



In the Room Where It Happens

WAPPP in Partnership with the Women's Leadership Board

UPDATE

IRIS BOHNET

Professor of Public Policy, Harvard Kennedy School
Director, Women and Public Policy Program



ROI: Your Investment in WAPPP's Journey



In the Room Where It Happens

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HARVARD Kennedy School

WOMEN AND PUBLIC POLICY PROGRAM

ROI: Research



Renata Camara
Captain, United States Army
WAPPP Fellow



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Senior Economist and Technical Adviser, The World Bank Group
WAPPP Fellow

Bank Group
WAPPP Fellow



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WAPPP Fellow

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WAPPP Fellow



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Academic Collaborator, International Center for Work and Family, IESE Business School
WAPPP Fellow

Universitat Internacional de Catalunya
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Elizabeth Singer More
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Chiara Trombini
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WAPPP Fellow



Georgina Waylen
Professor of Politics, University of Manchester
Co-Director, Feminism and Institutionalism International Network
WAPPP Fellow

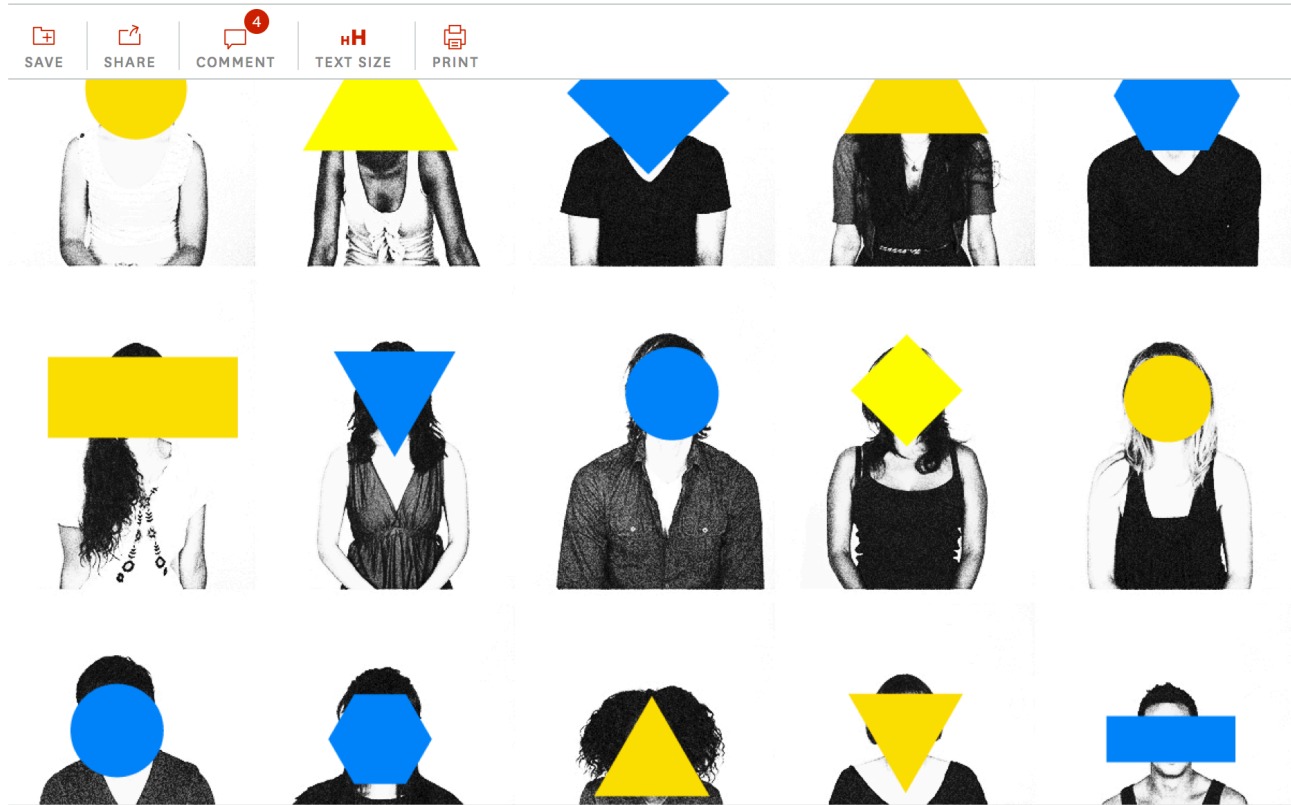
Co-Director, Feminism and Institutionalism International Network
WAPPP Fellow

HIRING

How to Take the Bias Out of Interviews

by Iris Bohnet

APRIL 18, 2016



HBR STAFF



Radio

What Are Gender Barriers Made Of?

