

Literature Search results



<p>Research question or topic:</p> <p>“What does a non-gendered job description look like that fully supports inclusion and diversity?”</p>
<p>Name of person/ team requesting search:</p> <p>Building a Digital Ready Workforce, Blenheim House, Leeds</p>
<p>Completed by: HEE Knowledge Management Team</p>
<p>Date: 26th February 2020</p>

Contents

Search summary	3
Use of Language	3
Job advertisements [1-15]	3
Gender-fair language [9, 10, 17, 18] and Job titles [16-18]	4
Job descriptions	4
Diversity messages and statements [26-31]	4
Technology companies and computer science	4
Inclusive recruitment [34-52]	5
Complete numbered list of results with links	6
Appendix	30
Sources and Databases Searched	30
Search Strategies	30
Help accessing articles or papers	30
HEE Knowledge Management team contact details	Error! Bookmark not defined.

This material may have been compiled in response to a specific question within a given context. Results may not be generalisable or replicable.

This material may be based on rapid and pragmatic evidence reviews or evaluations, and as such, may not be systematic. Some evidence may have been overlooked, and more evidence may have been published since.

Search summary

Use of Language

Job advertisements [1-15]

In 2011 researchers conducted five studies assessing the use of language in job advertisements. [1] In Study 1 they analysed language used in job advertisements from a range of occupations. Male-dominated or female-dominated occupations were selected and 11 shortlisted for coding (male dominated: plumber, electrician, mechanic, engineer, security guard, computer programme and female-dominated: administrative assistant, early childhood educator, registered nurse, bookkeeper and human resources professional). They then used two job sites to search for advertisements and, using a gendered list of words and computer software, adverts were scored. The analysis concluded that “job advertisements within male-dominated areas contained greater masculine wording than advertisements from female-dominated areas”. Study 2 used randomly sampled job adverts for university students “targeted at stereotypically male- and female-dominated faculties (e.g. engineering vs. arts, respectively)”. Adverts were randomly selected from the on-campus co-operative job posting site – these were tested for wording differences. Again, this proved that “job advertisements for male-dominated occupations contained more stereotypically masculine words than job advertisements for female-dominated occupations.” Studies 3-5 of their research assessed the “social psychological effects of [the] type of wording bias” highlighted in Studies 1 and 2. The overall conclusion of the research was that the “masculine wording in job advertisements leads to less anticipated belongingness and job interest among women, which, [they] propose, likely perpetuates gender inequality in male-dominated fields.” (p. 119) [1] During the literature review this study was referenced by other researchers many times, it has also inspired a number of blog posts, including one from the corporate networking site LinkedIn which I have included below.

Taken from “17 words that are turning women away from your jobs” (2016, LinkedIn)	
<p>Masculine-oriented words you should avoid if you want to make your job descriptions appealing to women:</p> <ul style="list-style-type: none"> • Active • Adventurous • Aggressive • Ambitious/Ambition • Analytical • Assertive • Autonomous • Decisive • Determined • Dominant/Dominating • Independent • Lead • Ninja • Objective • Outspoken • Rock Star • Superior 	<p>And a list of words to use instead:</p> <ul style="list-style-type: none"> • Commit • Connect • Considerate • Cooperate • Depend • Honest • Interpersonal • Loyal • Pleasant • Polite • Responsible • Support • Together • Trust • Understand

Inclusive job descriptions

Similar trends were discovered by German researchers looking at the wording of job advertisements for leadership positions - “results showed that female applicants were perceived to fit less well with the high-status position than male applicants when either the masculine or the masculine form with (m/f) was used—even though they were perceived to be equally competent. However, female and male applicants were perceived as fitting the high-status leadership position similarly well when word pairs were used.”

[\[2\]](#)

Soft skills requirements in job advertisements have also been explored. [\[3\]](#) [\[4\]](#) Particularly the association between soft skills and wage inequality and gender segregation [\[3\]](#) and the theory that soft skills “can serve a partial predictors of the gender composition in job categories”. [\[4\]](#) Two studies in a Belgian university investigated how “person requirements about which women have negative meta-stereotypes (like the trait of emotionality)” are “formulated in jobs ads (i.e. using trait-like adjectives, “You are calm/ not nervous”” and found that “job attraction was lower if women held negative meta-stereotypes about required personality traits in jobs ads”. Their recommendation was that recruiters should be sensitive in their formulation of ads if they hope to encourage a diverse and qualified pool of applicants. [\[8\]](#)

I found an example of a field experiment on job advertisements aimed to attract more and different people to apply to a police force in the US. Public Service Motivation messages were ineffective in attracting candidates that would not have applied anyway. Messages that focused on personal and career benefits were three times as effective at getting individuals to apply, particularly people of colour and women. [\[7\]](#)

Gender-fair language [\[9, 10, 17, 18\]](#) and Job titles [\[16-18\]](#)

Researchers have also investigated the role of “gender-fair language” in reducing stereotyping and discrimination and the neutralisation of titles e.g. “policeman” to “police officer”. [\[9\]](#) [\[10\]](#) A study conducted in Poland assessed how feminine job titles influence the evaluation of female applicants. In all of their studies female applicants with a feminine job title were evaluated less favourably than both a male applicant and a female applicant with a masculine job title. [\[17\]](#)

Job descriptions

LinkedIn’s report “Language matters” looked at words used during recruitment and the impact they have. If the word “aggressive” was used in a job description 44% of women and 33% of men would be discouraged. They also found that women favour “open” words such as “likeable” and “supportive” to describe themselves. [\[19\]](#) The jobs sites totaljobs have even created a “Gender Bias Decoder” tool so you can “identify gendered words in emails, job descriptions, or any other text”, partly inspired by the research discussed at the start of this summary (citation 1). [\[25\]](#)

Diversity messages and statements [\[26-31\]](#)

I found a few articles discussing the role of diversity cues, messages or statements in advertising jobs – particularly the role that the message plays in how job seekers evaluate and assess recruiting organisations. [\[26-28\]](#) I have also included some examples of diversity statements from employers such as the University of York, Bank of England, IBM, Apple, Deloitte, Cisco and Spotify.

Technology companies and computer science

In an US study data was gathered from 84 recruiting sessions hosted by technology companies at a major university, researchers found that “company representatives often engage in behaviours that are known to create a chilly environment for women” e.g. gender imbalanced presenter roles and use of stereotypes. [\[32\]](#) In another study undergraduate women, who were not computer science majors, met a female or male peer role model who embodied computer science stereotypes in “appearance and stated interests” and it had an “immediate and an enduring negative effect on women’s interest in computer science.” [\[33\]](#)

Inclusive recruitment [34-52]

Finally, I have included a list of published articles, guidelines and blog posts looking more generally at the topic of inclusive recruitment, which may be of interest.

