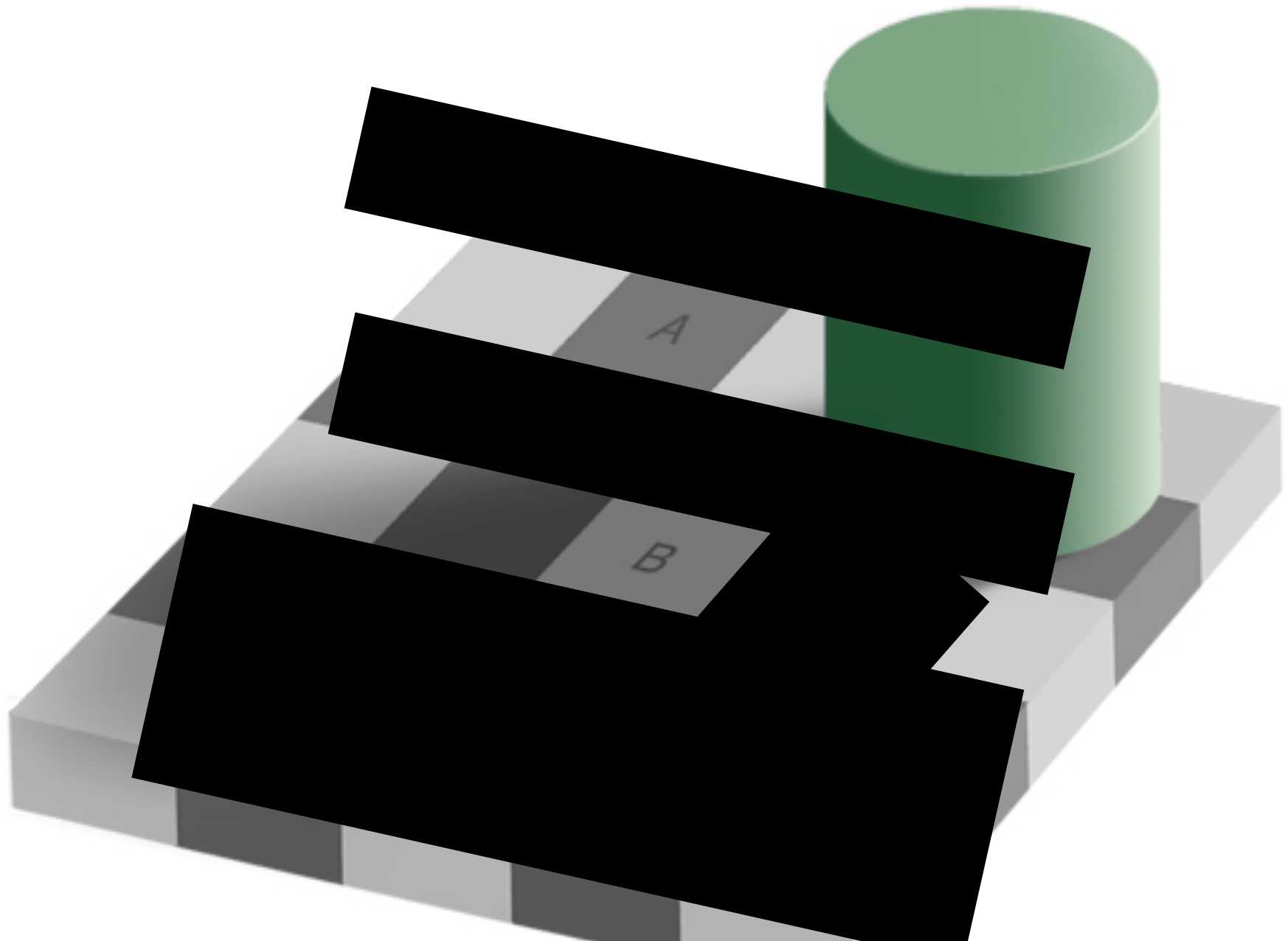


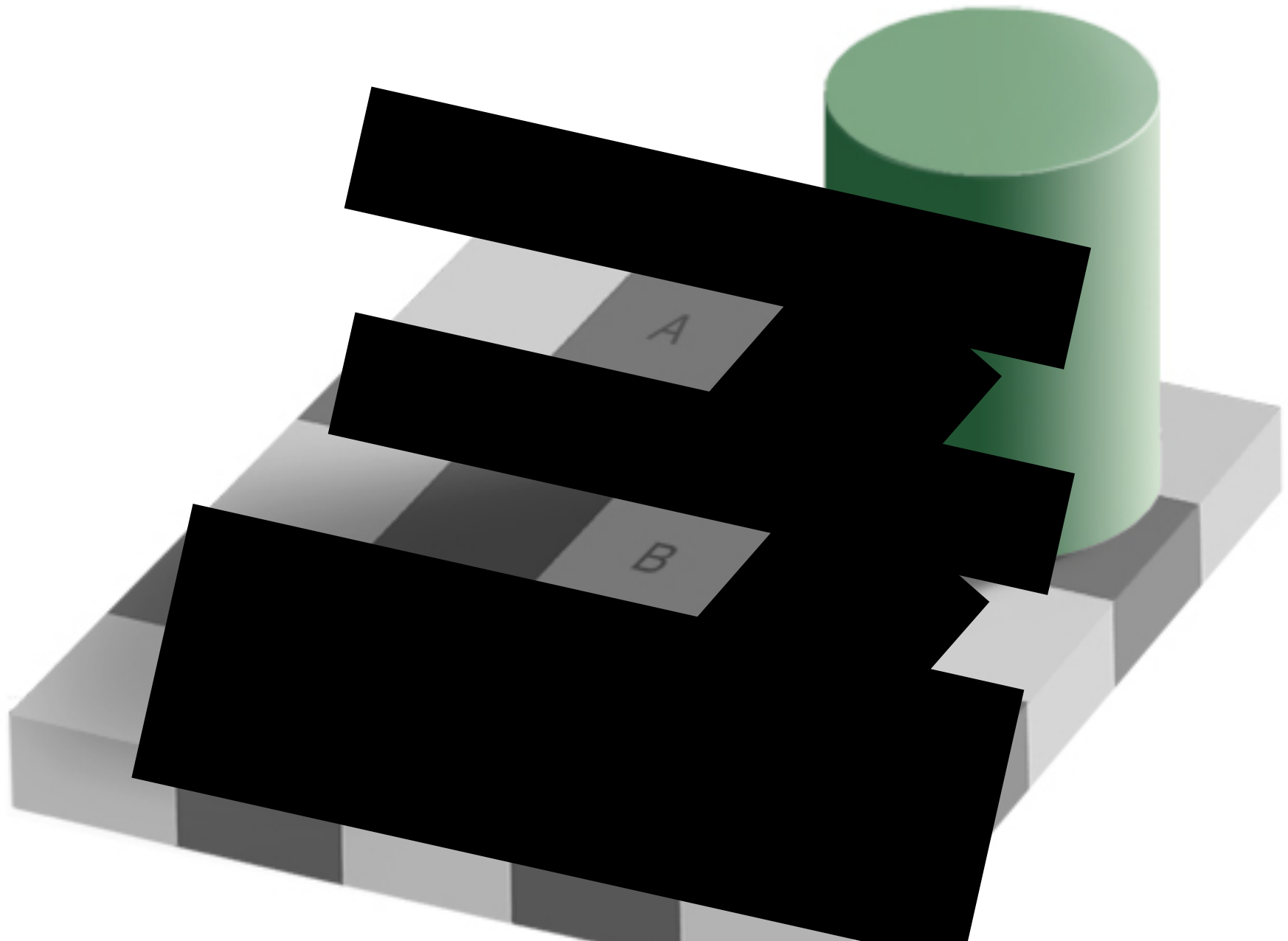


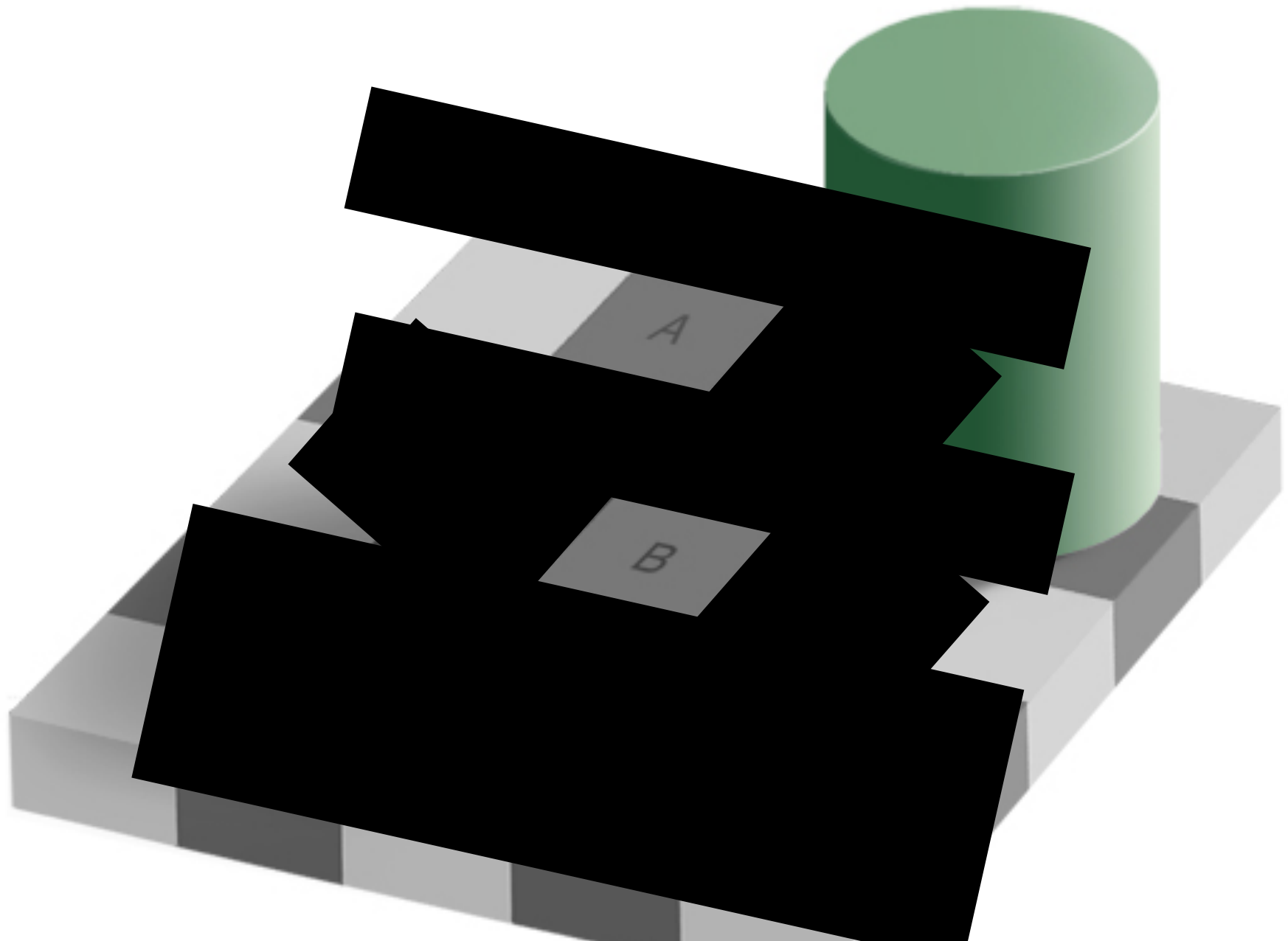


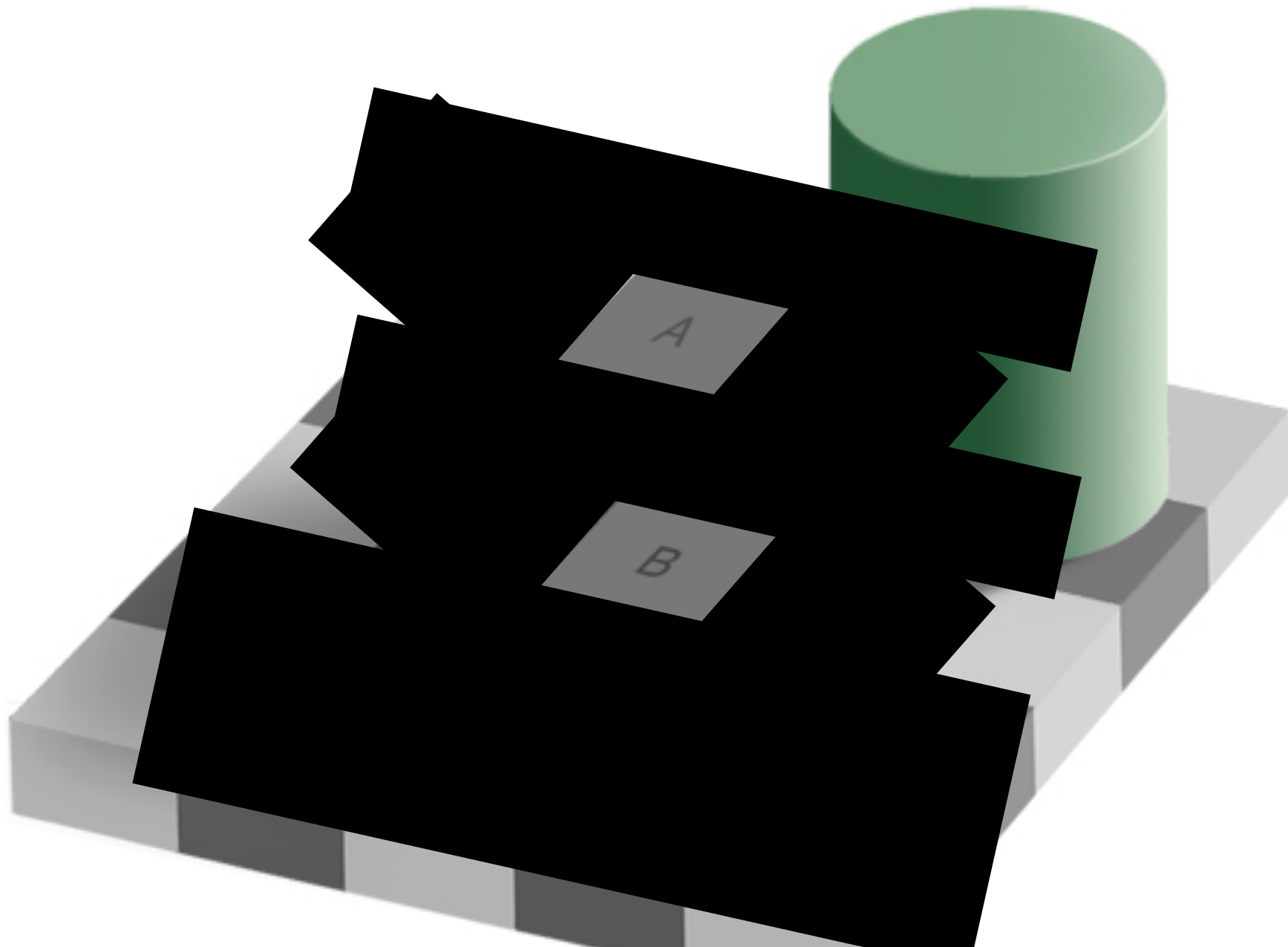












# Colors (Timing)

GREEN

BLUE