July 20, 2016 @ 11:00pm
by **Stephen J. Dubner**
Produced by Kim Gittleson



LISTEN NOW:  What Are Gender Barriers Made Of? / Freak... 36:29  



 **The Chimaera Project** @ChimaeraFilms 

Fascinating podcast on unconscious gender barriers. [#freakonomics](#) [#genderbarriers](#)

 **What Are Gender Barriers Made Of? - Freakonomics**
Overt discrimination in the labor markets may be on the wane, but women are still subtly penalized by all sorts of societal conventions. How can those penalties be removed without b...
freakonomics.com

 **Ann Olivarius** @AnnOlivarius 

Listened to amazing [#freakonomics](#) podcast today: "What are Gender Barriers Made Of?" Excellent analysis of gender discrimination [#Irecommend](#)

 **Kelly Paxton** @pdxcf 

Gender barriers, occupational segregation- great [#freakonomics](#) podcast-will be blogging about [#pinkcollarcrime](#)

 **What Are Gender Barriers Made Of? - Freakonomics**
Overt discrimination in the labor markets may be on the wane, but women are still subtly penalized by all sorts of societal conventions. How can those penalties be removed without b...
freakonomics.com



PLUME CREATIVE / GETTY IMAGES

Schablone im Kopf

STEREOTYPE Zu viele Klischees bestimmen die Personalauswahl, oft zum Nachteil von Frauen. Eine Harvard-Professorin und deutsche Topmanager wollen das ändern.

Austin, ein heißer Märznachmittag 2016, South by Southwest. Die Tech-Hipster auf Amerikas wichtigster Internetkonferenz hängen ermattet in ihren Stühlen. Da betritt eine elegante Blonde im weißgelben Hosenanzug die Bühne, lobt das Auditorium für sein Durchhaltevermögen – und schaltet auf Angriff. Sie beamt, riesengroß, ein Titelbild des „Economist“ auf die Leinwand: rosa Babyschuhe vor schwarzem Hintergrund. Das Magazin prangert den „Gendercide“ an, die gezielte Abtreibung von Mädchen. Die Rednerin setzt ihre Pointe: „Chancengleichheit kann eine Frage des Überlebens sein.“ Alle sind wieder wach.

Ein klassischer Auftritt à la Iris Bohnet (50): konzilient in der Form, inhaltlich die volle Dosis Rebellion. Das war schon zu Schulzeiten so, als die Schweizer Gymnasiastin auf der Matura-Feier eine kämpferische Abschlussrede hielt und sich dafür einen Rüffel vom Bildungsminister einfing. Fürs Studium der Volkswirtschaft zog sie in eine Züricher WG, gemeinsames Kochen, gemeinsame Partys. Es blieb aber immer noch genug Zeit für akademische Höhenflüge: Nach der Promotion ging sie nach Berkeley, schließlich nach Harvard.

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leylaboulton @leylaboulton · Sep 29

Iris Bohnet tells #ftwomen at top event to use utmost care or software to avoid gender coded language in job ads that put off opposite sex



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FINANCIAL TIMES
LIVE | Global
Conferences
& Events

I added Fareed Zakaria and Freakonomics because those garnered the most hits for WAPPP. I can check with Lindsey on others that helped to up traffic and therefore presumably had a good outreach impact. -Kelsey



We are in the room where it happens.

When it comes to:

- **Equal Opportunity**
- **Equal Pay**
- **Equal Workforce Participation**

Equal Opportunity

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IRIS BOHNET
WHAT WORKS
GENDER EQUALITY
BY DESIGN

Melinda Gates @melindagates · 7h
A lot of people assume that the number of women in tech is going up. It isn't.
#CSforAll

Year	% of Women in Computer Science
1972	~10%
1984	~25%
2008	~15%

WOMEN ARE EARNING **FEWER** COMPUTER SCIENCE DEGREES THAN THEY WERE **30 YEARS AGO.**
SOURCE: NATIONAL CENTER FOR EDUCATION STATISTICS

431 345

Melinda Gates @melindagates · Apr 11
If we want more innovations for women, we need more innovations by women m-gat.es/1SbxoBD via @nytopinion

Bianca Bagnarelli

343 474

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The SAP logo is displayed in white, bold, sans-serif capital letters on a blue background. The background of the entire image is a composite of a sunset over a field with a power line tower on the left and a large solar farm on the right, separated by a diagonal blue line.

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citi VENTURES



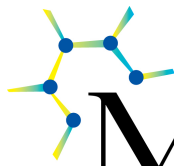
SIMMONS School of Management



FidAR Frauen in die Aufsichtsräte e.V.

W Women in Treasury

NZZ am Sonntag



MassBio MASSACHUSETTS BIOTECHNOLOGY COUNCIL



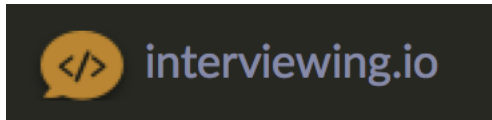
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Geena Davis Institute on Gender in Media

In 2015, films led by women grossed **15.8% more** on average than films led by men



Women & Public Policy

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"If she can see it, she can be it." - @GDIGM



12:32 PM - 22 Sep 2016



Equal Pay

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Women in the World 
@WomenintheWorld

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Mass. Governor [@CharlieBakerMA](#) signs landmark equal pay law: nyti.ms/2aPRI1N



RETWEETS 92 LIKES 191 

12:13 PM - 3 Aug 2016

  92  191

NYT Business
@nytimesbusiness

 Fc


“These are things that don’t just affect one job, it keeps women’s wages down over their entire lifetime.”