A complete numbered list of the search results is available on the next page.

Complete numbered list of results with links

	Citation	Abstract/ key themes	Link
Language			
Job advertisements			
1	<p>Evidence that gendered wording in job advertisements exists and sustains gender inequality</p> <p>2011</p> <p>Journal of Personalist and Social Psychology</p>	<p>Social dominance theory (Sidanius & Pratto, 1999) contends that institutional-level mechanisms exist that reinforce and perpetuate existing group-based inequalities, but very few such mechanisms have been empirically demonstrated. We propose that gendered wording (i.e., masculine- and feminine-themed words, such as those associated with gender stereotypes) may be a heretofore unacknowledged, institutional-level mechanism of inequality maintenance. Employing both archival and experimental analyses, the present research demonstrates that gendered wording commonly employed in job recruitment materials can maintain gender inequality in traditionally male-dominated occupations. Studies 1 and 2 demonstrated the existence of subtle but systematic wording differences within a randomly sampled set of job advertisements. Results indicated that job advertisements for male-dominated areas employed greater masculine wording (i.e., words associated with male stereotypes, such as leader, competitive, dominant) than advertisements within female-dominated areas. No difference in the presence of feminine wording (i.e., words associated with female stereotypes, such as support, understand, interpersonal) emerged across male- and female-dominated areas. Next, the consequences of highly masculine wording were tested across 3 experimental studies. When job advertisements were constructed to include more masculine than feminine wording, participants perceived more men within these occupations (Study 3), and importantly, women found these jobs less appealing (Studies 4 and 5). Results confirmed that perceptions of belongingness (but not perceived skills) mediated the effect of gendered wording on job appeal (Study 5). The function of gendered wording in maintaining traditional gender divisions, implications for gender parity, and theoretical models of inequality are discussed.</p> <p>Several blog posts have been written which refer to this study:</p>	Link

Inclusive job descriptions

		<ul style="list-style-type: none"> • 1a) “17 words that are turning women away from your jobs” (2016, LinkedIn) • 1b) Blog post: How to take gender bias out of your job ads (December 2016, Forbes) • 1c) Why do some job adverts put women off applying? (2018, BBC News) 	
2	<p>Reducing women’s lack of fit with leadership positions? Effects on the wording of job advertisements</p> <p>September 2013 European Journal of Work and Organizational Psychiatry</p>	<p>Linguistic forms which refer to individuals impact mental representations of these individuals: When masculine generics are used, women tend to be cognitively underrepresented, whereas feminine–masculine word pairs are associated with a higher cognitive inclusion of women. The present research investigates whether linguistic forms affect women’s perceived lack of fit with leadership positions, which is particularly pronounced for high-status leadership positions. In a hiring-simulation experiment ($N = 363$), we tested the effects of different linguistic forms used in German-language job advertisements: (1) masculine forms (e.g., <i>Geschäftsführer</i>, ‘CEO, masc.’); (2) masculine forms with (m/f) (e.g., <i>Geschäftsführer (m/w)</i>, ‘CEO, masc. (m/f)’); and (3) word pairs (e.g., <i>Geschäftsführerin/Geschäftsführer</i>, ‘CEO, fem./CEO, masc.’). The job ads announced either a high- or low-status leadership position. Results showed that female applicants were perceived to fit less well with the high-status position than male applicants when either the masculine or the masculine form with (m/f) was used—even though they were perceived to be equally competent. However, female and male applicants were perceived as fitting the high-status leadership position similarly well when word pairs were used.</p>	<p>Link (Abstract only)</p>
3	<p>Gendered constructions of leadership in Danish job advertisements</p> <p>April 2014 Gender, work and organization</p>	<p>During the past decades the importance of soft skills for labour market outcomes has grown substantially. This carries implications for labour market inequality, since previous research shows that soft skills are not valued equally across race and gender. This work explores the role of soft skills in job advertisements by drawing on methods from computational science as well as on theoretical and empirical insights from economics, sociology and</p>	<p>Link (Abstract only)</p>

Inclusive job descriptions

		<p>psychology. We present a semi-automatic approach based on crowdsourcing and text mining for extracting a list of soft skills. We find that soft skills are a crucial component of job ads, especially of low-paid jobs and jobs in female-dominated professions. Our work shows that soft skills can serve as partial predictors of the gender composition in job categories and that not all soft skills receive equal wage returns at the labour market. Especially “female” skills are frequently associated with wage penalties. Our results expand the growing literature on the association of soft skills on wage inequality and highlight their importance for occupational gender segregation at labour markets.</p>	
4	<p>Responsible team players wanted: an analysis of soft skill requirements in job advertisements</p> <p>2019 EPJ Data Science</p>	<p>During the past decades the importance of soft skills for labour market outcomes has grown substantially. This carries implications for labour market inequality, since previous research shows that soft skills are not valued equally across race and gender. This work explores the role of soft skills in job advertisements by drawing on methods from computational science as well as on theoretical and empirical insights from economics, sociology and psychology. We present a semi-automatic approach based on crowdsourcing and text mining for extracting a list of soft skills. We find that soft skills are a crucial component of job ads, especially of low-paid jobs and jobs in female-dominated professions. Our work shows that soft skills can serve as partial predictors of the gender composition in job categories and that not all soft skills receive equal wage returns at the labour market. Especially “female” skills are frequently associated with wage penalties. Our results expand the growing literature on the association of soft skills on wage inequality and highlight their importance for occupational gender segregation at labour markets.</p>	Link
5	<p>Digital "women's work?": Job recruitment ads and the feminization of social media employment</p> <p>August 2018 New Media & Society</p>	<p>In the wake of profound transformations in digital media markets and economies, the structures and conditions of cultural production are being radically reconfigured. This study explores the nascent field of social media work through an analysis of job recruitment ads—texts, we contend, that provide insight into a key discursive site of imagining the ideal digital laborer. Drawing upon a qualitative textual analysis of 150 adverts, we show how employers construct workers through a patterned set of features, including sociability, deft emotional management, and flexibility. Such industrial</p>	Link