PINK

RED

ORANGE

WHITE

BLUE

PINK

RED

ORANGE

GREEN

ORANGE

PINK

RED

BLUE

ORANGE

PINK

WHITE

BLUE

WHITE

RED

WHITE

ORANGE

GREEN



# Colors (Timing)

**GREEN**

**BLUE**

**PINK**

**RED**

**ORANGE**

**BLACK**

**BLUE**

**PINK**

**RED**

**ORANGE**

**GREEN**

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**ORANGE**

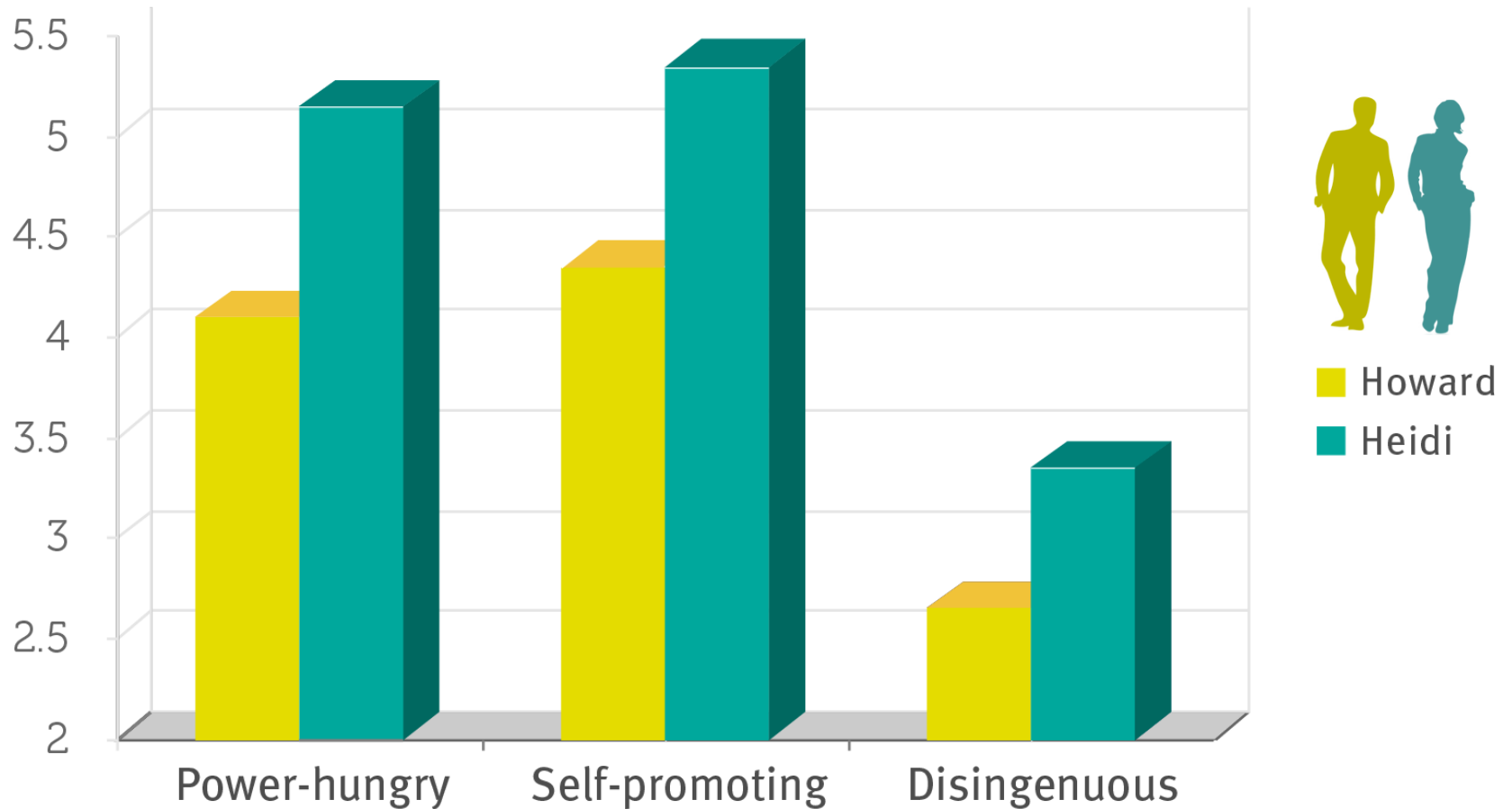
**GREEN**







# How