

**VicHealth Leading Thinkers Initiative**  
Behavioural Insights and Gender Equality



# “What Works” Case Studies



**SIXFOLD**  
CONSULTING GROUP



**VicHealth**<sup>®</sup>



## A MESSAGE FROM Jerril Rechter

VicHealth is delighted to welcome to Melbourne one of our Leading Thinkers, Albert Pratt Professor of Business and Government & Academic Dean of Harvard Kennedy School, Professor Iris Bohnet, for this unique Deliberative Forum 'Behavioural Insights & Gender Equality: How can we make it easier to move from intention to action?'. We could not be more excited about this opportunity for Victorian organisations to draw from Professor Bohnet's incredible wealth of global insights and research as a pioneer for 'what works' in gender equality.

Professor Bohnet shares VicHealth's current Leading Thinker Residency, Behavioural Insights & Gender Equality, with Dr Jeni Klugman, Managing Director for Georgetown Institute for Women, Peace & Security.

Our focus on gender equality has emerged from a 15-year history as a major influencer in the prevention of violence against women sector. Our Leading Thinkers residency is an extension of VicHealth's historic work in this space.

We are in a time of great energy and attention around gender equality in Victoria. The Leading Thinkers residency uses behavioural insights (BI) research to help drive effective policy and program change.

This Deliberative Forum brings together academics, policy makers and practitioners working in the field of gender equality and public health. Together we will focus on what works best in implementing policies and practices to address the drivers of gender equality: unconscious bias, gender stereotypes, social norms and role models.

Taking place over two half-days, you will hear examples of BI initiatives that are creating change, engage in conversations to address the barriers to driving real change and deliberate on the specific question: How can we make it easier to move from intention to action in gender equality?

Our hope is to generate a collective commitment on how to integrate meaningful gender equality actions into business, community and government in Victoria. At the conclusion of the forum, we will publish a Participant Report that identifies the themes from the deliberative workshops. This report can be used as a guide for continuing the conversation and journey towards achieving gender equality.

Thank you to the many organisations and individuals for joining us and contributing your insights and experiences to accelerating the pace of gender equality change in Victoria.

*Jerril Rechter*

CEO, Victorian Health Promotion Foundation (VicHealth)



## A MESSAGE FROM Professor Iris Bohnet

I'm excited to be joining you in Melbourne and taking the opportunity to help develop a shared approach in response to the specific question: Behavioural Insights & Gender Equality: How can we make it easier to move from intention to action?

We know that gender equality is multidimensional. It is not just about equal access to decent work, or women in boardrooms. Gender inequality is happening in our homes, workplaces, schoolyards, hospitals, on our screens and on our sporting fields. Building gender balance can bring dramatic gains in wellbeing for individuals, families and societies and prosperity in economic growth and national competitiveness.

Building on what works, behavioural design creates better and fairer organisations and societies. It will not solve all our gender-related problems, but it will move the needle, and often at shockingly low cost and high speed.

After reviewing all the case studies, four 'problem' themes and five 'solution' themes emerged. The 'problem' themes were: people are not aware of their biases; people do not care about gender inequities; there is a mismatch between what women and the system want; and change is hard. The 'solution' themes were: seeing is believing; training; from best practice to best evidence; de-biasing procedures; and inclusive practices. For the purposes of this booklet, the case studies have been arranged around the 'solution' themes.

I see real opportunity and possibility in the case studies you will hear as part of the Deliberative Forum. And I look forward to hearing about the ideas, outcomes and coalition of support generated by this event, to make it easier for everyone to move from intention to action.

The challenge and opportunity we all have now is precisely this: how can we convert good intention into meaningful action that will better support the next generation of men and women? We cannot expect this to be easy. However, through sharing our knowledge, learnings and emerging practice, and being part of collective problem-solving, as we are doing in this Deliberative Forum, we have made an excellent start to a process that could really shift the dial.

I do sincerely hope these deliberations help you and your organisations pave a new way forward for advancing what works and advancing a new future for men and women.

Thank you for making time and contributing to the discussion.

*Professor Iris Bohnet*

VicHealth Leading Thinker, Albert Pratt Professor of Business and Government  
& Academic Dean of Harvard Kennedy School

# “WHAT WORKS” CASE STUDIES

## Contents

<b>SOLUTION 1 SEEING IS BELIEVING</b> <hr/>	01	<b>BehaviourWorks Australia, Monash University</b> The Danger and Opportunities of Implementing Gender Quotas in Organisations	<b>SOLUTION 4 DE-BIASING PROCEDURES</b> <hr/>	23	<b>Griffith University</b> Social Norms and Diversity Hiring
	03	<b>WORK180</b> SuperDaughter Day		25	<b>Department of Premier and Cabinet</b> Recruit Smarter
	05	<b>SEEK</b> Camp SEEK and Alumni Program		27	<b>VicHealth</b> De-biasing Language in Job Advertisements Trial
	07	<b>Women in Economics Network</b> Student Video and “Pathways in Economics” Student Event		29	<b>VicHealth</b> Quick Wins for Sporting Clubs
	10	<b>Male Champions of Change</b> The Male Champions of Change Strategy		31	<b>Department of Treasury and Finance</b> Recruit Smarter
<b>SOLUTION 2 TRAINING</b> <hr/>	13	<b>Women’s Leadership Institute Australia</b> The Panel Pledge	<b>SOLUTION 5 INCLUSIVE PRACTICES</b> <hr/>	33	<b>The University of Sydney</b> Revealing the Existence of Bias in Teaching Evaluations
	15	<b>Jesuit Social Services</b> The Men’s Project: Modelling Respect and Equality (MoRE)		35	<b>Women’s Health Victoria</b> Take a Stand
<b>SOLUTION 3 FROM BEST PRACTICE TO BEST EVIDENCE</b> <hr/>	17	<b>Centre for Ethical Leadership, Ormond College and Melbourne School of Psychological Sciences, The University of Melbourne</b> Recruit Smarter Pilot Program	37	<b>The University of Melbourne and Monash University</b> Leadership Selection: Can Changing the Default Break the Glass Ceiling?	
	19	<b>Behavioural Insights Team (Australia)</b> Employer Guide for Reducing the Gender Pay Gap	39	<b>VicHealth</b> This Girl Can - Victoria	
	21	<b>NSW Behavioural Insights Unit</b> Using Research and Data to Better Target Initiatives to Achieve Gender Equality	42	<b>Behavioural Insights Team (Australia)</b> Encouraging Bystander Action	



BEHAVIOURWORKS AUSTRALIA, MONASH UNIVERSITY

SEEING IS BELIEVING

## The Danger and Opportunities of Implementing Gender Quotas in Organisations

Dr Edwin Ip | Research Fellow

### THE PROBLEM TO BE SOLVED

Gender quotas for leadership positions can be undesirable for organisations due to the potential for backlash from employees. We explore when backlash occurs and, as a result, how it can be better addressed.

### THE INITIATIVE

We study the behavioural impact of gender quotas to find out when quotas have a positive effect on organisations and women and when they have a negative impact and backlash against women. We find that this depends on people's belief about gender differences in ability and understanding of disadvantages that women face.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

Gender quotas are a challenging topic because both men and women are very divided about it. Opponents see gender quotas as unfair because it may mean that the best person may not get the job, and therefore it is against the idea of meritocracy. Proponents, on the other hand, see gender quotas as necessary to correct for the unfair disadvantages that women face.

The problem exacerbates when people observe gender differences in achievement. People often attribute gender differences in achievement to gender differences in ability. However, observable gender differences in achievement can be attributed to factors such as social disadvantages and discrimination. For instance, because of societal expectations regarding caring duties, an equally talented woman may have less time to accumulate achievements. As a result, fewer achievements does not imply that women are less able.

This study finds that attitudes towards gender quotas are indeed very divided. However, when contexts are specified, there is a lot of consensus. If people believe that observable gender differences are due to women being less able in the job, most people are heavily opposed to the use of gender quotas. However, if people believe that these differences are due to the fact that women are disadvantaged, then the very same people are heavily in favour of gender quotas. These attitudes are consistent with meritocracy: gender quotas are highly unmeritocratic when there are gender differences in ability and are meritocratic when there are gender differences in unfair disadvantages. Therefore, their beliefs about gender differences are crucial.

These attitudes are reflected in the manager-worker relationship. The existence (or absence) of backlash against women and organisational performance is heavily dependent on the information provided to subjects about the nature of gender differences in achievement.