Inclusive job descriptions

		<p>imaginings incite workers to remain ever available, juggle various roles and responsibilities, and engage in persistent emotional labor—both online and off. These expectations, we argue, allude to the increasingly feminized nature of social media employment, with its characteristic invisibility, lower pay, and marginal status within the technology field.</p>	
6	<p>Dissertation: Attracting women to STEM programs: The influence of goal-orientations and the use of gendered wording in recruitment materials</p> <p>2017 Dissertation Abstract International</p>	<p>Recruiters and recruitment materials can signal to job seekers certain aspects of the organization which may affect how attractive the organization appears as a potential employer (signaling theory; Rynes, Bretz, & Gerhart, 1991). Some signals received during recruitment can indicate that social-based inequalities and hierarchies may exist (social dominance theory; Sidanius & Pratto, 1999). It is possible that women might perceive themselves as part of a subordinate group in fields where they are underrepresented, such as the areas of science, technology, engineering, and mathematics (STEM). The current research examines participant gender and the effects of using traditionally feminine words, masculine words, or neutral words in recruitment material on participants' ratings of STEM program attractiveness and perceptions of institutional belonging. Furthermore, one's goal orientation can influence the type of goal one is attracted to and whether it will be adopted; the current research looks at the effects of one's goal orientation and how that is related to the person's efficacy regarding STEM recruitment materials (Elliott & Dweck, 1988). Additionally, a goal orientation intervention was conducted in an attempt to influence participants' situational learning goal orientations and measured efficacy. While the gendered wording of the recruitment material did not influence participants' ratings of attraction and perceived belongingness, women rated the STEM recruitment material as more attractive than men. Additionally, participants' learning goal orientation was found to have a significant influence on their measured efficacy. The results of this research have implications for recruiting female applicants to STEM programs/careers and suggestions for organizational interventions and best practices in order to positively affect job outcomes.</p>	Link
7	<p>More than public service: a field experiment on job advertisements and diversity in the police</p>	<p>There is a human capital crisis looming in the public sector as fewer and fewer people show interest in government jobs. At the same time, many public sector organizations struggle with increasing the diversity of their workforce. Although</p>	Link

Inclusive job descriptions

	<p>November 2017 Journal of Public Administration Research and Theory</p>	<p>many institutional forces contribute to the challenge, part of the solution is in how government recruits. This study presents the results of a field experiment aimed at attracting more and different people to apply to a police force by varying job advertisements in a postcard. The results suggest that focusing on public service motivation (PSM) messages is ineffective at attracting candidates that would not have applied anyway. Rather, messages that focus on the personal benefits of applying to the job—either emphasizing the challenge of the job or the career benefits—are three times as effective at getting individuals to apply as the control, without an observable loss in applicant quality. These messages are particularly effective for people of color and women, thereby supporting a key policy goal of the police to increase diversity of applicants.</p>	
<p>8</p>	<p>When job ads turn you down: how requirement in job ads may stop instead of attract highly qualified women</p> <p>January 2018 Sex Roles</p>	<p>Qualification-based targeted recruitment strategies aim to increase the number of qualified applicants from certain social groups, such as women. Typically, such strategies assume that individuals are more likely to apply for a job when they possess the requirements needed for that job. However, how job seekers react to requirements in job ads is not often considered and is explored in the present study. In two experimental studies with Belgian university students we investigated whether person requirements about which women have negative meta-stereotypes (like the trait of emotionality) and the way such requirements are formulated in job ads (i.e., using trait-like adjectives, “You are calm/not nervous,” or behavior-like verbs, “You remain calm in stressful situations”) affected women’s job attraction and decision to apply. A repeated measures ANOVA showed that job attraction was lower if women held negative meta-stereotypes about required personality traits in job ads (Study 1; 218 women; $M_{age} = 23.44$ years, range = 21–42; 97% ethnic majorities). Moreover, qualified women applied to a lesser extent if a negatively meta-stereotyped trait was worded in a trait-like way than when it was worded in a behavior-like way (Study 2; $n = 183$; $M_{age} = 23.68$ years, range = 21–44; 58% women; 97% ethnic majorities). A practical implication is that recruiters should be sensitive to how they formulate job ads if they wish to attract a highly qualified and gender-diverse applicant pool.</p>	<p>Link (Abstract only)</p>

Inclusive job descriptions

		See also blog post “Job ads should be worded wisely to encourage women to apply” (Springer, 2018)	
9	<p>Gender-fair language in job advertisements: a cross-linguistic and cross-cultural analysis</p> <p>February 2017 Journal of Cross-Cultural Psychology</p>	<p>The present study investigates whether and how the use of gender-fair language is related to linguistic, cultural, and socioeconomic differences between countries with grammatical gender languages. To answer this question, we analyzed job titles in online job advertisements from four European countries differing in achieved gender equality and egalitarian versus hierarchical cultural values (Switzerland, Austria, Poland, and Czech Republic). Results show that gender-fair job titles were more frequent in more egalitarian countries with higher levels of socioeconomic gender equality (Switzerland, Austria) than in countries with a higher acceptance of hierarchies and inequalities (Poland, Czech Republic). In the latter countries, gender-specific (masculine or feminine) job titles predominated. Moreover, gender-fair job titles were more prevalent in a female-dominated branch (health care) and a gender-balanced economic branch (food services) than in a male-dominated branch (constructional steel and metal work). Thus, our findings suggest that the language use in job advertisements indeed corresponds with linguistic, cultural, and socioeconomic aspects and may contribute to the transmission of gender (in)equalities and gender stereotypes.</p>	Link (Abstract only)
10	<p>Can Gender-Fair Language Reduce Gender Stereotyping and Discrimination?</p> <p>February 2016 Frontiers in Psychology</p>	<p>Gender-fair language (GFL) aims at reducing gender stereotyping and discrimination. Two principle strategies have been employed to make languages gender-fair and to treat women and men symmetrically: neutralization and feminization. Neutralization is achieved, for example, by replacing male-masculine forms (<i>policeman</i>) with gender-unmarked forms (<i>police officer</i>), whereas feminization relies on the use of feminine forms to make female referents visible (i.e., <i>the applicant... he or she</i> instead of <i>the applicant... he</i>). By integrating research on (1) language structures, (2) language policies, and (3) individual language behavior, we provide a critical review of how GFL contributes to the reduction of gender stereotyping and discrimination. Our review provides a basis for future research and for scientifically based policy-making.</p>	Link