Illegal in Massachusetts: Asking Your Salary in a Job Interview

A law taking effect in 2018 requires employers to offer a compensation figure upfront in an effort to end the wage gap between men and women.

nytimes.com

RETWEETS 86 LIKES 143 

6:02 AM - 4 Aug 2016

  86  143 

ThinkProgress 
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Massachusetts becomes first state ever to ban employers from asking for salary histories thkpr.gs/3803836



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8:20 PM - 4 Aug 2016

  452  559 

The Boston Globe 
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Massachusetts House unanimously passes gender pay equity bill bos.gi/O6SBeb1



RETWEETS 42 LIKES 60 

8:54 PM - 14 Jul 2016

  42  60 



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"This is a sea change, and we hope it will be used as a model in other states," said Victoria A. Budson, executive director of the Women and Public Policy Program at Harvard's Kennedy School of Government and chairwoman of the Massachusetts Commission on the Status of Women. The law in her state, she said, "will help every single individual who applies for a job, not just women."

"The impact of those differences in wage is extraordinary," Victoria Budson, the executive director of Harvard's Women in Public Policy Program said. "In the city of Boston, nearly half of the children are in households that are headed by women ... [so] **it's not just for that woman, but it's for her family, it's for her community.** That kind of discrimination is like a snowball rolling downhill," said Budson, who also chairs the state's Commission on the Status of Women. "If an employee in their first job were paid less than their male counterpart in that job, and each subsequent employer asks what they made at that last job, their salary would continue to be benchmarked against that wage, which wasn't a fair market wage, which wasn't an equitable wage. What happens over time is that snowball continues to roll downhill, and the level of underpayment gets larger and larger over time — not smaller," she continued. "It's cumulative and can have an enormous impact."



"The real change will be that now, an employer needs to benchmark the salary against the role that the employee will be in, rather than what they last made," Victoria Budson, Executive Director of the Women and Public Policy Program at the Harvard Kennedy School of Government told KCBS. "What happens is, over the course of someone's career, **if each position you're paid relative to your last one, all it takes is being underpaid once to have that effect snowball throughout your career,**" Budson said.

"When standards and compensation is more opaque, you see a consistent pay gap," said Victoria Budson, executive director of the Women and Public Policy Program at the Harvard Kennedy School, adding that the gender pay gap is smaller in fields with more transparency, such as government jobs and public universities. **The new law "breaks the cycle of implicit or explicit discrimination in salaries."** The law "is written to help any employee," she added. "This won't only help women. It helps every single person manage their career because their salary will be benchmarked against their skills and experience," rather than previous pay.



"In occupations where there's a lot of opacity and opaque standards, that starting salary gap tends to be around \$11,000 a year," Budson noted. "And if you then take that difference, and aggregate it over time, you really get a snowball effect where the gender wage gap grows over a person's career."

"What happens to people over time is if, in that first negotiation — or those first few jobs out of high school or college — you are underpaid, then you really get a snowball effect," says Victoria Budson, who directs the Women and Public Policy Program at Harvard University's Kennedy School of Government and who advocated for the new law. "If each subsequent salary is really benchmarked to that, then what can happen is that type of usually implicit and occasionally explicit discrimination really then follows that person throughout their career," she says.



"It shifts the conversation from benchmarking a salary based on history to what skills and experience are needed for [the job a worker] is about to go into," says Victoria Budson, the director of the Women and Public Policy Program at Harvard's Kennedy School. **"Anytime workers can discuss their wages freely, gaps shrink,"** says Ms. Budson, who also chairs Massachusetts' Commission on the Status of Women. [...] "It gives employers the tools and incentives to actually solve the problem," Budson says. [...] "It helps women. It helps every single person who applies for a job."

"The largest challenge we faced was taking evidence-based research and sharing it with parts of the community that didn't know about how transparency could lead to more efficiency within organizations," Budson said.



The law, which takes effect Jan. 1, 2018, "has a number of provisions that will provide new tools to help close the wage gap," said Victoria Budson, executive director of the Women and Public Policy Program at Harvard Kennedy School and chair of the Massachusetts Commission on the Status of Women. The law also allows people to discuss their salary "without fear of retaliation or retribution" from their employer, said Budson. "If we develop a culture where people are more open about wages, we will find the gaps begin to shrink," said Budson, who pointed to Washington D.C., which has the lowest wage gap -- thanks to federal pay disclosures. **"Some problems are solved when the light of day shines upon them, wage disparity is really one of them."**

"This matters so much because, often, if people get a lower salary than their skills and experience would have warranted early in their career, if an employer can benchmark their salary against it, you get a snowfall effect," said Victoria Budson, Executive Director of the Women and Public Policy program at the Harvard Kennedy School of Government. **"What's passed here in Massachusetts is going to be a model used in the rest of the country,"** she predicted.