## EVIDENCE THAT THE INITIATIVE WORKED

In a nationally representative survey, we find that attitudes towards gender quotas are very divided. When asked whether respondents agree with the use of gender quotas to promote women to leadership positions, roughly an equal number of people agreed and disagreed. When respondents are informed that there is a gender difference in ability, only around 20% agree with the use of gender quotas. However, when respondents are informed that women face disadvantages, over 70% agree with the use of gender quotas.

In a laboratory experiment, we study the impact of implementing gender quotas on manager-worker relationships. We find that when subjects are informed that there is a gender difference in ability, workers work less hard for female managers when quotas are implemented compared to no quotas, leading to a deteriorating relationship. However, when subjects are informed that female candidates are disadvantaged, implementing quotas leads to better manager-worker relationships.

## KEY LESSONS

- For gender quotas to be implemented successfully, it is important that people understand the disadvantages that women face professionally. It is therefore crucial that organisations understand employee attitudes and provide appropriate education on the topic.
- People are divided, but when we specify contexts, people who previously disagreed can come to a consensus.

## NEXT STEPS

We are currently exploring job applicants' preferences for gender quotas and how implementing gender quotas affects who applies for positions.

## SuperDaughter Day



Linda Karlsson  
Social Impact  
Lead



Valeria Ignatieva  
CEO and Co-Founder

### THE PROBLEM TO BE SOLVED

There is a significant gender imbalance in Science, Technology, Engineering and Maths (STEM) professions and to change this, we need to focus on getting young girls to consider STEM before gender stereotypes are formed as young as 6 years old.

### THE INITIATIVE

SuperDaughter Day (SDD) is an annual event hosted by WORK180, an international jobs network that connects employers with talented women by pre-screening employers to ensure they support gender equality. Operating since 2015, WORK180 has influenced positive actions such as employers implementing paid parental leave, closing gender pay gaps and more. We wanted to shift the dial on women entering IT and created SDD, a not-for-profit event to help build a future pipeline of women in STEM. SDD introduces girls aged 5-12 years old along with their parents to the exciting world of STEM through engaging activities. These activities are predominantly hosted by women, often dressed as superheroes!

Since 2016, over 3000 girls and parents have attended SDD and participated in a wide range of hands-on activities, including:

- Magformers, Cubetto Robots and Ozobots
- Lego Mind Storms
- Makey Makey
- Visits from NAO the Humanoid Robot
- Jewelbots and interactive unicorn horns

The activities are run by volunteers from organisations like Muses Code JS (former NodeGirls), employer sponsors and the general public.

## GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

With over 600 tickets booked in less than 48 hours, our greatest challenge was meeting the demand. WORK180 donated hundreds of hours of staff time to commit to SDD along with seeking corporate and volunteer support.

## EVIDENCE THAT THE INITIATIVE WORKED

With nearly 50% of girls who attended having none to very little previous knowledge of STEM, we've had amazing outcomes from SDD, as demonstrated by a parent survey in 2018:

- 94% said their daughters have an increased interest in STEM after attending SDD
- 93% said they are more likely to encourage their daughters' participation in STEM after attending SDD

Furthermore, we have strong qualitative data to indicate parents and girls find SuperDaughter Day to be a worthwhile and enjoyable experience. Some examples include:

*"I had the best day - it was amazing. I hope to do it again! I loved the design project. Our group looked at planning better school desks and ours had a waterslide, slime and sensed when you got bored. VR was cool and I met lots of new people. Robots and cupcakes too!"*

*"My favourite experience was programming the robots and seeing them follow my code!"*

*"My daughter didn't want to leave, and immediately asked if we could "come back next time". I loved watching her face light up during each activity."*

*"I've spent most of my career in IT convincing myself I deserve to be there. I want a different experience for my daughter. Initiatives like SuperDaughter Day help reinforce that mastering STEM is worth it, that there is a whole world of possibility available, and that she absolutely deserves her place among it all".*

## KEY LESSONS

- Ensure activities are age appropriate and not too long for the younger girls
- Follow up with a list of activities girls can do at home after SDD

## NEXT STEPS

In 2019, we are giving tickets to the Smith Family to distribute to their network to ensure that girls from all socio-economic backgrounds can attend. We will also collaborate with corporate partners as part of their commitment to social impact and long-term change in the industry. We are also launching in the UK & Ireland in October 2019 to celebrate International Day of the Girl. In 2020 we plan to scale the events and bring them to all capital cities and regional areas.



SEEK

## Camp SEEK and Alumni Program

Amy McCulloch | HR Business Partner – Technology AU/NZ

SEEING IS  
BELIEVING

### THE PROBLEM TO BE SOLVED

Gender diversity is a challenge faced by the technology industry. The number of women entering the industry is low and declining, resulting in a shortage of women in the talent pipeline. Research indicates that gender stereotypes play a role in dissuading young women from considering a career in technology.

### THE INITIATIVE

As part of its strategy to 'grow the pool' of female talent entering the technology industry, SEEK has implemented Camp SEEK and an associated Alumni Program. Camp SEEK is a week-long program for girls in Years 9 and 10 during which participants are exposed to the broad careers available in technology. The program aims to engage and inform girls about technology careers; encourage them to continue to pursue their STEM studies; challenge stereotypes by introducing them to female role models; and provide a fresh perspective about what it is like to work in the technology industry.

Applicants are sourced largely organically, through schools, past participants, SEEKers school networks and social media. They apply through the SEEK website, which also provides applicants with the opportunity to understand SEEK as a business and the products we build for job seekers.

During Camp SEEK, which is run during the September/October school holidays, the girls explore what technology is, understand it as a discipline, and learn about the varied career paths in the industry. This is done through practical learning sessions facilitated by product, delivery and technology teams at SEEK. Later in the week the girls bring these new skills to life by solving a real-life problem through a 'Create-a-thon' (Camp SEEK's version of a Hackathon). As part of the Create-a-thon, the girls identify a real problem they'd like to tackle and create a solution to this problem using technology. Examples include apps that looked at better managing and reallocating food waste to those in need, supporting young women navigating the challenges of social media, as well as tackling the usability of Myki where the girls actually presented their ideas to Myki following the camp.

Camp SEEK was designed and implemented in 2014, and has run every year since, and now has over 100 graduates. An Alumni Program brings these past students together through events run throughout the year and provides support to Camp SEEK alumni considering a career in technology.

## GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

In the initial implementation of Camp SEEK, a key challenge was attracting participants and building relationships with schools and industry groups that could assist in attracting applicants. As we piloted our approach to the program and attraction of participants, the cohorts in our first two years were kept small at 13 and 16 participants. Once the program had proven effectiveness and impact, we scaled to accommodate 40 applications in 2017 and 2018.

An additional challenge is that Camp SEEK is run entirely by SEEKers - from the coordination of applications and event coordination, through to facilitating sessions and organising activities throughout the week. This is a challenge on top of busy day jobs, however through shared responsibilities we have managed to effectively balance this workload. In 2018 Camp SEEK had 52 SEEKers involved in running sessions, mentoring and the co-ordination of the program.

## EVIDENCE THAT THE INITIATIVE WORKED

Graduates of Camp SEEK are surveyed at the completion of the program. The data collected from these surveys indicates that the experience has resulted in changing participants' perceptions of a career in technology. Participants have shared that their experience at Camp SEEK specifically influenced their decisions to select subjects that support future tertiary education related to technology.

Qualitative feedback from participants in the 2018 Camp SEEK included the following:

*"Before attending Camp SEEK I never considered pursuing technology as a career path. After attending this program, however, it has changed my view on my future. I never realised the many options technology has."*

*"I've never really thought about a career in technology and IT before coming to Camp SEEK. I had very set opinions on it and so never really thought much about it, but this camp has really changed my views on it. Now I am very open to considering IT subjects in school."*

## KEY LESSONS

For others thinking of establishing a similar initiative, we would recommend engaging passionate employees across your business – the more people that can help you, the more successful (and scalable) your initiative will be. Without the support of our talented technical specialists and people who just pitch in to help with things like event co-ordination, application submission and general assistance, we would not have been able to create such a successful program.

## NEXT STEPS

The Camp SEEK program has reached a point of effectiveness within the resource and physical space allocations that SEEK currently has. Our key focus moving forward is our building out our Alumni Program as the first Camp SEEK students reach university and are looking towards careers in technology. Our hope is to support Camp SEEK Alumni who decide to pursue a career in technology with work experience and ultimately graduate roles in our technology teams.