Inclusive job descriptions

<p>11</p>	<p>Help wanted: people with disabilities and recruitment advertising</p> <p>May 2016 Journal of Employment Counselling</p>	<p>People with disabilities rely heavily on specialist agencies to find suitable employment. This research examines how agency consultants use recruitment ads in their work with clients. The authors analyzed the ads collected by consultants and learned that the ads were dominated by organization and job attributes. The ads contained less information about preferred applicant characteristics and selection procedures. Consultants used the ads to facilitate immediate matches between clients and employers, but they also used the ads to nudge clients in new career directions. The results reflect challenges consultants experience in balancing the long-term needs of clients against the short-term demands of employers.</p>	<p>Link (Abstract only)</p>
<p>12</p>	<p>Thesis: implicit gender bias in job advertisements: the interactive influence of masculine wording, and gender and professional closeness of the contract person on job appeal</p> <p>2018 BI Norwegian Business School</p>	<p>To understand the extent to which gendered wording exists in job advertisements in the Norwegian context, and what the implications of using masculine wording in job advertisements for male-dominated professions could be for the recruitment of female applicants, we have carried out two studies. First, a pre-study was conducted to examine the existence of gendered wording in Norwegian job advertisements for male-dominated professions. The archival analysis of 200 ads showed that there is a minimal difference with a slightly higher percentage of masculine wording than feminine wording (H1). In both Construction and Finance a higher percentage of masculine language was found, whilst in the advertisements for positions within IT the number of feminine words was higher. However, within Transport and Logistics the distribution of gendered words was equal.</p>	<p>Link</p>
<p>13</p>	<p>Blog post: 3 ways to make your adverts gender inclusive</p> <p>April 2019 Luminate (Prospects UK)</p>	<p>The number of women who believe employers are biased in favour of male applicants is increasing.¹ PWC found that over one fifth of women have experienced gender discrimination during the recruitment process.² This can be particularly detrimental for employers in sectors where women are already underrepresented, as jobseekers may lose confidence and abandon their application based on this presumption.</p> <p>Often, vacancy listings contain elements of unconscious bias that can affect someone's decision to apply for a role. However, you can avoid this by taking a</p>	<p>Link</p>

Inclusive job descriptions

		<p>few simple steps. Use this guide to help you create gender inclusive job adverts.</p> <ol style="list-style-type: none"> 1. Simplify your criteria 2. Publicise your values 3. Check your vocabulary 	
14	<p>Blog post: The language in job adverts that deters female applicants</p> <p>12th June 2018 The Independent</p>	<p>The way in which a job advert is worded could have a drastic impact on the number of male and female applicants who apply. This is according to Textio, an augmented writing platform, which has carried out extensive research on the use of language in job applications. The company has discovered that the inclusion of certain words in job descriptions that are regarded as being more masculine could lead to a decreased number of women putting themselves forward for positions.</p>	Link
15	<p>Blog post: Tops for avoiding discrimination in job adverts</p> <p>n.d. Reed</p>	<p>Discrimination in job adverts - Many businesses have policies in place which are designed to help prevent discrimination within the workplace. However, the guidelines also apply when it comes to attracting the right employees for their vacancies. As a general guideline, it is unlawful to discriminate against anyone, both at work and in job adverts, based on the following nine protected characteristics:</p> <ul style="list-style-type: none"> • gender • race • religion or belief • disability • age • pregnancy and maternity • marriage and civil partnership • sexual orientation • gender reassignment 	Link

Inclusive job descriptions

		Below are some more specific examples of what should be carefully considered in a job advert...	
Job titles			
16	Opinion piece: Job titles need to reflect modern times and go gender neutral April 2018 British Journal of Nursing	The chance to update nursing and midwifery titles can not only help streamline the confusing array of roles, but ensure that trusts employ bona fide registrants, suggests Sam Foster, Chief Nurse, Oxford University Hospitals.	Link (Abstract only)
17	Side effects of gender-fair language: How feminine job titles influence the evaluation of female applicants February 2013 European Journal of Social Psychology	In many languages, feminization has been used as a strategy to make language more gender-fair, because masculine terms, even in a generic function, exhibit a male bias. Up to date, little is known about possible side effects of this language use, for example, in personnel selection. In three studies, conducted in Polish, we analyzed how a female applicant was evaluated in a recruitment process, depending on whether she was introduced with a feminine or masculine job title. To avoid influences from existing occupations and terms, we used fictitious job titles in Studies 1 and 2: diarołożka (feminine) and diarolog (masculine). In Study 3, we referred to existing occupations that varied in gender stereotypicality. In all studies, female applicants with a feminine job title were evaluated less favorably than both a male applicant (Study 1) and a female applicant with a masculine job title (Studies 1, 2, and 3). This effect was independent of the gender stereotypicality of the occupation (Study 3). Participants' political attitudes, however, moderated the effect: Conservatives devaluated female applicants with a feminine title more than liberals (Studies 2 and 3).	
18	Backlash over gender-fair language: The impact of feminine job titles on	Feminine forms of job titles raise great interest in many countries. However, it is still unknown how they shape stereotypical impressions on warmth and competence dimensions among female and male listeners. In an experiment	Link

Inclusive job descriptions

	men's and women's perception of women December 2014 Journal of Language and Social Psychology	with fictitious job titles men perceived women described with feminine job titles as significantly less warm and marginally less competent than women with masculine job titles, which led to lower willingness to employ them. No such effects were observed among women.	
Job descriptions			
19	Report: Language matters n.d. LinkedIn	The words used during the hiring process, and at work, can impact men and women in different ways. Here are some of the key findings: <ul style="list-style-type: none"> • If a role or workplace was described as aggressive in a job description, 44% of women and 33% of men would be discouraged from applying. • Both men and women reacted equally positively to being described by definitive language such as 'powerful'; 'strong-willed'; and 'confident'. • Women, however, tend to favor subjective, 'open' words when being described at work, like 'likeable' and 'supportive' to describe themselves in an interview. 	Link
20	Blog post: 5 must-do's for writing inclusive job descriptions 9 th April 2018 LinkedIn	When Buffer realized that less than 2% of its candidates for developer positions were women, its leaders naturally wanted to figure out why. To do that, they met with Angie Chang, VP of Hackbright Academy, who pointed to one surprising reason: a single word they were using in their job descriptions. The word was "hackers," which Buffer was using to refer to its developers. Angie explained that certain words, like hacker, are difficult for some candidates (namely women) to identify with and was likely turning them away. This was an eye-opening lesson for Buffer's execs and they quickly started adjusting their job descriptions.	Link
21	Dissertation: Can we reduce bias in the recruiting process and diversify	Intuitively, we all know diversity matters in recruiting and leadership development. McKinsey research points out that companies in the top quartile	Link