Equal Workforce Participation

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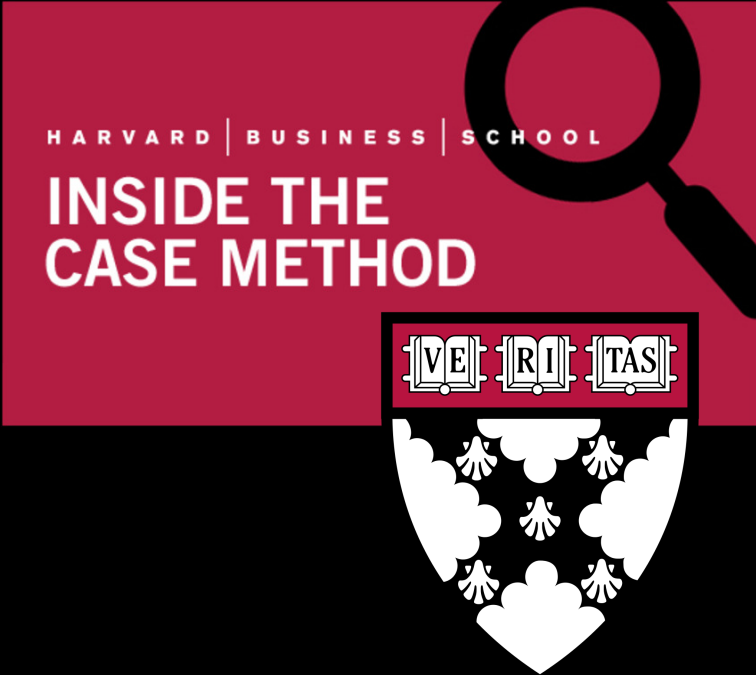


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Helena Morrissey, Founder of UK 30% Club



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INSIDE THE CASE METHOD

VERI TAS

The graphic features a magnifying glass icon in the top right corner, focusing on the text. Below the text is the Harvard University shield logo, which includes the motto 'VERI TAS' and a crest with three trees.