power-hungry, self-promoting, and disingenuous was Roizen?



# Unconscious Decisions—Implicit Biases

<https://implicit.harvard.edu/implicit/demo/>





# Leadership | Selection



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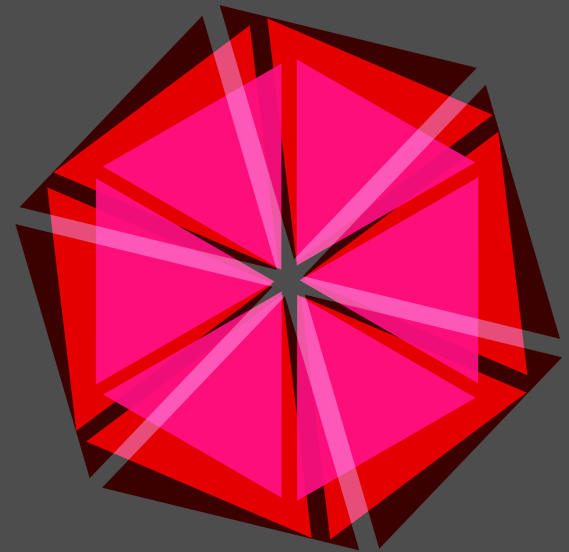




# “When Performance Dominates Gender Bias: Joint vs. Separate Evaluation”

Iris Bohnet, Alexandra van Geen, &  
Max Bazerman (2014)

Changing **perceptions** *to*  