Inclusive job descriptions

	<p>pools of candidates by using different types of words in job descriptions?</p> <p>2016 Cornell University</p>	<p>for racial and ethnic diversity are 35% more likely to have financial returns above their respective national industry medians. Strategic diversity recruitment is a way to effectively send talent through the recruitment pipeline, but it is crucial to mitigate bias. A candidate's first interaction with employers is often through a job post that includes the job description and responsibilities. Without examining potential unconscious biases, job postings can include language that might deter a certain pool of candidates from applying, thus reducing the diversity of candidates. Through our research, we identified the beneficial use of gender fair language and flexible and inclusive wording in job advertisement and postings.</p>	
22	<p>Blog post: 10 ways to remove gender bias from job descriptions</p> <p>9th May 2017 Glassdoor</p>	<p>The newest report from Glassdoor Economic Research, "The Pipeline Problem: How College Majors Contribute to the Gender Pay Gap" revealed that nine of the 10 highest paying majors we examined are male dominated. By contrast, 6 of the 10 lowest-paying majors are female dominated.</p> <ol style="list-style-type: none"> 1. Use gender neutral titles in job descriptions 2. Check pronouns 3. Avoid (or balance) your user of gender-charged words 4. Avoid superlatives 5. Limit the number of requirements 6. Reconsider your major requirements 7. Express your commitment to equality and diversity 8. Let your values shine 9. Promote volunteer and employee activities 10. State your family-friendly benefits 	Link
23	<p>Blog post: Here's how your word choices affect hiring gender-diverse talent</p> <p>July 2019 LinkedIn</p>	<p>Currently, over 50,000 job descriptions on LinkedIn include the word "aggressive." Whether to highlight sales goals, describe the workplace, or suggest the kind of attributes they're looking for in a candidate. New research from LinkedIn shows that using "aggressive" could discourage almost half of women from applying to your job. That's right, language matters and in our new global Language Matters Gender Diversity report, we're diving into just how</p>	Link

Inclusive job descriptions

		much of an impact words have on your hiring and employee engagement strategies.	
24	Inclusive job Descriptions n.d. University of St Andrews	<p>Accurately describe the job; being mindful of inclusion of any tasks or duties that workers will not, in practice, need to perform, could result in two main concerns:</p> <p>a) It may discourage appropriately qualified people from applying because they cannot perform the particular task or fulfill the particular duty specified.</p> <p>b) It may also lead to discrimination claims if such people believe they have been unfairly denied an opportunity of applying.</p> <p>Ensure requirements listed in the description are relevant to that job, non-relevant duties could lead to excluding people from applying.</p>	Link
25	The totaljobs Gender Bias Decoder n.d. Totaljobs	<p>We all deal with texts every day at work, whether it's a CV, job description or email. These texts often have words with hidden gender bias that affect how people respond. Research has studied this effect in job ads. It found that people were less likely to respond to ads that had words biased in favour of the opposite gender. Totaljobs cares about workplace diversity, so we created the Gender Bias Decoder to help you identify gendered words in emails, job descriptions, or any other text. We also used it to analyse over 75,000 of our own job ads. Try it out, to help free your text of hidden bias in the form of gendered words.</p> <p>Read more on how totaljobs created the tool (this tool references citation number 1 in this list) https://www.totaljobs.com/insidejob/gender-bias-decoder/#methodology</p>	

Diversity messages and statements			
26	<p>Diversity cues on recruitment websites: investigating the effects on job seekers' information processing</p> <p>January 2012 The Journal of Applied Psychology</p>	<p>Although job seekers' motivation to process the information encountered during recruitment partially influences recruitment success, little is known about what motivates more thorough information processing. To address this issue, we integrated recruitment and social information processing theories to examine the possibility that diversity cues on recruitment websites influence website viewers' processing of presented information. Utilizing a controlled experiment and a hypothetical organization, Study 1 revealed that both Blacks and Whites spent more time viewing recruitment websites and better recalled website information when the sites included racial diversity cues. These relationships were stronger for Blacks, and organizational attractiveness perceptions mediated these effects for Blacks but not for Whites. Study 2 found similar relationships for Black and White participants viewing real organizational recruitment websites after taking into account perceived organizational attributes and website design effects. Implications of these findings for recruiting organizations are discussed.</p>	
27	<p>Blog post: Recruitment advertising: making diversity your message</p> <p>September 2015 Personnel Today</p>	<p>With employers under pressure to prove their commitment to diversity, how important is it to reflect this in their recruitment brand? Peter Crush investigates. In November 2014, race campaigner Rev Jesse Jackson wrote open letters to both Microsoft and Apple bemoaning what he saw as a serious lack of commitment to diversity. Microsoft, which has 100,000 staff in 190 countries, is typical of the tech sector: its workforce is 71% male, 29% female and 60% are white. At Apple the figures are similar: staff are 70% male, 55% white. A month later, Microsoft CEO Satya Nadella made a very public promise at its shareholder meeting that the organisation would “make progress every year towards building a more diverse workforce”.</p>	<p>Link</p>
28	<p>STEM selves: Women's identity projects and their assessment of future employers in technical fields</p> <p>December 2018</p>	<p>In this paper, we take an identity project perspective on careers to explore how job seekers assess potential employers. Identity projects are individuals' self-definitions in the light of their career development and personal aspirations and have the potential to further our understanding of careers. Drawing on focus group discussions of women seeking employment in STEM, we find four identity positioning strategies through which the women assess future</p>	<p>Link (Abstract only)</p>

Inclusive job descriptions

	Scandinavian Journal of Management	employers. Our analysis illustrates the role of organizational images for shaping and realizing individuals' identity projects. We contribute to research on identity projects by extending the concept's focus to include job seekers as external organizational stakeholders and provide insight into their identity positioning. Furthermore, our study enhances the understanding of organizational image in the context of employee recruitment by outlining how individuals position themselves in relation to the organizational images they construct when reflecting on their identity projects and on the institutional context. Overall, we develop a more nuanced approach to understanding women's interpretations of organizational identity claims (e.g., gender diversity claims) and thus extend current theorizing on recruiting women to STEM.	
Examples of diversity statements			
29	Example: Equality, diversity and inclusion statements in recruitment University of York	Includes equality statement, positive action and enhancing materials	Link
30	Example: We value diversity and inclusion statement Bank of England	We value diversity and inclusion for many reasons. We want to reflect the society we serve better. We want the best people to work for us. We want our workplace to be inclusive. We also want to encourage diverse ideas, open debate and perspectives that challenge prevailing wisdom. If you work for us, we'd like you to feel you can be yourself and achieve your full potential. One way we support diversity and inclusion is through our staff-run networks.	Link
31	Examples: 10 examples of awesome inclusion statements ONGIG	Examples include: <ul style="list-style-type: none"> • Inclusive IBM • Apple – Different together. • Deloitte – unleashing the power of diversity • Cisco – The power of people connected • Spotify – Diversity and Inclusion 	Link
Technology companies and computer science			