## WOMEN IN ECONOMICS NETWORK (WEN)

### Student Video and 'Pathways in Economics' Student Event

Dr Leonora Risse | Chair of Women in Economics Network Victorian Branch; Vice-Chancellor's Postdoctoral Fellow, School of Economics, Finance & Marketing, RMIT University

SEEING IS BELIEVING

#### THE PROBLEM TO BE SOLVED

Economics is a male-dominated profession in Australia. To encourage young women to study economics, we need to break down gender stereotypes, provide tangible female role models and overturn narrow conceptions of what economics is about.

#### THE INITIATIVE

The Women in Economics Network (WEN) has introduced two initiatives (among many) aimed at solving this problem: the WEN Student Video and the WEN 'Pathways in Economics' Student Event.

**The WEN Student Video**, involved interviewing a range of economists (6 female and 1 male). They explained how can economics be used in everyday life; what kinds of jobs does economics lead to; what inspired you to study economics? Snippets of their replies were pieced together to create a dynamic, uplifting, modern video collage, targeted to school students.

We applied design elements that would break the myth that economics was chiefly about money and finance, and would appeal to elements that females tend to be more strongly motivated by, such as the 'human element' and how economics can be used to help people.

The video is freely available on the WEN website for teachers and schools to use. We promoted its availability on WEN's social media platforms and to the education sector. Funding came from sponsorship from universities and private sector organisations, who were featured in the video.

The **'Pathways in Economics' student event** assembled a diverse panel of economists for an afternoon, hosted at the PWC's city office, where school students could come and meet these 'real world' economists and find out what their jobs entailed. We gathered 10 economists in total – 8 female and 2 male – titling the typical statistical picture.

Around 150 students attended (the majority female), along with teachers and parents. In addition to a panel discussion, students participated in an interactive behavioural experiment and a team quiz with the economists. We also played them the WEN Student Video.

## GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

- Time and capacity constraints of our WEN committee members, given that nearly all WEN's initiatives are performed in a voluntary capacity, outside of committee members' formal paid job role. This is challenge which has not been completely overcome. This reflects the 'catch 22' of initiative that aims to assist an under-represented group: often these efforts are envisioned and largely undertaken by the under-represented group themselves, involving short-term sacrifices.
- While we received immense support from the economics community, a broader challenge for WEN generally has been the need to convince some in the economics community of the value that WEN and its initiatives bring to the profession. To overcome this, we highlighted how WEN's initiatives would deliver benefits to the profession's performance, and aligned ourselves with organisations whose own objectives would also be enhanced through gender equality initiatives.

## EVIDENCE THAT THE INITIATIVE WORKED

We relied on anecdotal and survey feedback, and examined broad statistics that were available.

- Feedback from participants following the 'Pathways in Economics' event indicated that it elevated students' interest in economics and their career aspirations. Among the examples:
  - *"It's truly inspiring to see so many people unified by a shared desire to use their passion and expertise to address global issues, from gaps in education and health care to wage inequality - economics certainly encompasses it all! Thank you for an empowering evening"* (Female student)
  - *"All 28 of my students left feeling motivating and encouraged to see a career in economics as a varied and fulfilling career path, which has been something I have struggled to articulate over the years"* (Teacher)
  - *"I wished that every subject could organise an event like this"* (Teacher)
- Feedback from university lecturers through WEN social media who expressed their intention to use it in their classes.
- We observed an increase of 89% in female members in Economic Society of Australia nationally in the first 6 months since WEN was launched in March 2017.
- Secondary school student enrolment numbers in Victoria illustrate that between 2017 and 2018, economics had the largest proportional rise in enrolment numbers compared to all other commerce subjects (though not disaggregated by gender and we acknowledge other factors could be driving this).

## KEY LESSONS

- If logistical elements of your initiative are outside of your expertise, consult with the people who interact day-to-day with your target audience for their advice.
- Align with other existing groups and organisations who share your goals, values and ideologies. When disrupting social conventions, more can be achieved through synergy than by going alone.
- Be cognisant of not sidelining or excluding the next generation of males along the way – it is equally important for young men to witness a strong representation of females, so that they learn to see women as equally capable as men – and to expect to see gender equality as the default status – too.

## NEXT STEPS

- Teachers expressed to us that they would love for the 'Pathways in Economics' careers event to continue as an annual event each year. We will also aim to reach more students in disadvantaged areas. Our plan is to also share our resources and model with other state branches. We received interest from economics teachers in the UK with whom we can also share the model for the event.
- We are continuing to promote the use of the WEN Student Video at student-targeted events and as an educational resource for schools. Given that we ended up with more footage than needed for this initial video, the plan is to use the unused footage in further video pieces.
- Given that we have already invested in the upfront costs of setting up these initiatives, it is relatively low cost for us to continue to promote their usage and extract ongoing value.



## MALE CHAMPIONS OF CHANGE

### The Male Champions of Change Strategy

Troy Roderick | Strategic Advisor

SEEING IS  
BELIEVING

#### THE PROBLEM TO BE SOLVED

The MCC strategy started in Australia in 2010, where despite a robust legal framework, progress in achieving gender equality in organisations was glacial. Although there has been some progress since then, today the gender pay equity gap is ~15%; women occupy ~29.8% of board positions and they are still significantly underrepresented in leadership in business, government and in the community. Women perform the majority of unpaid caring work and are more likely to experience economic disadvantage. Violence against women remains a significant human rights issue.

#### THE INITIATIVE

The Male Champions of Change (MCC) strategy was established by Founder, Elizabeth Broderick AO, to work with influential male leaders who had the power to address this critical economic, business and social issue. The strategy activates peer groups of leaders from the public and private sector, supports them to listen and learn, and drives adoption of actions in their organisation and the wider community, to achieve gender equality and accelerate the advancement of more women into leadership.

Our guiding principles describe what works - leaders who: step up beside women (who have long been the primary advocates for change), prioritise achieving progress on women's representation, stand behind their numbers, share lessons learned, and shift the system, not 'fix women'. Progress comes from personal leadership, creating accountability, disrupting the status quo, dismantling barriers for carers, and supporting gender equality in society.

#### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

Building an understanding that gender equality is a leadership issue – an organisational, social and economic imperative – and that CEO-led action can help to accelerate change, was a challenge, including elevating the discussion and action beyond a purely HR-based approach. MCCs work to overcome this through visible advocacy and an action-orientation, focussed on listening, learning and leading with actions that aim to disrupt a system that has entrenched and perpetuated gender inequalities for centuries.

Initially, some also saw the initiative as men seeking to take over the work of gender equality. Overcoming this perception has been centred around the MCCs' core commitment to stepping up beside women (not speaking for them), and ensuring that their work is informed by women's experiences and expectations. The MCCs remain curious and seek to be well-informed of the lived experiences of women in particular as they take action, and share accountability for outcomes.

## EVIDENCE THAT THE INITIATIVE WORKED

Over the past 8 years, the MCC strategy has been effective in three ways.

First, it has successfully engaged powerful men to impact gender inequality. The MCC coalition has grown from a single group of 8 Australian private sector leaders, to ~200 CEOs, government department heads, and Board Directors across 12 national and sector-based groups, including MCC Pakistan and the Global Technology MCC group, with members based in the UK and USA. Together these leaders employ over a million people (~9% of Australia's workforce.) Each MCC group writes its own charter describing its specific aspirations, focused on achieving:

- Gender balance in leadership, recruitment, graduates and promotions
- Pay equity between men and women
- Flexible and inclusive employment experiences
- Leadership, advocacy and impact on gender equality social issues

Second, MCCs' advocacy agenda has shaped Australia's national conversation about gender equality. Media coverage has shifted, on both traditional and social media platforms. Action has become a core expectation of Australia's senior leaders. The MCCs express and engage broadly on their disruptive positions on a range of gender-equality related matters.

Finally, and importantly, the MCC strategy has resulted in tangible change and results. Dozens of initiatives have been implemented across MCC organisations – including the Panel Pledge, influential positions on flexible work, everyday sexism, domestic and family violence, gender equality targets and reporting, and gender pay equity. Over eight years, Male Champions of Change has led or supported the mainstreaming of policies and initiatives to advance gender equality.

Progress on MCC actions to improve gender equality and advance more women into leadership positions are recorded in the combined Impact Report (FY2017-18), which can be viewed at [www.malechampionsofchange.com/resources](http://www.malechampionsofchange.com/resources)

MCC organisations report a higher level of action to create the settings considered necessary to advance gender equality when compared to organisations reporting to the Workplace Gender Equality Agency (WGEA).