Changing **norms** *to*  
Changing **outcomes**.



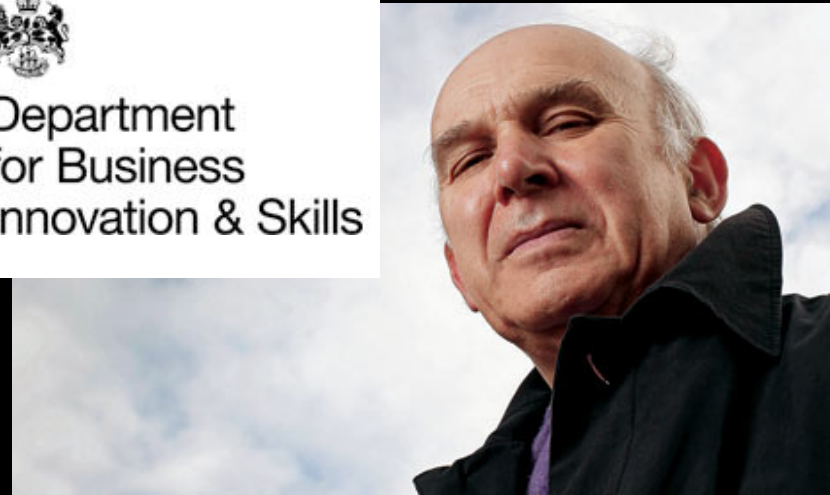


Women on boards April 2013

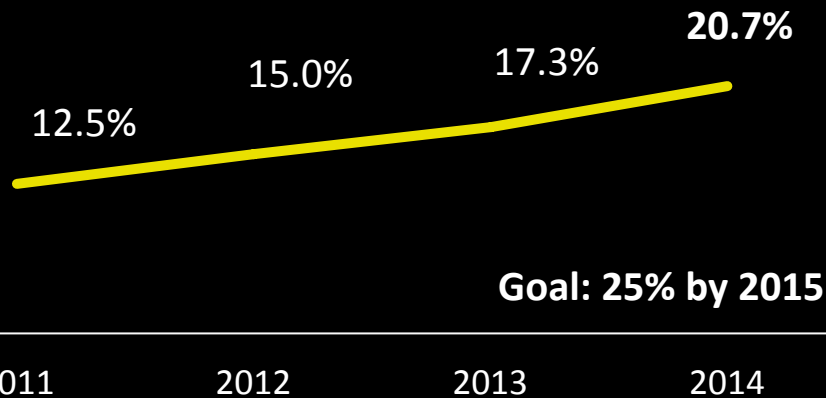


FTSE 100 boards. 94% have women. 6% do not.

