

# Improving Gender Norms in the Workplace <sup>\*</sup>

## *Pre-Results Paper*

Emily A. Beam<sup>†</sup>      Asad Islam<sup>‡</sup>      Joshua D. Merfeld<sup>§</sup>  
Naveen Wickremeratne<sup>¶</sup>

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### Abstract

Gender norms shape women’s access to employment opportunities and their experiences in the workplace, with potential implications for firm productivity. We conduct a randomized controlled trial in Bangladesh, involving 5,000 workers and firm owners across 1,900 small and medium-sized enterprises (SMEs), to explore the impact of promoting gender-equitable norms. Workers and firm owners in randomly selected markets participate in an intensive three-day gender norms training program. We assess the impact of this intervention on gender attitudes, women’s workplace experiences, inter-employee interactions, and firm productivity using a combination of self-reported survey data and lab-in-the-field experiments. By examining the malleability of gender norms and their influence on workplace dynamics and productivity, this study contributes to the design of policies and interventions aimed at fostering more equitable work environments and enhancing firm performance.

**Keywords:** gender norms, productivity, women’s employment, discrimination, field experiment

**JEL Codes:** O15, J16, J24, J71, L25

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<sup>†</sup>Department of Economics, University of Vermont; IZA

<sup>‡</sup>Centre for Development Economics and Sustainability (CDES) and Department of Economics, Monash University; J-PAL

<sup>§</sup>KDI School of Public Policy and Management, IZA

<sup>¶</sup>Department of Economics, Monash University

# 1 Introduction

Constraints on women’s economic opportunities impede their active contribution to economic development. Restrictive gender norms affect women’s access to employment by limiting avenues for employment or advancement and creating unpleasant or unsafe workplace environments (Jayachandran, 2021; Merfeld, 2023). However, these norms are also malleable and responsive to direct training or information provision (Bursztyn et al., 2020; Dhar et al., 2022), as well as broader societal changes (Seguino, 2007).

Barriers to women’s labor force participation can harm the well-being of women who would otherwise want to engage in market work, which in turn can have larger-scale impacts by limiting women’s decision-making power in the home and society more broadly (Sen, 1990; Kessler-Harris, 2003; Jayachandran, 2021). Additionally, increasing work opportunities and income for women directly improves outcomes for women and children (Rosenzweig and Schultz, 1982; Duflo, 2003; Qian, 2008; Jensen, 2012; Heath and Jayachandran, 2017).

Gender norms can also directly affect firm productivity. Bias in hiring can prevent firms from identifying high-quality female employees (e.g. Hsieh et al., 2019). Strained or limited interactions between male and female employees may affect productivity through reduced knowledge sharing and teamwork (Adhvaryu et al., 2023). Poor working conditions (Blattman and Derron, 2018), hostile or unwelcoming work environments (Ilmakunnas et al., 2005)—problems that may be underreported, including in the country of our study, Bangladesh (Boudreau et al., 2023)—and barriers to advancement (Hersch, 1991) increase employee turnover, generating additional recruitment and training costs. High turnover rates are associated with lower levels of productivity and overall firm growth (Hancock et al., 2013), and these effects may be largest for small firms (Li et al., 2022), which are the focus of our study.

Building a better understanding of how we can improve gender norms in the workplace can help not only improve the lives of women but also increase the efficiency of the firms in which they work. To this end, we conduct a randomized experiment with 5,000 owners and

workers at 1,900 small and medium-sized firms (SMEs) across Bangladesh to understand the role of gender norms on women’s workplace experiences, inter-employee interactions, and firm productivity. We use surveys and lab experiments to measure manager and employee gender attitudes, and we develop and implement an intensive gender sensitivity curriculum with owners and employees within randomly selected markets. We then measure the impact of this intervention on gender attitudes, workplace practices, and productivity in the short and longer term.

We developed a three-day gender sensitivity workshop by collaborating with local gender experts and drawing elements from BRAC’s current gender equality and skills development programming and current best practices (CARE, 2014; Dhar et al., 2022). The program comprises two full-day workshops that bring together workers and owners from the area. Roughly 82% of 2,500 invited workers and owners attended the first workshop, held in March 2024, and 87% attended the second workshop, held in May and June. A third half-day workshop consists of firm visits and separate meetings with owners and workers to discuss practical issues specific to each firm. During these meetings, facilitators work with participants to explore potential solutions, review steps taken following previous two trainings, and address challenges encountered.