Action	WGEA Reporting Organisations 2017-18	Male Champions of Change Organisations
Gender equality policy / strategy	75.0%	93.9%
Flexibility policy/strategy	70.7%	80.7%
Pay equity audit completed (and actioned, for MCC)	41.6%	83.0%
Domestic Violence policy/strategy	46.9%	61.9%

Other results for MCC organisations over the 2017-18 year include:

- 68% of MCC members have achieved or improved gender balance in key management personnel since their first MCC report
- 82% of MCC organisations have rates of women's promotions that are either gender balanced or are greater than their representation of women overall
- 57% of MCC organisations achieved gender-balance in their recruitment of women.

## KEY LESSONS

- Remain focused on impactful action and measurable change, and hold yourselves accountable
- Take the time to understand the range of responses to gender equality work, from backlash to buy-in
- Continue to listen and learn.

## NEXT STEPS

The MCC Strategy will continue to evolve and grow in scale as new leaders come on board and collaborations take shape with partners. As the MCCs learn about what can work to improve gender equality, they will continue to share their lessons so that others adopt or adapt this work to accelerate the pace of change. MCC resources, based on lessons learned to date are available on the MCC website, see: [www.malechampionsofchange.com/resources](http://www.malechampionsofchange.com/resources)

## The Panel Pledge



Sarah Buckley  
Leadership Team



Lucy Fisher  
Leadership Team

### THE PROBLEM TO BE SOLVED

Many high-profile conferences, events and taskforces lack gender balance, despite there often being no shortage of qualified women. It is estimated less than 15% of panellists in Australia are women. Less than 12% of experts cited in business newspapers are women.

Such optics have consequences: audiences are given a narrow perspective; when visible role models are male, the absence of women perpetuates the absence of women; women lack profile-building speaking opportunities; and in the rare instances women do present at events, entrenched gender biases often surface, leading to negative experiences for the presenter.

### THE INITIATIVE

The Male Champions of Change, Chief Executive Women and Women's Leadership Institute Australia are committed to calling out imbalances and pushing for improvement. When invited to speak at or participate in a professional forum, as business leaders they pledge to:

- request confirmation of who the other panellists/speakers/participants are, and how gender balance will be achieved
- insist that as a condition of acceptance, they expect women to participate in a meaningful way
- reserve the right to withdraw from the event, even at the last minute, should this not be the case when the speaker list is finalised
- offer names of women from within their organisation or network and, if helpful, point them to resources for support in finding women.

In addition, participants commit to continue highlighting gender balance for forums, actively encourage women's voices and to persevere with these aims rather than accept the usual excuses. For further information about the Panel Pledge, please visit [www.wlia.org.au](http://www.wlia.org.au)

## EVIDENCE THAT THE INITIATIVE WORKED

We have regular anecdotal feedback from male senior executives and politicians who have signed the pledge and now refuse to participate in events that lack true gender diversity. This is creating a significant shift in the representation of women at conferences and events across Australia.

## KEY LESSONS

We have developed a conference accreditation scheme based on a truly holistic assessment of the gender diversity represented at a conference. We will be rolling this scheme out in 2019.



JESUIT SOCIAL SERVICES

TRAINING

## The Men's Project: Modelling Respect and Equality (MoRE)

Michael Fendel | Coordinator – Community Engagement  
and Activation

### THE PROBLEM TO BE SOLVED

The need to challenge rigid and harmful norms and pressures around what it means to be a man (the 'Man Box') has been recognised by experts and research around the world, including from Our Watch, ANROWS, VicHealth and Jesuit Social Services.

A number of programs have emerged to engage men in the prevention of violence against women and children and promote gender equality, including bystander trainings, Respectful Relationships and leadership initiatives. However, we identified the need for a program specifically focussed on issues around masculinity, giving role models in the community the tools and support they require to make a positive change around the culture of masculinity we cultivate as a society.

### THE INITIATIVE

We believe that positive role models – both male and female – in the places where boys and men live, work and meet are crucial. Modelling Respect and Equality (MoRE) recruits, trains and supports role models from across the community who interact with boys and men on a regular basis so they can become influencers for change in their daily lives. MoRE is an experiential and transformative journey to help participants develop their awareness, knowledge, skills and confidence, as well as equipping them with tools and resources and connecting them with a community of practice.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

#### **Lacking participation or 'buy-in'**

By using positive, inclusive language and speaking to each individual's personal journey and development, we have succeeded in attracting a diverse group of male and female participants. Utilising a community activation approach, we specifically target people 'on the fence' who are already aware of the issue but often are unsure of how to act. These participants can then act as 'multipliers', snow-balling the reach of the program.

#### **Time**

People need time to reflect and process this issue together. A short course is not enough. Even after two full days of training, MoRE participants were eager to learn, reflect and discuss further, and to exchange ideas and experiences. We facilitated a community of practice with in-person catch-ups and an online chat group.

### Translating intention into action

MoRE seeks to activate participants' intrinsic motivation. Role models workshop concrete ideas for action as part of the training, make a commitment in front of the group, and are supported to take the first steps soon after the training, affirming learnings and increasing their confidence. Coordinated follow-up sessions aim to hold participants accountable to their commitments.

## EVIDENCE THAT THE INITIATIVE WORKED

Evaluation data collected to date includes:

- Participant survey data, clearly demonstrating increased confidence, knowledge and skills to challenge harmful gender stereotypes and to model and promote respect and equality after participating in the program
- Anecdotal information / case studies of the diverse range of actions participants took post-training, turning intention into action.

## KEY LESSONS

- Change takes time – don't expect a short training alone to change things
- Many people see the need for change but don't know how and where to start. They often feel isolated. Create time and (safe) spaces for people to grapple with the issue together
- Help people take small steps themselves instead of expecting a perfect solution from someone else
- Change cannot be forced. Activate people's intrinsic motivation by taking a positive approach.

## NEXT STEPS

We've been funded to run two rounds of the program. The amount of applications for the second round of MoRE by far exceeds capacity, showing great appetite and need for a program like this.

The Men's Project is seeking funding and opportunities to expand MoRE and reach more people, exploring options to tailor the program to specific cohorts.



CENTRE FOR ETHICAL LEADERSHIP, ORMOND COLLEGE  
AND MELBOURNE SCHOOL OF PSYCHOLOGICAL  
SCIENCES, THE UNIVERSITY OF MELBOURNE

TRAINING

## Recruit Smarter Pilot Program

Michelle Stratemeyer | Associate Lecturer Melbourne School of  
Psychological Sciences, University of Melbourne

### THE PROBLEM TO BE SOLVED

Our key problem to solve was to mitigate the impact of unconscious bias on recruitment decisions. Research has shown that applicant sociodemographic features – such as their gender, ethnicity, country of birth, disability status, or socioeconomic status – can influence their likelihood of being hired. The purpose of this initiative was to evaluate the impact of changing recruitment processes on workplace diversity and inclusion.

The initiative included a set of pilot interventions, focusing on three aspects of hiring:

- a) Targeted recruitment for attracting a diverse pool of job applicants
- b) CV de-identification for removing potentially biasing information
- c) Unconscious bias training for improving understanding and workplace strategies.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

Our biggest challenge to producing this result was ensuring a coordinated level of support from both senior and middle-level management at participating organisations. Without active and ongoing support from both levels of management, we experienced setbacks and difficulties that impacted both the timeline of the research and efficacy of the interventions.

Having adequate support from both senior and middle level management ensured that we could provide comprehensive explanations of the intervention design, purpose, and expected outcomes, manage and control for sources of variance outside of the intervention, and ultimately deliver a comprehensive, accurate, and meaningful change to recruitment processes.

## EVIDENCE THAT THE INITIATIVE WORKED

Across eight organisations, we trialled three interventions: targeted recruitment, CV de-identification, and unconscious bias training. Evaluation utilised both randomised control trials and pre-post experimental designs.

Our results showed that:

- Targeted recruitment of people with disabilities increased the number of applications from the target group, and also improved their progress through the recruitment process
- CV de-identification boosted the shortlisting and hiring success of minority applicants in 3 out of 5 interventions, including improving the success of female job applicants, socioeconomically disadvantaged applicants and applicants born overseas
- Unconscious bias training had a significant, positive impact on self-efficacy and behavioural intentions to support diversity.

## KEY LESSONS

We viewed the initiative as a success, given the range of positive outcomes for improving diversity in the workplace. However, we note the following key lessons:

- Organisations must be made aware that changing recruitment processes can be both time consuming and costly. It is important to adequately support staff in developing new hiring procedures.
- Recruitment involves many stages, such as attraction, shortlisting, interviewing, onboarding and retention. It is critical that organisations identify the recruitment stage at which diversity is being lost, in order to target interventions at the appropriate stage of hiring.
- Long-term data collection and analysis will be a crucial aspect of demonstrating the efficacy of changing these recruitment procedures for the benefit of the organisation. Developing low-effort or passive means of data collection will be critical to assessing the long-term impact of the intervention.