Inclusive job descriptions

32	<p>Puncturing the pipeline: Do technology companies alienate women in recruiting sessions?</p> <p>February 2018 Social Studies of Science</p>	<p>A 'chilly' environment limits women's advancement through the educational pipeline leading to jobs in science and technology. However, we know relatively little about the environment women encounter after making it through the educational pipeline. Do technology companies create environments that may dampen women's interest at the juncture when they are launching their careers? Using original observational data from 84 recruiting sessions hosted by technology companies at a prominent university on the US West Coast, we find that company representatives often engage in behaviors that are known to create a chilly environment for women. Through gender-imbalanced presenter roles, geek culture references, overt use of gender stereotypes, and other gendered speech and actions, representatives may puncture the pipeline, lessening the interest of women at the point of recruitment into technology careers.</p>	Link
33	<p>Enduring Influence of Stereotypical Computer Science Role Models on Women's Academic Aspirations</p> <p>2012 Psychology of Women Quarterly</p>	<p>The current work examines whether a brief exposure to a computer science role model who fits stereotypes of computer scientists has a lasting influence on women's interest in the field. One-hundred undergraduate women who were not computer science majors met a female or male peer role model who embodied computer science stereotypes in appearance and stated interests or the same role model who did not embody these stereotypes. Participants and role models engaged in an interaction that lasted approximately 2 minutes. Interest in majoring in computer science was assessed following the interaction and 2 weeks later outside the laboratory. Results revealed that exposure to the stereotypical role model had both an immediate and an enduring negative effect on women's interest in computer science. Differences in interest at both times were mediated by women's reduced sense of belonging in computer science upon interacting with the stereotypical role model. Gender of the role model had no effect. Whether a potential role model conveys to women a sense of belonging in the field may matter more in recruiting women into computer science than gender of the role model. Long-term negative effects of exposure to computer scientists who fit current stereotypes in the media and elsewhere may help explain current gender disparities in computer science participation.</p>	Link (Abstract only)

Inclusive recruitment

Inclusive job descriptions

<p>34</p>	<p>Interventions that affect gender bias in hiring: a systematic review</p> <p>October 2009 Academic Medicine</p>	<p>PURPOSE To systematically review experimental evidence for interventions mitigating gender bias in employment. Unconscious endorsement of gender stereotypes can undermine academic medicine's commitment to gender equity. METHOD The authors performed electronic and hand searches for randomized controlled studies since 1973 of interventions that affect gender differences in evaluation of job applicants. Twenty-seven studies met all inclusion criteria. Interventions fell into three categories: application information, applicant features, and rating conditions. RESULTS The studies identified gender bias as the difference in ratings or perceptions of men and women with identical qualifications. Studies reaffirmed negative bias against women being evaluated for positions traditionally or predominantly held by men (male sex-typed jobs). The assessments of male and female raters rarely differed. Interventions that provided raters with clear evidence of job-relevant competencies were effective. However, clearly competent women were rated lower than equivalent men for male sex-typed jobs unless evidence of communal qualities was also provided. A commitment to the value of credentials before review of applicants and women's presence at above 25% of the applicant pool eliminated bias against women. Two studies found unconscious resistance to "antibias" training, which could be overcome with distraction or an intervening task. Explicit employment equity policies and an attractive appearance benefited men more than women, whereas repeated employment gaps were more detrimental to men. Masculine-scented perfume favored the hiring of both sexes. Negative bias occurred against women who expressed anger or who were perceived as self-promoting. CONCLUSIONS High-level evidence exists for strategies to mitigate gender bias in hiring.</p>	<p>Link</p>
<p>35</p>	<p>Winning the fight for female talent: how to gain the diversity edge through inclusive recruitment</p> <p>March 2017 PWC</p>	<p>Today, more and more CEOs are focusing on talent diversity and inclusion to help drive innovation in their organisations and create competitive advantage. And with expectations of talent, customers and stakeholders continuing to grow, gender parity in the workplace has clearly become both a social cause and a business imperative. Yet, in most countries in the world women have long been – and remain – underrepresented at every level in the corporate talent pipeline. In an effort to close this gap, one approach that leaders are taking is to turn their energies towards making their businesses more attractive to female talent. But what are the precise methods that employers are using to</p>	<p>Link</p>

Inclusive job descriptions

		rise to this challenge? Is this approach having an impact? And – more generally – what are the diversity experiences and expectations of the modern workforce?	
36	Podcast on inclusive recruitment February 2020 NHS Employers	In episode one, Kate Morrissey, senior national programme manager and national implementation lead for RECONNECT at NHS England and Improvement, shares her experiences of applying for jobs with a criminal record. Kate gives a personal view on the impact both good and bad recruitment experiences can have on an individual, shares what motivated her to seek employment in the NHS in the first instance, and why she remains passionate about her roles.	Link
37	How to recruit and support disabled staff in the NHS September 2019 NHS Employers	Our new interactive toolkit has been produced to help you attract, recruit, support and retain disabled staff into your organisation, and represent a diverse workforce that delivers high-quality patient care.	Link
38	Challenges in Recruiting, Retaining and Promoting Racially and Ethnically Diverse Faculty February 2018 Journal of the National Medical Association	BACKGROUND Despite individual and institutional awareness of the inequity in retention, promotion and leadership of racially and ethnically underrepresented minority faculty in academic medicine, the number of such faculty remains unacceptably low. The authors explored challenges to the recruitment, retention and promotion of underrepresented faculty among a sample of leaders at academic medical centers. METHODS Semi-structured interviews were conducted from 2011 to 2012 with 44 senior faculty leaders, predominantly members of the Group on Diversity and Inclusion (GDI) and/or the Group on Women in Medical Sciences (GWIMS), at the 24 randomly selected medical schools of the National Faculty Survey of 1995. All institutions were in the continental United States and balanced across public/private status and geographic region. Interviews were audio-taped, transcribed, and organized into content areas before conducting inductive thematic analysis. Themes expressed by multiple informants were studied for patterns of association. RESULTS The climate for underrepresented minority faculty was described as neutral to positive. Three consistent themes were identified	Link

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		regarding the challenges to recruitment, retention and promotion of underrepresented faculty: 1) the continued lack of a critical mass of minority faculty; 2) the need for coordinated programmatic efforts and resources necessary to address retention and promotion; and 3) the need for a senior leader champion. CONCLUSION Despite a generally positive climate, the lack of a critical mass remains a barrier to recruitment of racially and ethnically underrepresented faculty in medicine. Programs and resources committed to retention and promotion of minority faculty and institutional leadership are critical to building a diverse faculty.	
39	Recruiting minorities into health professions. Baltimore program creates pipeline of diverse workers 2010 Healthcare Executive	African Americans, Hispanics, American Indians and Alaska natives are projected to make up nearly 30 per cent of the nation's populations in 2010, according to the US Census Bureau. But according to the American Medical Association, these groups combined account for only 7 per cent of physicians [...] the healthcare sector can do its part by developing sustainable partnerships with other entities. Collaborations that create pipelines for healthcare work force development will help ensure that availability of a large pool of highly qualified candidates to fill emerging roles in healthcare and those that continue to be in high demand.	
40	Now Hiring! Empirically Testing a Three-Step Intervention to Increase Faculty Gender Diversity in STEM November 2015 Bioscience	Workforce homogeneity limits creativity, discovery, and job satisfaction; nonetheless, the vast majority of university faculty in science, technology, engineering, and mathematics (STEM) fields are men. We conducted a randomized and controlled three-step faculty search intervention based in self-determination theory aimed at increasing the number of women faculty in STEM at one US university where increasing diversity had historically proved elusive. Results show that the numbers of women candidates considered for and offered tenure-track positions were significantly higher in the intervention groups compared with those in controls. Searches in the intervention were 6.3 times more likely to make an offer to a woman candidate, and women who were made an offer were 5.8 times more likely to accept the offer from an intervention search. Although the focus was on increasing women faculty within STEM, the intervention can be adapted to other scientific and academic communities to advance diversity along any dimension.	Link
41	Women have substantial advantage in STEM faculty hiring, except when	Audits of tenure-track hiring reveal faculty prefer to hire female applicants over males. However, audit data do not control for applicant quality, allowing some	Link