We anticipate that training will improve equitable gender attitudes among workers and owners, particularly men, measured through an index of gender attitudes, following Dhar et al. (2022), an index specific to gender attitudes toward productivity in the workplace, measured via direct questioning and an incentivized activity. Additionally, we anticipate that the training will lead owners to pursue more equitable hiring practices and take steps to improve workplace conditions for women, such as the availability of nearby toilets or women-friendly workplace policies.

Finally, we hypothesize that improvements in gender attitudes may improve productivity. We measure the impact on productivity through firms’ reported revenues and profits as well

as through an incentivized activity in which participants work in same-gender or mixed-gender groups to cut, fold, and seal envelopes. The high returns to effective collaboration mean that this activity will enable us to measure differentials in productivity by group gender composition while holding the activity and measurement constant.

We use a combination of survey measures and lab-in-the-field experiments to explore mechanisms driving our results. We measure impacts on mixed-gender employee interactions, perspective-taking toward women’s workplace experiences, as well as impacts on trust, altruism, and cooperation in mixed-gender groups. We also test alternative channels, such as if the training improves cooperation and employee relationships more generally, increases empathy, improves women’s empowerment and their productivity, or enhances worker-manager relationships.

Our study makes two main contributions to the growing body of knowledge on gender and firms in developing countries. First, we provide novel evidence on the malleability of gender norms in the workplace and assess the impact of changing gender norms on firm hiring practices and productivity. We build on a broad literature that shows training programs can directly improve women’s empowerment and outcomes (e.g. Bandiera et al., 2020; Ashraf et al., 2020). Additionally, programs that target and support women—such as microcredit for female entrepreneurs (De Mel et al., 2013) or initiatives that enhance women’s control over their earnings (Field et al., 2021)— can also promote empowerment and egalitarian gender norms, though there may be risks of backlash (Angelucci, 2008).<sup>1</sup>

A smaller body of literature has examined training programs for men or couples, with mixed results. For example, couples training aimed at increasing men’s engagement in reproductive health and caregiving has shown positive effects on joint decision-making and reductions in intimate partner violence (Doyle et al., 2018), while other programs focused on training men on topics like intimate partner violence have been less effective (Angelucci et al., 2023).

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<sup>1</sup>See Chang et al. (2020) for a more comprehensive review.

An intervention similar to ours, targeting gender attitudes among adolescent boys and girls, produced lasting changes in gender attitudes (Dhar et al., 2022). Our study, however, is distinct in its workplace setting, where shifts in gender attitudes can directly affect women’s work experiences and firm productivity, and in its focus on an older, adult population.

Our second contribution is investigating the causal link between gender norms and productivity, and unpacking the nature of this relationship. We will measure the impact of training on worker productivity through lab-in-the-field experiments, as well as changes in firm revenues and profits. Additionally, we will explore alternative channels, such as improved trust, altruism, and workplace communication. For example, Alan et al. (2021) found that a workplace climate improvement program strengthened relationships between leaders and subordinates and reduced employee separation. By including both workers and firm owners in our study, we will be able to measure the impacts on both worker behavior and management practices, which are critical to working conditions and firm productivity.

The results of this study will be valuable to private firms looking to understand and improve gender attitudes among employees, helping to identify best practices for fostering positive inter-employee collaboration and reducing worker turnover. For policymakers and NGOs in Bangladesh and beyond, this study will provide documentation of gender attitudes in the workplace and offer pathways to enhance women’s economic agency and promote gender equality. These objectives are not only crucial in their own right but are also key to improving women’s agency and enhancing the well-being of women and children (Duflo, 2003; Heath and Jayachandran, 2017; Jensen, 2012; Qian, 2008; Rosenzweig and Schultz, 1982).

## 2 Background and intervention

### 2.1 Background

Despite Bangladesh’s rapid economic progress over recent decades, gender equality remains a challenge, leading to considerable social disempowerment (Aregu et al., 2018; Chandramohan et al., 2023). The UN Gender Social Norms Index (GSNI) indicates that societal gender biases in Bangladesh consistently hinder women’s access to greater economic opportunities (UNDP, 2023). These biases are deeply rooted in long-standing social norms (Ahmed and Sen, 2018; Haque et al., 2022), further reinforced by labor market disparities, particularly outside the country’s ready-made garment (RMG) sector (Balk, 1997; Blunch and Das, 2015; UNDP, 2023). These norms not only affect women’s ability to seek work outside the home (Jayachandran, 2021) but also influence employers’ willingness to hire them (Buchmann et al., 2023b). Additionally, norms may affect women’s experiences within the workplace. Boudreau et al. (2023) find that harassment is widespread in large garment factories, and that current estimates may be underreported.