30% Club

GROWTH THROUGH DIVERSITY



Improving the Gender Balance on British Boards



WOMEN ON BOARDS DAVIES REVIEW FIVE YEAR SUMMARY OCTOBER 2016



*Women on UK boards of directors
Private sector leaders*

Image of class as requested – I don't have one, but I'm checking with Anisha



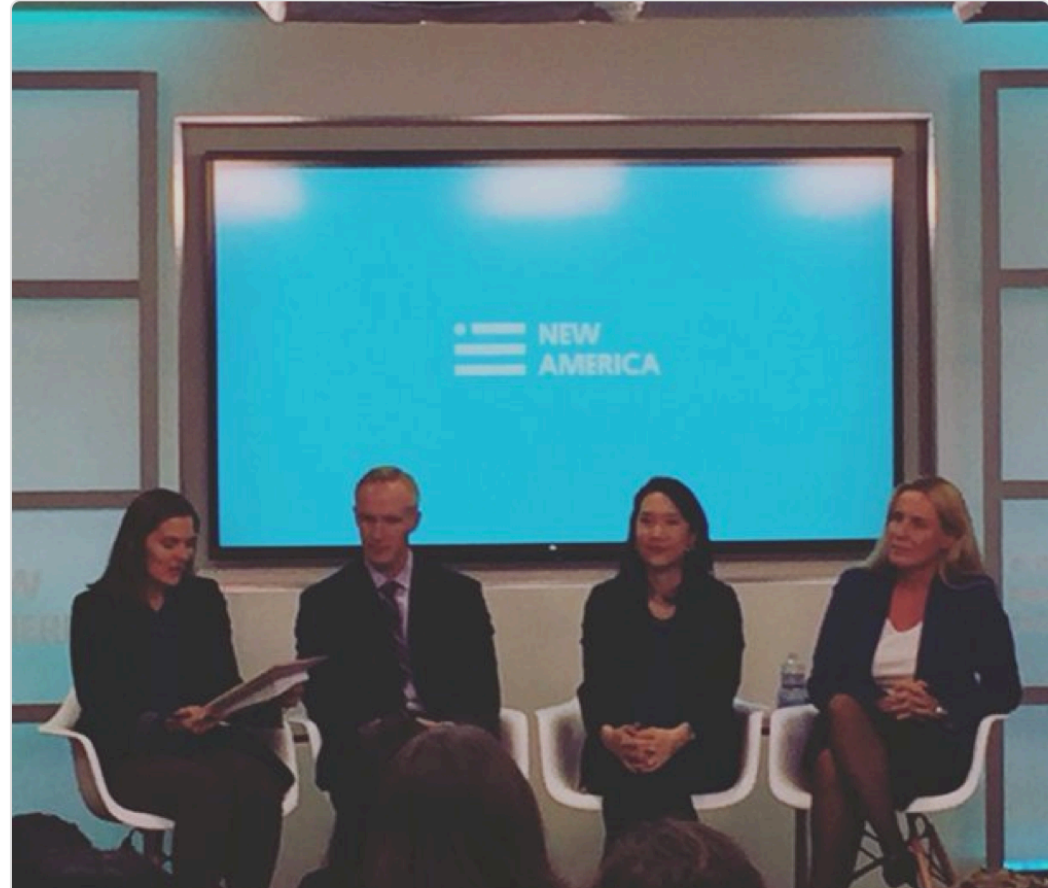


53 **Women&PublicPolicy** @wapphks · Mar 14

Let's debias our organizations, says **Iris Bohnet**, rather than focusing on changing minds @NewAmerica



Women on U.S. boards of directors



Brigid Schulte
Director of the Better Life Lab, New America

Josh Wright
Behavioral Economist, ideas42

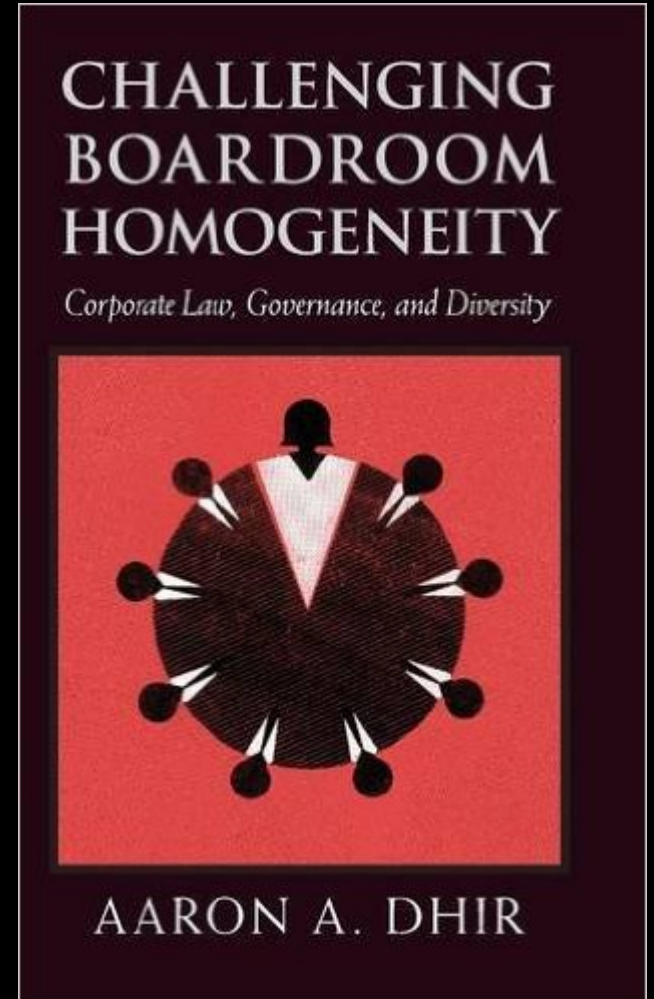
Jenny R. Yang
Chair, U.S. Equal Employment Opportunity Commission (EEOC)

