## De-biasing Job Advertisements

Language in job advertisements can signal what kind of applicant the organization is looking for (traits, behaviors) \& affect whether a person thinks they are a good fit for the position. ${ }^{1,13,14}$

This is important in Science, Technology, Engineering \& Mathematics (STEM) fields where women are generally underrepresented, ${ }^{2}$ \& hold fewer senior leadership positions. ${ }^{3}$

Job ads for male-dominated jobs tend to use more stereotypically masculine language, which makes women feel that they don't belong. ${ }^{4}$

When women apply for these types of jobs, they may attempt to correct for their feeling of lack of fit by downplaying feminine language in cover letters, which Work with us can make them less likely to get the position. ${ }^{7}$ They also may expect the hiring process to be biased against them. ${ }^{5.6}$

Masculine language in job postings can perpetuate \& sustain gender segregation in jobs, \& keep women out of male-dominated fields.

## Effects of Language Use in Job Ads

Results from 3 studies on $575+$ job ads \& 30,000+ applicants, an in-organization experiment, \& a lab experiment¹


- More women apply to ads with less masculine language ${ }^{1,13,15}$
- Bigger effect on lower-level jobs (e.g., entry level)

- Immediate increase in proportion of women applicants
- No decrease in men applying
- General increase in applications; could signal it was a more inclusive ad for everyone

- Shifting to feminine language can be heavy-handed, but could unintentionally change job responsibilities
- No noticeable effect on number of women applying in this data

The impact of de-biasing job ads may go beyond attracting more women to apply, \& attract a wider variety of men to positions.

Changing job ads is one step in diversifying organizations; implement with other interventions like:

## Assessing

 applicants jointly (look at more than one at once) ${ }^{1}$

Note there is a difference between diversity efforts that increase representation numerically, \& inclusion efforts that strive to retain \& support underrepresented workers.

## References

1. He, J.C., \& Kang, S. K. (under review). Identities between the lines: Re-aligning gender and professional identities by altering job advertisement language attracts more female applicants.
2. Landivar, L. C. (2013). Disparities in STEM employment by sex, race, and Hispanic origin American community survey reports. https://www.census.gov/prod/2013pubs/acs-24.pdf
3. Catalyst. (2017). Women in the workforce: Canada | Catalyst. http://www.catalyst.org/knowledge/women-workforce-canada
4. Gaucher, D., Friesen, J., \& Kay, A. C. (2011). Evidence that gendered wording in job advertisements exists and sustains gender inequality. Journal of Personality and Social Psychology, 101(1), 109-128. doi:10.1037/a0022530
5. Brands, R. A., \& Fernandez-Mateo, I. (2017). Leaning out: How negative recruitment experiences shape women's decisions to compete for executive roles. Administrative Science Quarterly, 62(3), 405-442. doi:10.1177/0001839216682728
6. Fernandez-Mateo, I., \& Fernandez, R. M. (2016). Bending the pipeline? Executive search and gender inequality in hiring for top management jobs. Management Science, 62(12), 3636-3655. doi:10.1287/mnsc. 2015.2315
7. He, J. C. \& Kang, S. K. (forthcoming). Covering in cover letters: Gender and self-presentation in job applications. Forthcoming at Academy of Management Journal.
8. Bem, S. L. (1974). The measurement of psychological androgyny. Journal of Consulting and Clinical Psychology, 42(2), 1-5. https://pdfs.semanticscholar.org/55e1/14e068e0f4f30c8503e9bfeb43b9f697f591.pdf
9. Hoffman, C., \& Hurst, N. (1990). Gender stereotypes: Perception or rationalization? Journal of Personality and Social Psychology, 58(2), 197-208. doi:10.1037/0022-3514.58.2.197
10. Schullo, S. A., \& Alperson, B. L. (1984). Interpersonal phenomenology as a function of sexual orientation, sex, sentiment, and trait categories in long-term dyadic relationships. Journal of Personality and Social Psychology, 47(5), 983-1002.
11. Bohnet, I., van Geen, A., \& Bazerman, M. (2016). When performance trumps gender bias: Joint vs. separate evaluation. Management Science, 62(5), 1225-1234. doi:10.1287/mnsc. 2015.2186
12. Chang, E. H., Kirgios, E. L., Rai, A., \& Milkman, K. L. (2020). The isolated choice effect and its implications for gender diversity in organizations. Management Science, 66(6), 2291-2799.
13. Heilman, M. E. (1983). Sex bias in work settings: The lack of fit model. Research in Organizational Behavior, 5, 269-298. http://psycnet.apa.org/record/1984-10927-001
14. Eagly, A. H., \& Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. Psychological Review, 109(3), 573-598. http://www.ncbi.nlm.nih.gov/pubmed/12088246
15. Eagly, A. H., \& Steffen, V. J. (1984). Gender stereotypes stem from the distribution of women and men into social roles. Journal of Personality and Social Psychology, 46(4), 735-754. doi: 10.1037/0022-3514.46.4.735

## De-bias your job ad with these tools:

textio.com gender-decoder.katmatfield.com

## About Project SINC ©

How can we ensure that young women have the mentoring support and inclusive networks they need to launch their careers successfully? Project SINC (Shaping Inclusive Network Cultures) aims to increase integration of women in social networks as they transition from university to the workplace. Promotion and retention at work is tied to an employee's integration in social networks and interactions with colleagues, but women in STEM often report subtle signs of exclusion in their interactions with others in male dominated fields. These experiences of exclusion make women especially aware of their gender and contribute to workplace burnout. SINC uses advanced methods to examine daily experiences and test interventions. One intervention is designed to increase belonging and reduce stress among identity-threatened students. A second intervention will use more equitable role assignments to increase positive interactions between men and women in the workplace.

## About Engendering Success in STEM (ESS)

Engendering Success in STEM (ESS) is a research partnership focused on evidence-based solutions to foster positive working environments for people in STEM (Science, Technology, Engineering, and Math). We bring together social scientists, STEM experts, and stakeholders in STEM industry and education to use an evidence-based approach to break down barriers people face on their pathway to success. Canada's Social Sciences and Humanities Research Council reviewed and funded this project.