In Bangladesh, female labor force participation remains strikingly low at 36.3 percent, compared to 80.5 percent for men (Bangladesh Bureau of Statistics, 2018). Any increase in female labor force participation is driven by the RMG industry, where women constitute 61% of the workforce (Matsuura and Teng, 2020). Beyond the RMG sector, women’s representation remains significantly lower, including the SME sector, which comprises nearly all businesses in Bangladesh and accounts for 70–80% of non-agricultural employment (Hossin et al., 2023). Against this backdrop, Bangladesh offers a unique context to reshape gender attitudes and workplace interactions through comprehensive training on gender norms in SME firms.

Several initiatives have aimed at reshaping gender norms within social and labor market spheres in Bangladesh. Buchmann et al. (2023a) evaluated a program aimed at reducing

child marriages and improving gender norms through the use of economic incentives and empowerment programs. Although economic incentives reduce underage marriage, they find no effects of the empowerment program on adolescent marriage. Additionally, Macchiavello et al. (2020) find that women are sub-optimally less likely to be promoted to managerial roles, and that the initial gap in their performance, which resolves quickly, is driven by negative beliefs held by male workers about the abilities of their female supervisors. However, much of the literature focuses on the garment industry, leaving SMEs, where most non-agricultural workers are employed, relatively underexplored.

## **2.2 Intervention**

The intervention jointly engaged men and women working in employee and managerial roles to shape gender attitudes and enhance workplace communication. This hands-on curriculum was developed by a local expert consultant specializing in gender issues and rights in Bangladesh. She collaborated closely with the research team, incorporating elements from BRAC's current gender equality and skills development programming, along with best practices from other sources (CARE, 2014; Dhar et al., 2022). Appendix E outlines the training curriculum.

The training consisted of three days of workshops lasting approximately 16 hours. The curriculum began with a full-day interactive workshop for employees and owners, covering key topics such as gender equality and stereotyping, promoting teamwork and cooperation, improving communication, and fostering a woman-friendly workplace to improve the recruitment, retention, and advancement of female workers. During this workshop, participants developed action plans to increase the representation of female workers and create an environment for reporting and discussing challenges faced by women to create a gender-sensitive workplace. The second day of training took place approximately three months later and focused on specific strategies and challenges to cultivating a women-friendly workplace. Participants reviewed their progress toward their initial commitments and revised their goals

for the coming months.

On both workshop days, we presented two 4–5 minute videos that we developed to showcase the stories of two successful women in male-dominated SME sectors, followed by a debriefing and discussion. The vignettes highlighted their experiences and competence, challenged societal norms about suitable jobs for women, emphasized the importance of recognizing individual abilities regardless of gender, and underscored the crucial role of societal support in creating a gender-inclusive workplace.<sup>2</sup>

The third day of training involved workplace visits held approximately two months after the second day of training. The trainer met separately with owners and workers to discuss the steps they had taken to meet their previous commitments and to address potential challenges via a set of case studies. On the third day, we also used the revised training materials based on feedback from the pilot and the group-based training in the first two days. The trainers then participated in additional refresher sessions to address any identified issues and integrate lessons learned.

We anticipate that gender training will directly influence gender attitudes and workplace interactions, while the monthly coaching will increase women’s empowerment. Additionally, these interventions may lead to greater cooperation and productivity either directly or through the gender attitude and workplace interaction channels. Section 4 discusses mechanisms in more detail.

### **2.2.1 Workshop implementation**

The first two training days were held in central locations within the study upazilas, selected for the convenience of the invited owners and workers. We targeted 25–35 participants per session and delivered the initial training invitations in person to the targeted owners and

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<sup>2</sup>The first video portrays Saleha, challenging traditional gender roles by working as a clothes ironer in a shop. Her story sparks discussions about gender stereotypes and biases among the laundry owner and others. The second video features Monira, a carpenter in a traditionally male-dominated field. Despite facing societal barriers and criticism, she finds encouragement and support from her mentor.



workers. Workers received 500 Bangladesh taka (BDT), or about \$4.50<sup>3</sup> per day of training, and owners received 800 BDT, or about \$7.15, to account for travel costs and lost wages. All participants were provided with lunch and snacks. Additionally, participants received a small token (jute bag) for their participation in the third day of training, which was held at their firm.<sup>4</sup>

Prior to each workshop day, we held training sessions for the trainers, followed by a brief pilot. We refined materials based on these pilots and then held a second refresher training before launching the workshops.