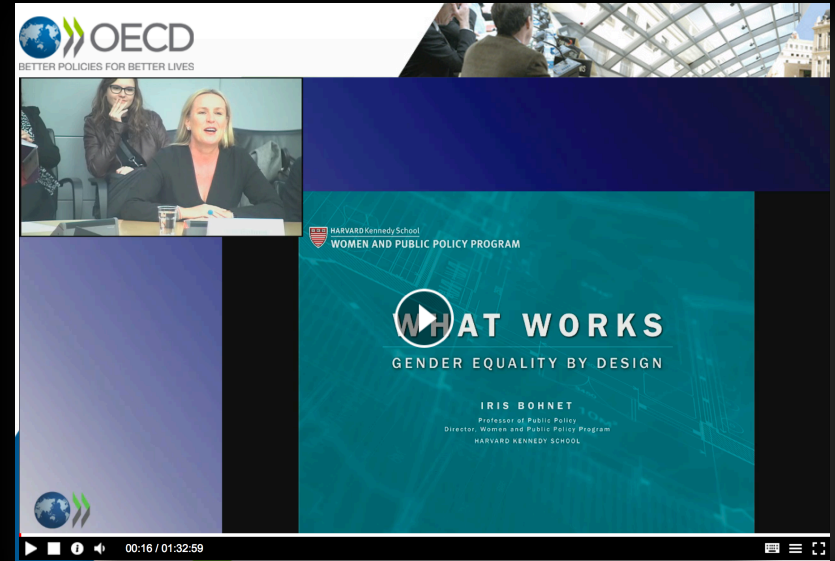
Iris Bohnet
Director, WAPPP





*Aaron Dhir, Associate Professor, Osgoode
Hall Law School*

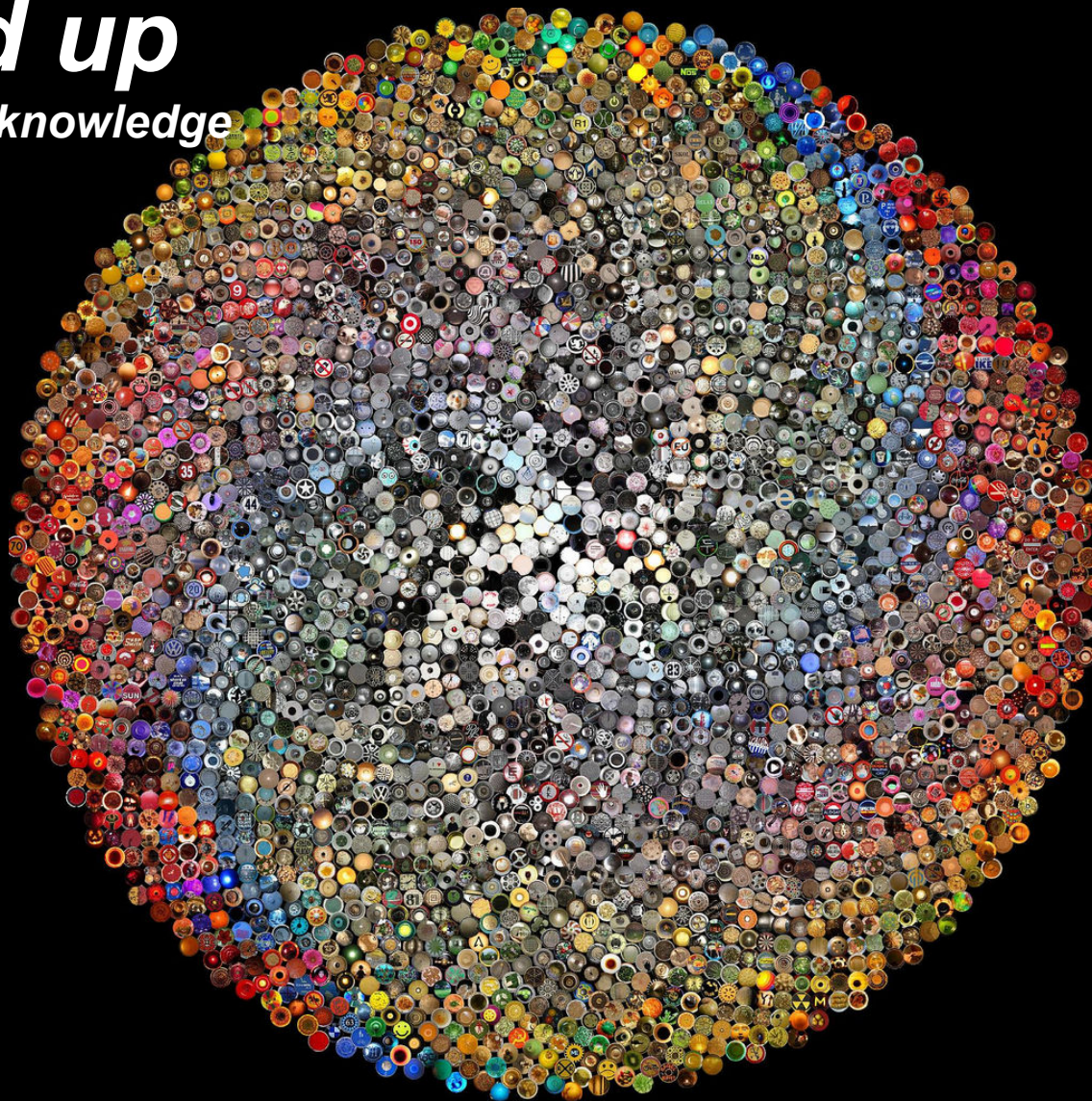




G20 workforce participation gap decrease

Scaled up

The power of knowledge



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Gabriela Ramos slide: Her powerpoint is on the K drive here - K:\WAPPP\Events\2016-2017\Ramos_Gabriela and titled "2016_09_16_OSG_Ramos_G20_HarvardKS (3)"

Please let me know what you want added here

-Kelsey



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46,444 site visits

Since the launch of GAP in 2014

UPDATE

41 OK Women in STEM @brkSTEMglass · 23 Sep 2015
Advertising that employees can #negotiate wages can close #gendergaps in job applicants & salaries @wapphKS #GAP: gap.hks.harvard.edu/do-women-avoid...

1

79 Hank Green @hankgreen · Jan 2
Harvard Study: When faced with a woman we perceive as seeking power, outrage is a common response: gap.hks.harvard.edu/...

537

41 Seiriol Coaching @SeiriolCoaching · Apr 22
#Women #CEOs in roles more usually held by men judged more harshly than male counterparts & not so often visited. gap.hks.harvard.edu/hard-won-and-e...