# Applying Nudges



— Percent women on FTSE100 boards



# Business

Home UK World

Africa Asia-Pacific Europe

January 17, 2014 12:04 am

## Proportion of women on top UK company boards rises to 20%

By Brian Groom, Business Editor



Business leaders say more diverse boards benefit companies

# The Telegraph

Have we reached the finish line? Women on board

As research shows that high-profile firms like Lloyds pledges to raise its female director numbers, Rosamund Urwin asks: are we at the

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## Women on boards: UK needs just 10 years to reach FTSE 100 target

Britain's largest 100 companies need to recruit 100 more women to reach a UK target to get more women on boards by 2020, as the number of female directors increases.



Share 60 Tweet

ROSAMUND URWIN

A few more Hermès handbags in Britain's boardrooms. Last month, 19pc of FTSE 100 company directors who are women, up from 17.4pc in May this year. Meanwhile, the insurance industry has ditched its boys' club that anyone v the underwriting room until 1990. And now, 19pc of FTSE 100 executive, Inga Beale. And now, 19pc of FTSE 100 listed companies (commodities, metals, mining, Chilean copper miner Antofagasta) have women on their top table.

Progress has been swift. In his 2013 report, the Government was commissioned by the Government to improve gender diversity at the very top of listed companies. In his 2013 report, the Government was commissioned by the Government to improve gender diversity at the very top of listed companies. In his 2013 report, the Government was commissioned by the Government to improve gender diversity at the very top of listed companies.

The merger of Glencore and Xstrata created an extra slot in the FTSE 100, says Carolyn McCall.

By Louisa Peacock 1:02PM BST 07 Oct 2013

9 Comments

Vince Cable, the business secretary, said that 19pc of FTSE 100 directors are female, up from 17.4pc in May this year. He said that 19pc of FTSE 100 directors are female, up from 17.4pc in May this year. He said that 19pc of FTSE 100 directors are female, up from 17.4pc in May this year.

The "encouraging" progress shows that the UK's biggest listed companies are striving to improve gender diversity at the very top of listed companies. The "encouraging" progress shows that the UK's biggest listed companies are striving to improve gender diversity at the very top of listed companies.

"With today's encouraging figures, I am confident we will reach the 2020 target. "Businesses are clearly still striving to improve gender diversity at the very top of listed companies."

## 'More women than ever' on top UK company boards, says report



Culture Secretary Maria Miller said the workplace needed to be a "level playing field" for both men and women.

The boardrooms of top UK companies have undergone a "culture change", with a growing number of women in decision-making roles, a report has said.

Lord Davies, Britain's former trade minister, said women now accounted for 20.7% of board members in the FTSE 100 firms, up from 12.5% in 2011.

He wants women to occupy a quarter of all board positions by 2015.

The report also said there was a "growing recognition" of the benefits of equality to business.

### Eyes on Britain

The social and economic benefits of having more women on boards were also increasingly appreciated, Lord Davies' review found.

He said: "The rate of change that we have seen at the heart of our biggest companies over the last three years has been impressive.

"The voluntary approach is working and companies have got the message that better balanced boards bring real business benefits.

"We are finally seeing a culture change taking place at the heart of British business."

### Related Stories

Targets for women on finance boards

Wanted: More women in the boardroom



This has moved away from being politically correct, this is a move to be regarded as good business sense"

Helena Morrissey



## Fixing [designing] the System

### Nudging Gender Equality

Iris Bohnet, Professor of Public Policy and Academic Dean



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“Tonight, I’m announcing a set of actions to support Boston’s women. We will make Boston the first city in the country to achieve pay equity for women!”

– Thomas Menino, Mayor, Boston (Jan. 2013)









# GENDER ACTIONPORTAL

[gap.hks.harvard.edu](http://gap.hks.harvard.edu)



About GAP Resources

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With its Gender Action Portal, the Women and Public Policy Program at Harvard Kennedy School provides scientific evidence—based on experiments in the field and in the laboratory—on the impact of policies, strategies and organizational practices aimed at closing gender gaps in the areas of economic opportunity, political participation, health, and education to help translate research into action and take successful interventions to scale.

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<b>Poverty Alleviation</b> 	<b>Quotas</b> 	<b>Reproductive and Sexual Health</b> 	<b>Talent Management</b> 

■ — ■ — ■ — ■ — ■ — ■ — ■

# *Nudging*



# Gender Equality