Inclusive job descriptions

	<p>competing against more-accomplished men</p> <p>2015 Frontiers in Psychology</p>	<p>to argue women are hired at higher rates because they are more qualified. To test this, Williams and Ceci (2015) conducted an experiment demonstrating a preference for hiring women over identically-qualified men. While their findings are consistent with audits, they raise the specter that faculty may prefer women over even more-qualified men, a claim made recently. We evaluated this claim in the present study: 158 faculty ranked two men and one woman for a tenure-track-assistant professorship, and 94 faculty ranked two women and one man. In the former condition, the female applicant was slightly weaker than her two male competitors, although still strong; in the other condition the male applicant was slightly weaker than his two female competitors, although still strong. Faculty of both genders and in all fields preferred the more-qualified men over the slightly-less-qualified women, and they also preferred the stronger women over the slightly-less-qualified man. This suggests that preference for women among identically-qualified applicants found in experimental studies and in audits does not extend to women whose credentials are even slightly weaker than male counterparts. Thus these data give no support to the twin claims that weaker males are chosen over stronger females or weaker females are hired over stronger males.</p>	
<p>42</p>	<p>#Shemergency: Use of a Professional Development Group to Promote Female Resident Recruitment and Retention</p> <p>February 2020 Academic Medicine</p>	<p>PROBLEM Gender inequity in academic medicine is a pervasive challenge. Recommendations have been implemented to reduce inequities for female faculty. However, there are no well-established guidelines for the recruitment and retention of female residents. APPROACH To address challenges faced by female physicians and support the recruitment and retention of female residents, female emergency medicine residents and attending physicians at the Hospital of the University of Pennsylvania formed a professional development group (PDG), #Shemergency, in July 2017. From July 2017 to July 2018, this PDG developed events and initiatives for female residents that addressed methods to improve awareness of and develop skills relevant to well-described gender disparities in mentorship, speakership and conference representation, compensation, evaluations, wellness and service, and award recognition. OUTCOMES Over its first year (July 2017-July 2018), the PDG created a professional community and enhanced mentorship through a number of events and initiatives. The PDG secured funding for 5 residents to attend a national conference and nominated 5 residents and 2 attending physicians for</p>	<p>Link</p>

Inclusive job descriptions

		<p>professional organization awards (4 nominees won).NEXT STEPS After the first year, the PDG expanded the number of joint activities with both male and female colleagues and organized a citywide event for female residents and faculty representing 5 different residency programs. Future work will focus on sustainability (e.g., holding fundraising events), generalizability (e.g., expanding the gender-disparity areas addressed as well as spreading the model to other programs), developing additional events and initiatives (e.g., expanding the number of joint activities with male colleagues), and outcome assessments (e.g., distributing pre- and postevent surveys).</p>	
43	<p>A model employer: increasing black and ethnic minority representation at senior levels across the NHS</p> <p>January 2019 NHSE/I</p>	<p>This document outlines the ambitions set by NHS England and NHS Improvement, and reflected in the Long Term Plan, for each NHS organisation to set its own target for BME representation across its leadership team and broader workforce. The strategy will provide accelerated, intensive support to help local NHS organisations increase the recruitment of BME staff at senior levels.</p>	Link
44	<p>Organisational best practices towards gender equality in science and medicine.</p> <p>2019 Lancet</p>	<p>In August 2018, the president of the World Bank noted that "'Human capital'-the potential of individuals-is going to be the most important long-term investment any country can make for its people's future prosperity and quality of life". Nevertheless, leaders and practitioners in academic science and medicine continue to be unaware of and poorly educated about the nature, extent, and impact of barriers to full participation of women and minorities in science and medicine around the world. This lack of awareness and education results in failures to fully mobilise the human capital of half the population and limits global technological and medical advancements. The chronic lack of recruitment, promotion, and retention of women in science and medicine is due to systemic, structural, organisational, institutional, cultural, and societal barriers to equity and inclusion. These barriers must be identified and removed through increased awareness of the challenges combined with evidence-based, data-driven approaches leading to measurable targets and outcomes. In this Review, we discuss these issues and highlight actions that could achieve gender equality in science and medicine. We survey approaches and insights that have helped to identify and remove systemic bias and barriers in science and medicine, and propose tools that will help organisational change toward</p>	Link

Inclusive job descriptions

		gender equality. We describe tools that include formal legislation and mandated quotas at national or large-scale levels (eg, gender parity), techniques that increase fairness (eg, gender equity) through facilitated organisational cultural change at institutional levels, and professional development of core competencies at individual levels. This Review is not intended to be an extensive analysis of all the literature currently available on achieving gender equality in academic medicine and science, but rather, a reflection on finding multifactorial solutions.	
45	<p>Recruiting and hiring women in STEM fields</p> <p>December 2010</p> <p>Journal of Diversity in Higher Education</p>	The number of women earning advanced degrees in science, technology, engineering, and mathematics (STEM) has increased, yet women remain underrepresented at all ranks of the academic hierarchy in these fields. To help explain this pattern, we explored mechanisms in the recruitment and hiring process at the level of the department that hinder or promote the hiring of women into tenure-track positions. Using a unique data set of the entire pool of applicants to tenure-track STEM faculty positions over a 6-year period at a large public research university, we identified strategies that universities and academic departments can use to increase women's representation in tenure-track positions, including placing greater emphasis on increasing the number of women applicants and placing advertisements in venues that specifically target women.	
46	<p>New routes to recruiting and retaining women in STEM: Policy implications of a communal goal congruity perspective</p> <p>January 2015</p> <p>Social Issues and Policy Review</p>	Despite advances within a wide range of professional roles, women remain a minority in science, technology, engineering, and mathematics (STEM) degrees and occupations. The gender gap in mathematics and science performance has converged, and so it is important to consider the motivational reasons that might underlie the differential STEM pursuits of women and men. The goal congruity perspective contends that a fundamental cause of gender gaps in STEM pursuits is the gender difference in communal motivation (i.e., an orientation toward others). STEM fields may be particularly likely to deter communally oriented individuals because these fields are thought to impede goals of directly benefitting others, altruism, or collaboration. In this review, we examine how the communal goal perspective might address the challenges of gender gaps in STEM pursuits from childhood through adulthood. We review the logic and evidence for the goal congruity perspective, and we examine two other deterrents to women in STEM—work-family challenges and	Link