The intensity of the training aligns with recently published studies that found detectable impacts on gender attitudes. The key outcomes of interest are gender attitudes, job satisfaction, reports of harassment and discrimination, employee turnover, and cooperation and productivity. The workshops are designed to be interactive and participatory, with participants organized into small groups to ensure active engagement. Trainers facilitate discussions aimed at encouraging participants to share their knowledge and experiences regarding gender, societal norms, and discrimination. Through dialogue, participants gained insights into the experiences and perspectives of women in both the workplace and society at large. Additionally, they are expected to gain skills to effectively communicate across diverse backgrounds and viewpoints.

## 2.3 Sampling frame

We derive our sample based on a conducted a firm-level listing exercise (census) with 4,754 firms in two rounds from April–May 2023. We added to this frame 864 firms participating in BRAC’s skill development program (SDP).<sup>5</sup> This survey spanned 21 districts and 88 sub-

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<sup>3</sup>This and all subsequent references to BDT converted to USD at a rate of 1 USD = 111.82 BDT, the average rate from February–June 2024 (OANDA, 2024).

<sup>4</sup>Other workers were permitted to attend the training, but they were not compensated.

<sup>5</sup>BRAC’s SDP is a six-month apprenticeship program designed for adolescents (aged 14–18) who have dropped out or are at risk of dropping out of formal schooling.

districts, providing a broad snapshot of the diverse economic landscape in Bangladesh. We chose these 21 districts based on the location of operations of BRAC’s SDP current cohorts to ensure operational and logistical support from BRAC during delivery of the intervention. Enumerators canvassed each market within the selected sub-districts, listing all shops or enterprises that (1) had a permanent structure, (2) had at least one employee, and (3) fell into a set of pre-identified firm types, including tailoring and garment making, canteens, retail or wholesale stores, and repair shops, among others. Additional details on firm selection are in Appendix B.1.

After categorizing the firms, we selected 2,000 enterprises for our baseline survey and kept an additional 200 on the waitlist, with a focus on maximizing the number of BRAC SDP firms, maximizing the number of manufacturing firms, and ensuring high representation of mixed-gender firms, as well as a balance of male-only and female-only firms. We have a high share of tailoring and garment-making firms, as well as small food shops, restaurants, or canteens in our sample. Due to the peri-urban nature of the sample, we do not include agriculture-oriented firms.

The baseline survey was conducted with 1,888 out of the selected 2,200 firms from 16 September–20 October, 2023. During the baseline survey, we interviewed up to two male and two female randomly selected employees in each firm, as well as the manager, for a total of 1,888 owners and 3,207 workers. We only surveyed employees that are (1) not members of the owner’s household and (2) work regularly at the firm (versus temporarily). Appendix B.2 provides additional details on worker selection.

## 2.4 Randomization

We randomize firms into treatment and control groups at the market level.<sup>6</sup> Out of a total of 803 markets surveyed, 403 markets were randomly allocated to the control group and 400

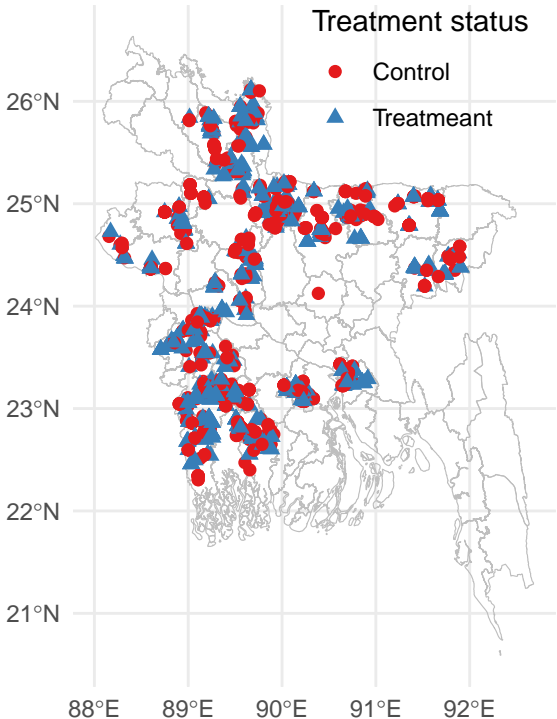
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<sup>6</sup>The cluster is “market,” defined as the set of firms located in the same geographic space.

markets to the treatment group. This resulted in 971 firms in the control group and 917 firms in the treatment group. The workshops were held in locations that would be central for multiple firms and markets, with 96 workshops scheduled to accommodate the 917 invited firms across the country.

Figure 1 presents the location of treatment and control firms throughout the country, showing we have broad geographic coverage outside of the capital city, Dhaka, and the second-largest, Chittagong. SME firms in these locations were excluded because they are more likely to have access to better resources, infrastructure, and support services, which can influence the outcomes of the intervention.<sup>7</sup> By focusing on SME firms outside the biggest two metropolitan centers of the country, we aim to better understand the intervention’s impact in settings that more closely resemble the majority of the country’s SME landscape.