## NEXT STEPS

The initiative was developed as a pilot program to show initial evidence of the importance of improved recruitment practices. We are therefore keen to continue gathering more evidence for the efficacy of these recruitment practices in improving diversity. Some of the key areas we are interested in pursuing include:

- Evaluating the efficacy of these interventions for senior roles (e.g. management and executive roles)
- Testing for the persistence of increased diversity post-intervention
- Designing and implementing further interventions for other recruitment-related processes, such as job interviews and onboarding/induction.



BEHAVIOURAL INSIGHTS TEAM (AUSTRALIA)

## Employer Guide for Reducing the Gender Pay Gap

Dr Iseult Cremen | Associate Advisor

FROM BEST  
PRACTICE TO  
BEST EVIDENCE

### THE INITIATIVE

We worked with the Government Equalities Office (GEO) in the UK to produce evidence-based guidance for employers who want to address their Gender Pay Gap (GPG). We conducted a rigorous review of the evidence on what works to reduce GPG, and presented it in a simple, actionable format for employers to use.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

The biggest barrier in developing our 'what works' guide was the paucity of high-quality evaluations of nearly all the strategies being used to improve gender equality; true even of those routinely used internationally. To overcome this when reviewing the evidence, rather than using a binary 'works' or 'doesn't work' approach, we grouped strategies according to their efficacy. This led to three groups:

- **Effective actions** (actions tested in real-world settings and found to have a positive impact)
- **Promising actions** (actions which require further research to improve the evidence on their effectiveness)
- **Actions with mixed results** (actions shown to sometimes have a positive impact and at other times a negative impact).

### EVIDENCE THAT THE INITIATIVE WORKED

We have evidence that industry bodies and employers are downloading the resource, with a considerable increase in site traffic after the guidance was hosted on GEO's page.

## KEY LESSONS

The key lessons for us related to the ways in which current evaluation data was limited, because this can guide the way that we design and report our own evaluation findings. The main limitations of the research were:

- The complex, multifaceted nature of some of the strategies, meaning we couldn't know which components were effective or ineffective
- The generalisability of findings, since not enough research has been done to understand the contextual factors that might be essential for a strategy to be effective
- The intersectionality of findings, since we found some evidence that, for example, an intervention might work for white women but backfire for women of colour. Very few evaluations collect and analyse data in a fully intersectional way.

## NEXT STEPS

We are now continuing to update this evidence as new studies and evaluations emerge. We are also trialling out a number of promising initiatives to help add to the evidence base.



NSW BEHAVIOURAL INSIGHTS UNIT

## Using Research and Data to Better Target Initiatives to Achieve Gender Equality

Dr Kim Louw | Senior Behavioural Advisor

FROM BEST  
PRACTICE TO  
BEST EVIDENCE

### THE PROBLEM TO BE SOLVED

In 2015, the Premier of NSW set a target to increase the proportion of women represented in senior roles in the Government Sector to 50% by 2025. Since then, women represented in these roles has increased from 33% to 38%. While this increase is an important step towards gender parity, there is still a considerable way to go to reach equal representation. Interventions and pilots to increase gender equality are often designed without a thorough analysis of the barriers and enablers to women within the specific context they are designed to operate. To help address this issue, the Behavioural Insights Unit in the Department of the Premier and Cabinet (BIU) used a combination of quantitative and qualitative research techniques to better target future initiatives.

### THE INITIATIVE

BIU used multiple research methods and a wealth of recruitment data, including:

- Analysing over 1.1 million NSW Government job applications for the previous 5 years covering approximately 23 million data points
- Holding in-depth interviews with 65 male and female employees employed in pipeline and senior leader roles across the public service
- Receiving approximately 500 responses to our survey which we circulated to approximately 2500 people who had applied to pipeline and senior leader roles over a 4-month period.

By using qualitative and quantitative research insights we have been able to identify key enablers and challenges to women in the public service. Looking at an aggregate level across the NSW public service, when women apply for roles, they are significantly more likely to be successful compared with men. This was demonstrated at every employment level, from the most senior roles to the most junior. In addition, our research showed that the clear majority of women (75.5%) were interested in applying for more senior roles in the next five years.

The research points to 3 key challenges for women in the public service, women:

- Report more barriers to career progression
- Apply less frequently for roles
- Are more likely to doubt their skills and chances of getting roles.

By using these research insights we were able to better target initiatives that focussed on growing the proportion of women applying for roles at senior levels using behavioural science principles.

## GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

The scale of the research undertaken in this initiative presented several challenges to overcome. For example, in order to analyse 23 million data points we needed to invest in faster computers. We also found that the process of combining different sources of information (e.g. qualitative information from interviews and surveys with administrative data) can be challenging. Overcoming these issues can often involve creative solutions but ultimately the value gained from this level of analysis is worth the time spent.

## EVIDENCE THAT THE INITIATIVE WORKED

Based on the research, we have been able to inform several policy directions. This includes developing behaviourally-informed interventions that encourage women to apply for senior leadership positions which are currently being piloted in NSW.

## KEY LESSONS

Although using a data and evidence-driven approach can be complex, it has ultimately ensured that the areas presenting the greatest barriers to women have been prioritised first.

## NEXT STEPS

We will continue to use the research conducted as part of this initiative to design and implement behaviourally informed strategies to contribute to the broader effort to reach the Premier's Priority of equal representation of men and women in senior leadership roles in the NSW Government Sector. Our approach will also allow us to rigorously test what works so that we can build the evidence-base of effective strategies to increase the representation of women in senior leadership roles.



GRIFFITH UNIVERSITY

## Social Norms and Diversity Hiring

Andreas Leibbrandt | Professor

DE-BIASING  
PROCEDURES

### THE PROBLEM TO BE SOLVED

Existing company recruitment data shows that diverse applicants are disadvantaged throughout the hiring process. The data also shows that the gender of the hiring manager plays an important role in who is ultimately hired: female managers are significantly more likely to extend offers to female applicants while male managers are marginally more likely to extend offers to male applicants.

### THE INITIATIVE

We used social norms to raise awareness and increase diverse hires. Hiring managers in a large Fortune 500 company took part in a natural field experiment. They were randomised into different treatments which differed with regards to the information hiring managers had access to in the offer stage. More precisely, some hiring managers had access to peer hiring records detailing how frequently diverse candidates were hired.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

This is a research project with multiple challenges including logistical hurdles, data privacy concerns, and workload to conduct the trial.

Logistical hurdles were tackled through high-frequency communication. Data privacy concerns were mitigated through key persons in the organisation and signing of NDAs. Work load was minimised through automatising as many processes as possible and researchers taking over as many tasks as possible.

### EVIDENCE THAT THE INITIATIVE WORKED

Preliminary analysis suggests that there are treatment effects and that social norms can be a useful tool to increase diverse hires.

## KEY LESSONS

Expectation setting on the researcher and corporate side is key. This project, and comparable projects, contains lots of moving parts and takes time to design, conduct and analyse. There are no quick and easy wins. However, the project will eventually deliver hard-data and rigorous first evidence on whether and why a certain tool functioned.

## NEXT STEPS

The initiative is still ongoing and has recently been extended to generate more data to provide data interpretations with confidence.

## Recruit Smarter



Kate Phillips  
A/Manager



Daniel Feher  
Principal Policy  
Adviser

## THE PROBLEM TO BE SOLVED

CV de-identification is an effective means of increasing equitable opportunity in recruitment processes. However, implementing this capability requires not only well-thought out systems and user-centred process design, but clear strategic communications about the evidence of the benefits of this technique to build understanding and awareness, and counter misinformation and misunderstanding.

## THE INITIATIVE

Recruit Smarter used field trials across public, private and not-for-profit sectors including curriculum vitae (CV) de-identification.

## EVIDENCE THAT THE INITIATIVE WORKED

Following CV de-identification:

- Overseas born jobseekers were 8 percent more likely to be shortlisted
- Women were 8 percent more likely to be hired
- Persons living in lower socioeconomic suburbs were 9.4 percent more likely to be shortlisted and hired.

GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE  
AND HOW THEY WERE OVERCOME

Challenges experienced with the CV de-identification trial included:

**'It's not exactly user-friendly...'**

- Users experienced frustration and 'form fatigue' filling out an application form that appeared as though it would never end.
  - Better system design to show progress can help alleviate this issue.

