

INSTITUTE FOR GENDER AND THE ECONOMY

INDUSTRY PARTNER WORKSHOP

FEBRUARY 28, 2018

Let's change the conversation...

The Institute for Gender and the Economy (GATE) at the Rotman School of Management promotes an understanding of gender inequalities and how they can be remedied – by people of all genders – in the world of business and, more broadly, in the economy.

Using rigorous research to change the conversation requires the whole community to be engaged in that conversation. Community engagement through partnership creates an opportunity for exponential impact – our partners are front-runners in creating, leading, and managing change and are motivated and ready to drive lasting disruption in gender equality.

DIVERSITY IS COUNTING.
INCLUSION IS ELEVATING ALL OF
THE VOICES IN THE ROOM.

INCLUSION IS ALLOWING
EVERYONE TO ACTUALIZE THROUGH PRACTICE.

Sarah Kaplan
Director, Institute for Gender and the Economy

We want to work with you.

In the opening remarks, Tiff Macklem, Dean of the Rotman School of Management, and Sarah Kaplan, Director of GATE, **emphasized why we need to work with you, our Industry Partners, to change the conversation on gender equality.**

Here are a few reasons:

- Great academic research needs access to internal, organizational data.
- Innovative companies are fantastic testing grounds for new research insights.
- Businesses are experimental and move quickly, and are thus an integral part of finding innovative solutions to gender issues.

KEY INSIGHTS FROM OUR RESEARCHERS & PARTNERS

Hiring Practices & Processes

- Job applicants are less likely to engage in “resume whitening” if employers present themselves as valuing diversity.
- However, all employers (even those with diversity statements) demonstrate bias against black and Asian applicants.
- Female applicants also avoid “feminine cues” on job applications when applying to male-dominated fields.
- Ironically, both of these actions by minority candidates result in some form of “backlash.”

Gender Wage Gap

- Why have we stalemated in closing the gender wage gap?
- Much of the remaining gap comes from career or job switching by women after their first child.
- Existing job designs make it difficult for women to retain their careers given that we expect them to do the bulk of the child care.
- Where jobs are redesigned to be more standardized, e.g., in pharmacy, the wage gap disappears.

Ratings & Evaluation Systems

- Female teachers receive lower ratings on evaluations - why? Does this apply to corporations?
- When the rating scale was altered from a 10-point to a 6-point scale, there was a positive change in how women were rated.
- Organizations can run their own experiments with different rating systems to see if they result in differences for male and female employees.

CEO Characteristics

- Do the early life experiences of a CEO contribute to the corporate gender gap?
- CEOs with greater gender imbalance in their formative years, are: 1) less likely to hire female division managers, 2) less likely to pay them competitively, 3) less likely to allocate them capital, and 4) less likely to promote them.

Business Case for Diversity

- What is the state of the art on the business case for diversity?
- Meta-analysis of more than 100 studies shows little or no correlation between women on boards or in leadership and firm performance.
- Of note: there is not a negative effect of increasing diversity; likely the lack of overall increases in performance has to do with a lack of inclusion to match the increases in diversity.

Curb-Cut Effect

- What is the “business case” for hiring individuals with disabilities? How can we challenge “paternalistic” preconceptions about disability?
- Curb cuts help wheelchairs navigate streets but they end up helping many others.
- Can we use the “curb-cut” metaphor to understand how managing for disability can benefit the firms?

Become an Industry Partner by emailing us at gendereconomy@rotman.utoronto.ca or visiting gendereconomy.org/community