1

43 Gareth Nellis @GarethNellis · Feb 3
goo.gl/lhTTXO Evidence that cash transfers to women HH heads reduce #domesticviolence in #Ecuador. A crucially important topic

1

Heidi Siegel @HeidiSpeaks · Mar 20
When your Silicon Valley friends tell you there aren't more women in tech because it's a maleocracy fb.me/83dVA5Ek3

1

47 Francine LeFrak @FrancineLeFrak · 4 Nov 2015
#Female students perform better in #science when the images in their textbooks include women scientists. #girlpower bit.ly/20o3LP1

1

51 Conrad Liveris @ConradLiveris · Mar 20
Subtle exposure to female leadership reinforces gender equality as the status quo: gap.hks.harvard.edu/successful-fem...

1

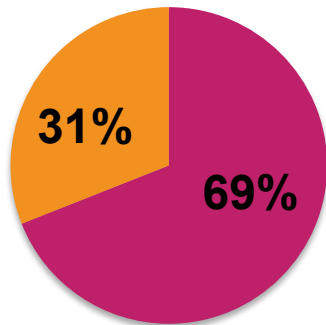
42 Tanya Smith @DrTanyaMSmith · 14 Oct 2015
High-performing women are more confident and accurately competitive with #AffirmativeAction via @wapphKS #GAP: gap.hks.harvard.edu/how-costly-div...

1

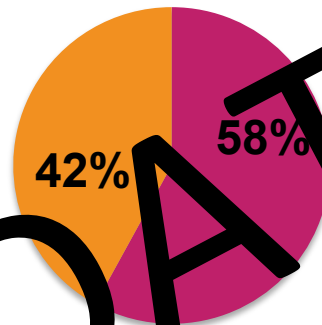
International Reach

International U.S.

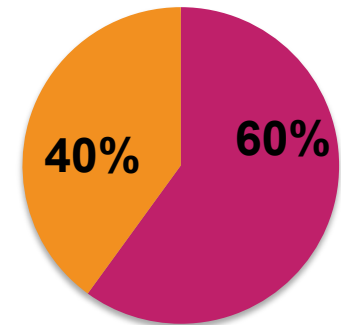
WAPPP Website



GAP Website

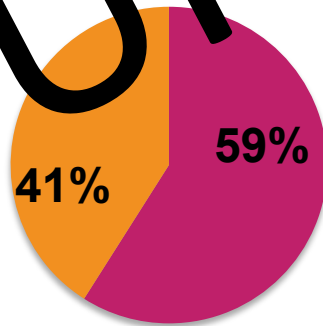


WAPPP Blog

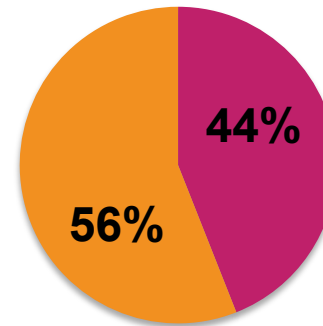


UPDATE

Twitter



Facebook



Podcasting WAPPP Seminars

14,633 Downloads

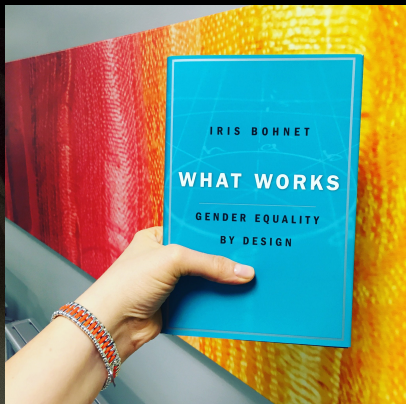
As of May 2016



49 Erica Lewis @_erica_lewis · Mar
Excited to learn there are 11,000 downloads of the @wappHKS podcasts - this listener looks forward to each one.

53 Women & Public Policy @wappHKS
Today #WAPPPSeminar: One #Egalitarianism or Several? Two Decades of Gender Role Attitude Change in #Europe with Professor Mary C. Brinton





Since January 2016:

- 71 news stories
- 19,000 HBR article reads

UPDATE





WAPPP Facebook
3,428 views

Harvard YouTube
6,504 views

Upworthy Facebook
174,000 views
1,600 Likes
1,003 Shares

UPDATE

A screenshot of a Facebook post from the page 'Upworthy'. The post text reads: 'Our brain makes us inherently biased, but it's OK — we can still de-bias our orgs. Here's how. (via Women and Public Policy Program)'. Below the text is a video player showing the same teal thumbnail as in the first image. The video player has a progress bar and a timestamp of '-3:01'. Below the video, the post shows '174K Views', 'Like', 'Comment', 'Share', and 'Buffer' buttons. At the bottom, it says 'Nicole Carter Quinn, Emilie Ferguson and 1.6K others' and '1,003 shares'.