- Users experienced frustration from having to input fields that were already in their resume, which they were advised they could attach at the end.
  - Better system design to avoid making applicants duplicate information and clearer directions would help alleviate this issue.
- Human Resources (HR) described having to manually print off and redact CVs because of system limitations and design issues that did not allow for this. There were also challenges around effective data collection, which meant that HR staff had to spend a significant amount of time cleaning data before it could be sent to researchers.
  - Better system design focused on both intuitive user experience at the front end and also efficient, data focused capabilities at the back end would help alleviate these issues.

### **'I thought CV de-identification backfired?'**

- Mixed research evidence has led some stakeholders to discount CV de-identification as a technique to improve gender equality. A nuanced understanding of existing research is difficult to communicate clearly to broad audiences.
  - Targeted stakeholder engagement to explain different research techniques (e.g. framed field vs field experiments) and current evidence on the effectiveness of CV de-identification to reduce gender bias would help counter misunderstanding.

### **'I agree with the de-identification, but...'**

- Hiring managers and panels who supported de-identification still felt the uniform application generated by the system was 'too bland' and 'did not give enough of a sense about the applicant' to make a decision. The aim of this approach was to remove issues such as formatting and other differences in style and expression between resumes that were irrelevant to suitability for the role.
  - System design that acts like a virtual black marker that can redact key information could help alleviate this.
  - There is also a need to educate even hiring panels that are supportive of blind recruitment about its purpose and value.

## KEY LESSONS

- Focus on user experience design and testing on both processes and their underlying systems, both at the back and front end
- Focus on key messaging to target audiences such as applicants and hiring managers about the benefits of de-identification.

## NEXT STEPS

The Victorian Government is reviewing the findings from Recruit Smarter to determine how they can inform its recruiting practices.



VICHEALTH

## De-biasing Language in Job Advertisements Trial

Nithya Solomon | Executive Lead - Innovation Office

DE-BIASING  
PROCEDURES

### THE PROBLEM TO BE SOLVED

Australia has historically had high levels of occupational gender segregation. Research shows that while most of us would agree that gender discrimination in the workforce is wrong, men and women are not treated equally in hiring decisions, job evaluations and leadership positions. Uncovering unconscious bias is the first step to eliminating them, however changing HR and hiring practices can be time-consuming and difficult for organisations.

### THE INITIATIVE

A range of global literature has linked the gendered nature of language in job ads and communications to the gender balance of prospective candidates. Many companies internationally are using predictive language technology to de-bias their job advertisements and communications. The purpose of this trial was to test, in Victoria, the impact of purging gendered language from a job ad on the gender balance of the applicant pool. Rewording a job advertisement is a relatively easy action for an organisation to take as it doesn't require any changes to existing processes or policies. This trial was formally included in the Victorian Government's Recruit Smarter initiative and was also offered to other organisations.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

The biggest challenges related to receiving ethics approval to collect evidence in the most rigorous way.

- The Ethics committee required several modifications, which were actionable however made it more complicated for organisations to take part.
- The committee ruled against the original RCT design, on the basis that having a control and treatment version of the same ad in field could unfairly influence the trajectory of a candidate's career. The trial was modified to a 'difference-in-difference' approach, where data was collected on previous listings of the same ad as well as the ad that would be in field. This change limited the number of organisations who could participate based on the ability to meet the historical information needs.

The use of gender decoders has become increasingly normal for Australian organisations. With many organisations already de-biasing job advertisements, it was difficult to obtain a true baseline (i.e. from a time when no attempt was made to de-bias job ads) which in turn impacted our ability to demonstrate an effect size for this trial.

## EVIDENCE THAT THE INITIATIVE WORKED

What worked about this trial was that is offered an easy way (de-biasing job ads) to start the journey of converting intention (addressing unconscious bias in recruitment/increasing gender diversity in the workforce) into action. We very quickly recruited over 20 organisations to participate in the trial. The simplicity of the original approach was attractive, and the trial was also added to the Victorian Government's Recruit Smarter initiative where it was one of the more subscribed options of the various approaches offered. This validated our assumptions that organisations were ready for action but required easily implementable solutions.

## KEY LESSONS

Gain ethics approval first before recruiting trial partners for time-sensitive business processes. Ethics approvals may take longer than expected and also require significant changes to your proposed trial design. HR departments are dynamic and fast-paced environments that may not be able to afford to wait for research activities.



VICHEALTH

## Quick Wins for Sporting Clubs

Nithya Solomon | Executive Lead - Innovation Office

DE-BIASING  
PROCEDURES

### THE PROBLEM TO BE SOLVED

Women and girls face disproportionate barriers to being physically active. Sporting clubs, grassroots and community organisations are looking for effective ways to address this issue. However, they aren't always resourced to be able to access 'state-of-the-art' information or to implement these solutions.

### THE INITIATIVE

Initially we were keen to explore the ways that self-assessments and gender audit tools could be used to improve the participation and leadership of women and girls in sport and recreation. We considered drawing on the experience of organisations like EDGE, a globally recognised standard certifying best company practices to achieve gender equality. What if a 'light touch' version of such a tool could be made available to smaller organisations?

The Quick Wins Checklist for Sports presents 10, low-cost, sophisticated, evidence-based solutions in a poster that can literally be read in 2 minutes. It invites reflection on existing practice as a prompt for generating ideas on future strategies to consider.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

There was a level of apprehension with resources described as 'audits' or 'assessments' and fatigue with resources described as 'toolkits'. So, we called it a 'checklist' instead which has proven far more palatable.

An issue raised early on was that small, volunteer-based organisations would struggle to free up time to consume a resource that looked lengthy or technically complex. To address this, we designed the 'Quick Wins Checklist' as 10 yes/no questions that fit on one page and can be read quickly and easily.

With limited resources, clubs are typically reluctant to participate in trials. To encourage participation in testing the resource, the Checklist was sent to 318 VicHealth Active Club Grant recipients in November 2017 and again in June 2018. Clubs were offered a prize incentive to complete the survey.

## EVIDENCE THAT THE INITIATIVE WORKED

The questions in the Checklist are a selection of 'what works' strategies that are themselves backed by an evidence base. They are aligned with some of the most advanced and cutting-edge global thinking in gender equality, and represent our Leading Thinkers Professor Iris Bohnet's and Dr Jeni Klugman's top picks to help sporting clubs achieve gender equality.

Demand and interest for seeing or using the Checklist is high, from both small and large organisations. The Regional Sporting Assemblies, with which VicHealth works, have expressed interest in using the Checklist to inspire action among the clubs in their network. This tells us that a range of stakeholders view this type of resource as helpful in converting intention to action.

The Checklist is in pilot phase so it is too early to have built evidence on its success in achieving gender participation objectives in Victoria.

## KEY LESSONS

**Make it easy for others to take action:** find ways to remove perceived or actual friction (i.e. 'It's too hard', 'It's too expensive', 'We don't have the time, 'I don't understand the jargon') and take the time to put yourself in their shoes to anticipate what these potential objections might be, so you can design accordingly.

**Think like a marketer:** How can you make the experience of interacting with your ideas and knowledge (your 'products') as enjoyable as possible?

**Less is more:** The demand for good quality information is high; the time available to consume it is low. How can you package up critical knowledge for attention spans as low as 2-3 minutes?

## NEXT STEPS

- Implementation by 9 Regional Sporting Assemblies, targeting use by 15 clubs per year for 3 years.
- Other next steps suggested include:
  - Making the Checklist available for more general use
  - Creating a more general version that is not specific to sports.



DEPARTMENT OF TREASURY AND FINANCE

## Recruit Smarter

Rachel Tulia | Head of People and Culture

DE-BIASING  
PROCEDURES

### THE PROBLEM TO BE SOLVED

Research indicates that jobseekers from diverse backgrounds face barriers in finding work. This can be linked to unconscious bias in recruitment practices.

Recruit Smarter is a Victorian Government initiative aimed at targeting unconscious bias in recruitment processes. Bias is often founded on pre-existing social stereotypes and mindsets and can lead to an individual's unique skillset being overlooked.

### THE INITIATIVE

Recruit Smarter was a two-year multi-sector strategic research initiative of the Victorian Government, in partnership with the Centre for Ethical Leadership (CEL), to address unconscious bias in recruitment and to explore inclusive recruitment practices.

Four pilot interventions, targeted advertising, CV de-identification, unconscious bias training and de-biasing language in advertisements, were trialled across participating organisations.

The Department of Treasury and Finance (DTF) participated in two of the interventions; CV de-identification and unconscious bias training.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

The greatest challenge DTF faced in implementing the CV de-identification initiative was the technology limitations of the recruitment system. This issue led to People and Culture conducting the de-identification process manually.