Inclusive job descriptions

		stereotyping—from the perspective of this framework. We then examine particular recommendations for policy actions that might broaden participation of women and girls, and communally oriented people generally, in STEM.	
47	<p>Book chapter: Diversity staffing: Inclusive personnel recruitment and selection practices</p> <p>2013</p> <p>The Oxford Handbook of Diversity and Work</p>	<p>In this chapter, we discuss the research literature on diversity staffing to shed light on a topic that is increasingly important to both researchers and practitioners. To navigate the literature in this area, we organize our discussion around six basic questions confronting organizations as they pursue diversity during the recruitment and selection processes: (1) why should organizations staff for diversity, (2) who should recruit and select applicants, (3) what messages should organizations convey to job seekers, (4) when should organizations prioritize diversity staffing, (5) where should organizations recruit applicants, and (6) how should organizations select for diversity. We also discuss several existing gaps in the literature and identify directions for future research and practice.</p>	
48	<p>Diversity and inclusion in the workplace</p> <p>November 2019</p> <p>CIPD</p>	<p>This factsheet explores what workplace diversity and inclusion means, and how an effective strategy can support an organisation's business objectives. It looks at the rationale for action and outlines steps organisations can take to implement and manage a successful D&I strategy, from communication and training to addressing workplace behaviour and evaluating progress.</p>	<p>Link (Register and log in for free to view the full factsheet)</p>
49	<p>Guide: The Guardian Jobs guide to inclusive recruitment</p> <p>n.d.</p> <p>The Guardian Jobs</p>	<p>Inclusivity is a key issue in recruitment, with much more needing to be done to ensure that the UK workforce is truly representative. So how can you make sure your business is doing all it can to attract, and retain, a wide-range of talent? To give some guidance on how to make these changes, Guardian Jobs has produced a dedicated guide to help you foster a more inclusive recruitment process, and how to retain those new recruits. In this guide, writer and author Kerry Hudson looks beyond London and advises on the benefits of a financially and geographically accessible recruitment process as she seeks to shed light on how to make your hiring as accessible and inclusive as possible.</p>	<p>Link</p>

Inclusive job descriptions

50	<p>Blog post: Gender identity: how to be more inclusive when using pronouns</p> <p>October 2019 Personnel Today</p>	<p>Awareness of gender identity and expression has grown in recent years and its important for employers to understand how trans, non-binary, genderfluid or genderqueer employees can be affected by the use of incorrect pronouns and mis-gendering. Suki Sandhu looks at some of the small changes employers can make to be more inclusive.</p>	Link
51	<p>Blog post: How to manage gender identity in the workplace</p> <p>March 2018 Personnel Today</p>	<p>Here are some specific steps employers can take to demonstrate best practice:</p> <ul style="list-style-type: none"> • In the recruitment process consider flexibility in terms of requirement for titles and genders on application forms. Ask for previous names sensitively. • Provide high quality diversity and inclusion training to staff at all levels. • Provide access to an Employee Assistance Programme. • Every trans person will have a different experience, so address each situation individually. • Have robust equal opportunities and specific gender identity policies, differentiated from sexuality/sexual orientation. These should emphasise a supportive, flexible and tailored approach. • Discuss whether the employee would like any temporary changes to working arrangements, such as a period away from client-facing roles. This should be led by the employee. • Manage data carefully and make a plan with the employee as to how their information will be updated. Avoid non-consensual disclosure and only retain previous identity documents that are required (such as for pensions purposes). • Provide reassurance about records – disclosure of the individual’s history should be controlled by that individual. • Treat absence like any other authorised absence. • Assess any practical barriers and minimise any feelings of isolation – examples could be installing gender-neutral toilet facilities, offering gender-neutral uniforms, flexibility relating to staff photos in early transition. 	Link

Inclusive job descriptions

		<ul style="list-style-type: none"> Review your anti-bullying and equal opportunities policies regularly to ensure they are fit for purpose and make it clear that any form of bullying will not be tolerated. 	
<p>52</p>	<p>Can AI solve the diversity problem in the tech industry? Mitigating noise and bias in employment decision-making</p> <p>March 2019 SSRN</p>	<p>After the first diversity report was issued in 2014 revealing the dearth of women in the tech industry, companies rushed to hire consultants to provide unconscious bias training to their employees. Unfortunately, recent diversity reports show no significant improvement, and, in fact, women lost ground during some of the years. According to a Human Capital Institute survey, nearly 80% of leaders were still using gut feeling and personal opinion to make decisions that affected talent-management practices. By incorporating AI into employment decisions, we can mitigate unconscious bias and variability (noise) in human decision-making. While some scholars have warned that using artificial intelligence (AI) in decision-making creates discriminatory results, they downplay the reason for such occurrences - humans. The main concerns noted relate to the risk of reproducing bias in an algorithmic outcome (“garbage in, garbage out”) and the inability to detect bias due to the lack of understanding of the reason for the algorithmic outcome (“black box” problem). In this paper, I argue that responsible AI will abate the problems caused by unconscious biases and noise in human decision-making, and in doing so increase the hiring, promotion, and retention of women in the tech industry. The new solutions to the garbage in, garbage out and black box concerns will be explored. The question is not whether AI should be incorporated into decisions impacting employment, but rather why in 2019 are we still relying on faulty human decision-making.</p>	<p>Link</p>

Appendix

Sources and Databases Searched

Google, NHS Evidence Search, CIPD and Personnel Today were searched. Healthcare Databases Advanced Search was used to search the following databases: HMIC, Medline and PsycINFO. Google Scholar was also used to citation match and find further relevant papers.

Search Strategies

Some of the key words and phrases included: “glass ceiling”; inclusion; diversity; “gender bias”; “job description*”; “job advert*”; informatic*; “information technology”

Google

- [inclusive AND \("job descriptions" OR "job adverts"\)](#) 24/2/20
- [\("gender inclusive" OR "gender diverse"\) AND \("job descriptions" OR "job adverts"\)](#) 24/2/20

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