UP
WOR
THY

Upworthy
April 20 at 9:01pm · 🌐

Our brain makes us inherently biased, but it's OK — we can still de-bias our orgs. Here's how. (via [Women and Public Policy Program](#))

WHAT WORKS:
GENDER EQUALITY
BY DESIGN

▶ -3:01 🔊 ⚙️ 📺 ↗️

174K Views

👍 Like 💬 Comment ➦ Share 📺 Buffer

👍❤️😱 Nicole Carter Quinn, Emilie Ferguson and 1.6K others [Top Comments](#) ▾

1,003 shares

Since January 2016, WAPPP has...

8% increase in Facebook likes

21% increase in Twitter followers

23% increase in email subscribers

82% increase in new GAP website users

365% increase in unique users of WAPPP website

UPDATE

Alice Ticehurst @alice_tice
 Congratulations to Iris Bohnet, author of What Works, for being shortlisted for Financial Times & McKinsey #bbya16



Malik Ahmad Jalal @AhmadJalal_1
 Follow
 A win 4 @wapphks n #genderequality. Proud of #intellectual rigour of @Kennedy_School #WhyHKS #BBYA16 @SadaffeAbid

Women&PublicPolicy @wapphks
 We are thrilled that WAPPP Director Iris Bohnet's book #WhatWorks made the shortlist! #BBYA16 @FT twitter.com/andrewghill/s...

LIKES 3
 2:15 PM - 7 Sep 2016
 Rawalpindi, Pakistan

Emilie Ferguson @Emilie_Ferguson
 Follow
 Huge congratulations Iris Bohnet and @wapphks! #bbya16 #whatworks @FT @Harvard_Press

Andrew Hill @andrewghill
 The shortlist for FT and McKinsey Business Book of the Year is out #BBYA16

RETWEET 1 LIKES 5
 10:49 AM - 7 Sep 2016

The Honeycomb Works @thcworks
 Yes! Loved this book - "no one should have to beat her head against the walls. Let's start redesigning them" #bbya16

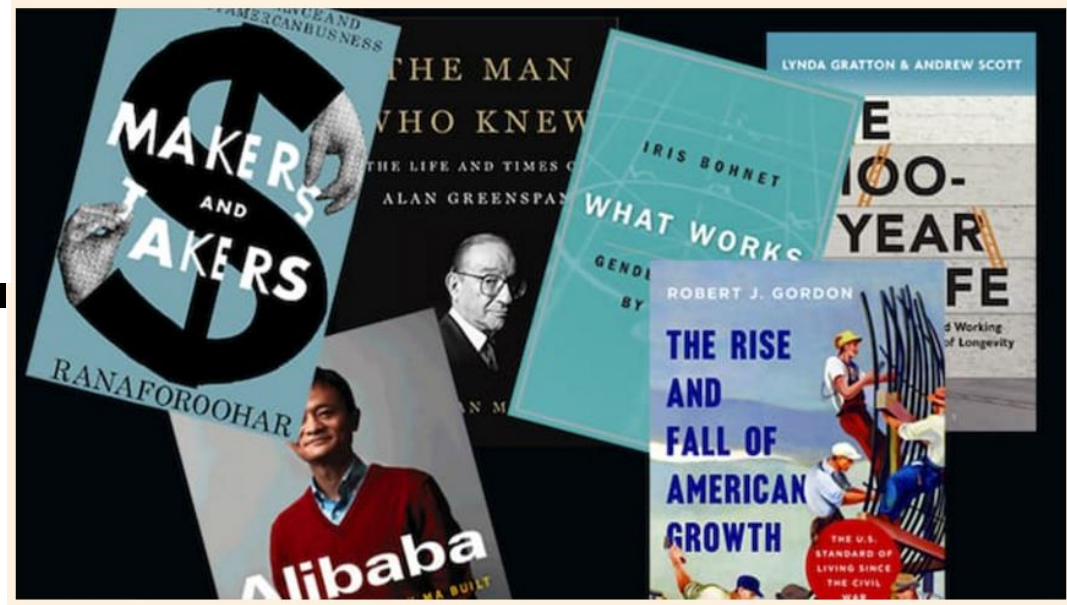
Ben Waldman @LandD_Ben
 Congrats Iris Bohnet, shortlist for FT & McKinsey Book of the Year - de-bias orgs not people to achieve equality #bbya16 #whatworks #gender

RETWEET 1
 8:22 AM - 8 Sep 2016

FT business book shortlist takes in the world's challenges

From gender imbalance to the productivity gap, titles selected by judges offer practical solutions

FT & McKinsey Business Book of the Year Award



Six titles have made the shortlist for the Financial Times and McKinsey Business Book of the Year Award

Twitter Facebook LinkedIn Email 1 Save

SEPTEMBER 7, 2016 by: **Andrew Hill**

Six heavyweight books that tackle head-on the world's critical economic and management challenges — from the US productivity gap to persistent gender imbalances — feature on the shortlist for 2016 business book of the year.

Judges of the Financial Times and McKinsey Business Book of the Year Award praised the finalists — picked from a longlist of 15 titles — for their range and depth.

***Thank you
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