A slow uptake and low completion rates of unconscious bias training were a challenge. This led to People and Culture having to supplement the communication campaign with individual follow ups.

## EVIDENCE THAT THE INITIATIVE WORKED

For DTF, the CV de-identification initiative led to a reduction in the hiring gap between men and women, with the likelihood of women being short-listed improving by eight per cent when their gender was de-identified in their CV.

The unconscious bias training improved self-efficacy and the behavioural intentions for diversity-supportive behaviour.

## KEY LESSONS

The most important lesson for DTF has been that you need to try new initiatives even if they don't work as well as expected, because the benefits outweigh the challenges.

For DTF, the participation in Recruit Smarter has generated increased engagement, support and discussion by staff about the issue of diversity and inclusion. Awareness about the issue has been raised, scepticism about the interventions has been reduced and the motivation to do more has increased.

Being part of Recruit Smarter provided unexpected additional benefits which were the ability to frame participation as a learning experience, the academic rigour provided by partnering with CEL increased the credibility of the interventions, the time it took allowed the conversations amongst staff to occur over a reasonable period and DTF benefited from the learnings of the other participating organisations.

It is important to ensure careful planning takes place, particularly regarding understanding the limitations of technology systems and the time commitment required of People and Culture.

## NEXT STEPS

DTF will consider a review of the technology system to support further CV de-identification trials.

DTF will roll out unconscious bias training for all hiring managers.



THE UNIVERSITY OF SYDNEY

## Revealing the Existence of Bias in Teaching Evaluations

Marian Vidal-Fernandez | University of Sydney  
Life Course Centre and IZA Fellow

DE-BIASING  
PROCEDURES

### THE PROBLEM TO BE SOLVED

There is evidence that unconscious bias affects students' evaluations of their lecturers. Student evaluations are important because they are taken into account in awards and promotion applications. To a certain extent it is necessary to ensure minimum standards by lecturers, however, it is questionable that these evaluations are precise measures of teaching excellence. In great part, this is due to the fact that it is hard to avoid the bias by students and also because lecturers can take them as 'popularity contests' and manipulate assessment tools and activities to increase ratings. Similar situations might arise in customer evaluation surveys.

In a recent work by Braga, Paccagnella and Pellizari (2014) they find that student evaluations can actually inversely predict the quality of teachers. That is, if we measure a professor's quality by the subsequent performance of students in following subjects when they have been randomly allocated to different professors in the same first year mandatory subject. This is relevant as higher grades imply higher graduate salaries. Secondly, the higher the grade of the student, the higher the professor's evaluation. The bias is reduced with a student's initial ability (grades in high school). In addition, bias is largely known to be higher for females, young and among non-native professors.

### THE INITIATIVE

In my large first year Econ1001 class I reminded students to fill in the course evaluation when sending emails during the weeks that the evaluation was available. In doing so, I also provided them with a short explanation of unconscious bias and the scientific evidence in regards to gender bias in student evaluations of teachers.

The exact message read as follows:

*"I would really appreciate it if you could kindly complete the course survey at XYZ. Your feedback is really important, particularly to evaluate the value of course innovations.*

*When doing so, please be aware of unconscious biases we all have (me included, they are unconscious!), we just need to become aware of them. To learn more see: [students were directed to an online resource].*

*Thanks for your help!*

*Marian"*

In retrospect, I think that this coming year I would add some additional information about the most recent work or maybe even an exercise on bias.

## GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

The greatest challenges are to evaluate the effects of this policy and to edit the nudge intervention in order to determine the best way to provide the information so that it best reduces the bias.

## EVIDENCE THAT THE INITIATIVE WORKED

The nature of the intervention did not allow for evaluation. However, I did get quite a few email responses (mostly from female students) thanking me for the information. They were unaware of the concept of unconscious bias and found it interesting and many stated that they would try to become conscious about unconscious bias.

## KEY LESSONS

It is best to tailor the information to the language and context that the reader will be most familiar with.

## NEXT STEPS

I plan to edit the exercise with more information and even a case study and possibly bring this experience to a lab experiment. A possible solution would be to introduce exams designed by a lecturer who is not the grader, at least in first year courses. This however is likely to encounter some resistance by university lecturers.



WOMEN'S HEALTH VICTORIA

## Take a Stand

Mischa Barr | Policy & Health Promotion Manager

INCLUSIVE  
PRACTICES

### THE PROBLEM TO BE SOLVED

Take a Stand (TAS) aims to partner with workplaces to prevent violence against women by influencing change at both an individual and organisational level, recognising that workplaces play a significant role in influencing the behaviour of individuals and groups.

### THE INITIATIVE

Drawing on the positive bystander model and social norms theory, TAS was Australia's first whole-of-workplace program for the prevention of violence against women. Developed and piloted by Women's Health Victoria between 2007 and 2011 with funding from VicHealth, TAS aims to engage organisational leadership, assist workplaces to support employees who may be experiencing violence, and train staff in active bystander approaches to prevent violence against women before it occurs. The training component provides participants with the knowledge, confidence and practical tools to challenge the attitudes and behaviours that drive violence against women.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

We have captured our practice learnings from delivering TAS in our Knowledge Paper, *Working with Workplaces: Challenges and opportunities for workplace violence prevention and bystander programs*. This paper can be accessed online at [www.whv.org.au](http://www.whv.org.au). For the purposes of this forum, we have highlighted four key challenges that address the 'solution themes':

#### 1. Responding to 'backlash' against gendered messages:

- Use strategies such as drawing the links between masculinity and violence and articulating the benefits of gender equality
- Ensure workplace leaders communicate clear messages of support for the program.

#### 2. Being inclusive of all experiences of family violence while focusing on violence against women:

- Revisit the evidence on the prevalence, nature and drivers of violence against women
- Acknowledge diverse experiences of victimisation and perpetration
- Identify commonalities among these experiences
- Emphasise that bystander strategies can be applied to any form of discriminatory behaviour.

### 3. Acknowledging unequal power in the workplace as a barrier to bystander action:

- Support managers to take the lead, recognising their greater power and influence
- Assist workplaces to create supportive environments for bystander action
- Encourage bystanders to consider a range of possible actions that feel safe.

### 4. Engaging men without reinforcing traditional masculine norms:

- Avoid language associating bystander action with masculine power or privilege or with 'protecting' women
- Include personal stories to encourage an open and self-reflective approach to learning
- Balance the input of male and female co-facilitators and provide opportunities for facilitators to discuss gender issues in facilitation.

Measuring the long-term impact of the program on attitudes and behaviours has been an ongoing challenge, particularly in terms of maintaining engagement with workplaces after the conclusion of the initial program.

## EVIDENCE THAT THE INITIATIVE WORKED

Program evaluations undertaken by WHV and licensed TAS partner agencies (Women's Health Loddon Mallee and Women's Health Barwon South West) have drawn on:

- Pre- and post-training survey feedback from participants
- Post-training feedback from facilitators
- Focus groups with key informants within client workplaces.

Delivered to over 4500 employees at more than 25 workplaces across Victoria since 2011, TAS has been shown to increase employees':

- understanding that violence against women is driven by gender inequality and of the links between everyday sexism and violence against women
- confidence to discuss sexual harassment/family violence with colleagues and managers
- confidence to speak up against attitudes and behaviours that support violence against women.

## KEY LESSONS

In addition to the information above about overcoming key challenges, key lessons include:

- Training and other behavioural interventions are not 'quick fixes' and must be accompanied by structural and cultural change. Organisational leadership is key.
- Stories have a stronger impact than statistics (WHV has since developed a popular Masterclass in utilising storytelling techniques to communicate the drivers of violence against women. See [www.whv.org.au](http://www.whv.org.au) for more details).
- Preparing facilitators – and training participants – for resistance is critical, and there is scope for innovative thinking in how to engage resisters without colluding or diluting key (gendered) messages.

## NEXT STEPS

We intend to promote TAS in 2019 to a broad range of potential client workplaces. We continue to seek funding to subsidise program delivery costs for small and not-for-profit organisations. We are also exploring opportunities to develop a Train-the-Trainer model for individual facilitators.



THE UNIVERSITY OF MELBOURNE AND  
MONASH UNIVERSITY

INCLUSIVE  
PRACTICES

## Leadership Selection: Can Changing the Default Break the Glass Ceiling?

Nisvan Erkal | Professor of Economics

### THE PROBLEM TO BE SOLVED

Despite the effort and public attention directed toward breaking the glass ceiling, the proportion of women in leadership positions remains disappointingly low. We study how women's willingness to participate in leadership selection can be increased.

### THE INITIATIVE

We investigated whether changing the default in leadership selection can close the observed gender gaps in leadership. Our hypothesis was that the conventional approach of using an opt-in mechanism, where potential candidates have to put their hands up and actively choose to indicate an interest in the leadership position, may contribute to the gender gap observed in leadership positions. We conjectured that switching to an opt-out mechanism, where the default is that all qualified individuals are considered for the leadership position, can effectively reduce the gap.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

We faced several challenges in the design of the experiments we used to test our hypotheses.

First, our conjecture was that the presence of a gender gap in leadership may depend on the type of incentive structures that characterise leadership positions. Using a simple theoretical framework, we showed that potential gender differences in either preferences for competition or preferences for leadership can lead to a gender gap in participation decisions. Hence, we designed three different leadership scenarios based on three key motivations: monetary incentives, personal satisfaction, and altruism.

Second, we had to understand how the opt-in mechanism contributes to the creation of a gender gap in leadership selection. Hence, we designed treatments to test whether the opt-in mechanism still results in a gender gap in participation if leaders are not selected through a competitive process.

Third, it was important to understand whether an opt-out mechanism would be accepted. Does the prevalence of the opt-in mechanism in society imply that there is a strong distaste for the opt-out mechanism? To answer this question, we conducted a follow-up study to examine individuals' perceptions of the two mechanisms.

## EVIDENCE THAT THE INITIATIVE WORKED

Our results suggest that when there is a gender gap in leadership participation under the opt-in mechanism, the opt-out mechanism can help reduce the gap. Additional treatments conducted suggest that the competitiveness of the selection process plays an important role in the gender gap created under the opt-in mechanism. When given a choice between the opt-in and opt-out mechanisms, individuals are equally likely to choose either one.

## KEY LESSONS

The mechanisms used in leadership selection can have unintended effects and contribute to the creation of gender gaps in leadership positions. The opt-out mechanism can be an effective and feasible way to break the glass ceiling in leadership.

## NEXT STEPS

While implementing an opt-out mechanism in the field, additional issues may need to be considered. For example, transaction costs may be higher with an opt-out mechanism. Depending on the context, employees may find the opt-out mechanism easier or harder to deal with. Hence, exploring the suitability and potential of the opt-out mechanism in the field is the next step in our project.



VICHEALTH

## This Girl Can – Victoria

Stefan Grun | Executive Manager – Marketing & Communications

INCLUSIVE  
PRACTICES

### THE PROBLEM TO BE SOLVED

Half of Australian women (50%) don't exercise enough, with one in five women doing no physical activity in a typical week. Women also participate less than men in physical activity and sport.

VicHealth research in 2016 showed that a fear of judgement stops women from being physically active. A staggering 52% of Victorian women worried about being judged while exercising, and for 41% this fear of embarrassment was so bad it stopped them from getting active.

### THE INITIATIVE

This Girl Can – Victoria aims to smash old-fashioned stereotypes about what women can and can't do in sport, in the gym and in their neighbourhoods. It aims to motivate and inspire women to get out there and be active regardless of their background, ability, age or body shape.

The campaign doesn't feature any models or actors, just everyday women getting active however, wherever and whenever they choose.

Year One of the campaign launched in March 2018, with a comprehensive social marketing approach, including state-wide mass media advertising, stakeholder engagement, funded sports partnerships and a thorough evaluation approach.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

One of the major challenges for this campaign is to stimulate environmental change throughout the sport sector and physical activity industry. Because when women decide to get back into a sport or try something new, that needs to be a positive experience, or they'll never try again.

Which is why we have taken a comprehensive, integrated approach which includes funding to sporting organisations and resources for physical activity providers.

## EVIDENCE THAT THE INITIATIVE WORKED

The project evaluation encompassed process, impact and outcome evaluation, and included qualitative and quantitative methods. VicHealth appointed the Centre for Sport and Social Impact at La Trobe University to evaluate the campaign.

Key evaluation elements included:

- **Quantitative research:** Campaign impact and outcomes were assessed via an online survey of the target audience. Year One campaign results were based on matched sample responses of 2,000 women (who completed both the pre and post campaign surveys).
- **Qualitative research:** In-depth phone interviews with 40 women, to explore emerging themes.

Key results:

- More than **285,000 Victorian women were more active** after seeing the campaign (this is 1 in 7 women)
- **Over three quarters of women** who have seen the ad believe it helped women **feel more confident** getting active
- **17% of women who saw the ad** started a new sport or physical activity or returned to exercise after taking a break
- **37% of culturally diverse women** got active as a result of seeing the ad compared with 32% of the broader community.

## KEY LESSONS

### Campaign planning

Taking the time at the beginning of the project to undertake thorough planning (including use of behavioural theory and development of clear objectives and a program logic) was critical to ensure a strong foundation for the campaign. Likewise, establishing an evaluation plan early on was essential to ensure we could effectively measure impact.

### Ambassadors

Using everyday, diverse women as our campaign ambassadors (instead of actors, models or athletes) was critical to success. The women and their stories helped to drive campaign relevance as well as social media engagement, PR, stakeholder and partner engagement.

## NEXT STEPS

The aim for Year Two is to look for opportunities to improve campaign performance – without the need for any major changes.

Year Two of the campaign will launch with TV advertising from 3 March 2019. Key improvements and changes for Year Two are outlined below:

### **Creative**

Minor edits are being made to ensure greater impact, particularly in the social/digital space. Edits will include:

- Shorter (6 second) edits of the TV ad
- Shorter (<15 second) edits of the ambassador videos

### **Paid media**

Several improvements are being made to the paid media schedule, including:

- Improving social targeting so the advertising is more relevant to viewers
- Moving to an 'always on' approach to social media (from December to June)

### **Stakeholder engagement**

A major new element for the 2019 campaign is the introduction of This Girl Can Week, which will run from 18-24 March. This will provide Campaign Supporters an opportunity to offer free/low-cost beginner or introductory classes to help encourage more women to get involved.



BEHAVIOURAL INSIGHTS TEAM (AUSTRALIA)

## Encouraging Bystander Action

Dr Nicky Quinn | Senior Advisor

INCLUSIVE  
PRACTICES

### THE PROBLEM TO BE SOLVED

Bystanders to sexism and sexual harassment hold key positions of influence in changing community norms around gender, and hence in reducing gender inequality. Despite this, the majority of bystanders do not take action after witnessing, or hearing about, sexist and harassing incidents.

### THE INITIATIVE

In partnership with VicHealth and the Office for Women, this project aims to: strengthen the population's ability to be active bystanders against sexual harassment and gender discrimination, increase the capacity of settings and sectors to deliver good-practice bystander initiatives, and contribute to the evidence base on encouraging bystander action.

### GREATEST CHALLENGES IN IMPLEMENTING THIS INITIATIVE AND HOW THEY WERE OVERCOME

The biggest barrier or challenge to overcome is the complexity of bystander behaviour, and the number of psychological and social barriers an individual may face prior to taking action.

The likelihood that someone will intervene after witnessing (or hearing about) sexism or sexual harassment, and that their intervention will have a positive effect, can be affected by a range of factors. These factors include, among others, the relationship of the bystander to the victim and perpetrator, the incident's severity, the self-efficacy of the bystander, and whether the victim appears to want help.

When these factors are unsupportive of bystander action (for example, when the victim is a stranger or doesn't appear to want help, or when the incident is less severe), they can be powerful barriers to bystander action. Simply training an individual to identify sexism and sexual harassment, as well as an action they can take, is not be enough to overcome these complex barriers. However, many current bystander training programs assume that simply providing this information will lead to action.

To overcome this challenge, we looked to environmental solutions (such as making reporting easier) and methods of supporting individuals (using commitment devices) to traverse the intention-action gap.

### EVIDENCE THAT THE INITIATIVE WORKED

We are currently trialling out these initiatives in the field.

## KEY LESSONS

We would advise that others considering introducing bystander initiatives:

- Make sure the bystander initiative is just one aspect of a more comprehensive approach to promoting gender equality, and that other policies and processes important for bystander action (including resolution methods, reporting systems, and data capture for gender equality) exist.
- Evaluate whether the initiative has changed behaviour, and changed outcomes for women in the organisation.

## NEXT STEPS

We are releasing guidance on bystander initiatives based on the behavioural sciences literature in 2019, as well reporting results for our two university trials.



For more information visit

[WWW.SIXFOLDGROUP.COM.AU](http://WWW.SIXFOLDGROUP.COM.AU)