Figure 1: Map of treatment and control firms



<sup>7</sup>Additionally, these areas have higher levels of economic activity and competition, which could affect the generalizability of the study results to other regions.

## 2.5 Power calculations

Our primary outcome is gender attitudes, and we calculate the minimum detectable effect size with a 5% significance level at 80% power, based on an index of gender attitudes standardized to the control group, our primary outcomes. We calculate the intra-cluster correlation coefficient (ICC) to be 0.1014 (for firm owners) and 0.1858 (for workers) based on the baseline gender attitudes index using the `lone` command in Stata.

We have 971 firms in the control group and 917 firms in the treatment group. This corresponds to 403 markets in the control group and 404 markets in the treatment group, leading to an average of 2.41 firms per market in the control group and 2.27 firms per market in the treatment group. On this basis, we have an MDE of 0.14 standard deviations (s.d.) at 80% power for owners. Moreover, we have around 4.1 workers per market in the control group and 3.9 workers per market in the treatment group. Thus, we are powered for a MDE of 0.12 standard deviations at 80% power for workers in our sample.

Compared with the documented 0.18 s.d. change in gender attitudes generated by an intervention of similar intensity but with adolescents in schools Dhar et al. (2022), this study is well-powered to detect impacts on gender attitudes, although we note that we may expect smaller effect sizes because we are working with adults, whose beliefs may be less malleable.

## 2.6 Balance

Table 1 shows the mean characteristics of owners for the treatment and control groups, as well as mean differences between them. We present simple means for the treatment and control groups in the first two columns. Since we stratified based on the market-level gender composition of firms and division, with 22 total strata, we include stratification-cell fixed effects when testing for balance for individual covariates and overall. For p-values of the F-test, we perform randomization inference, following issues around overrejection of the null reported in Cattaneo et al. (2018) and recent suggestions on remedies in Kerwin et al.

(2024).<sup>8</sup>

We find no significant differences in any individual outcome in Table 1 between firms in treatment and control markets at the five-percent level, though secondary education is significant at the 10-percent level. We also note that since a sub-sample of our firms come from BRAC's Skill Development Program, we explicitly test for balance on this variable in the last row of the table. We find no significant or qualitatively large difference. When calculating an F-test for joint significance of all outcomes, we cannot reject equality ( $p = 0.194$ ).

Table 2 presents balance tests for workers. Table 2 shows that we have balanced in all the characteristics at the workers level, with the exception of one outcome: the belonging index. This leads to a marginally significant F-test, with a p-value of 0.103.

To ensure robustness, we will include a specification that controls for these baseline covariates in our analysis, allowing us to account for any potential biases introduced by these differences. This approach will help verify whether our results hold even after adjusting for any baseline imbalances.

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<sup>8</sup>Since randomization is done at the market level, we randomly assign treatment at the same level, across 5,000 replications.

Table 1: Balance table (owners)

	Means		Diff.	p-value (diff.)
	Treatment	Control		
Female employees (perm.)	1.104 (0.067)	1.148 (0.106)	-0.032 (0.109)	0.773
Male employees (perm.)	2.081 (0.129)	2.019 (0.144)	0.063 (0.174)	0.717
Total employees (perm.)	3.184 (0.154)	3.167 (0.197)	0.032 (0.227)	0.890
Gender index	-0.043 (0.04)	0.000 (0.04)	-0.032 (0.053)	0.542
Productivity index	-0.067 (0.039)	0.000 (0.041)	-0.063 (0.053)	0.240
Woman-friendly index	0.042 (0.039)	0.000 (0.041)	0.048 (0.054)	0.370
Job satisfaction index	-0.022 (0.045)	0.000 (0.044)	-0.037 (0.061)	0.549
Belonging index	-0.037 (0.038)	0.000 (0.042)	-0.038 (0.053)	0.481
Trust index	0.007 (0.045)	0.000 (0.049)	0.011 (0.058)	0.852
Women hired (12 months)	0.01 (0.005)	0.008 (0.003)	0.002 (0.006)	0.729
Female-specific toilet	0.033 (0.006)	0.035 (0.007)	-0.003 (0.009)	0.764
Any leave	0.281 (0.019)	0.262 (0.021)	0.019 (0.026)	0.449
Male owner	0.848 (0.018)	0.82 (0.019)	0.024 (0.024)	0.306
Age	40.99 (0.4)	40.886 (0.411)	0.126 (0.507)	0.804
Married	0.904 (0.012)	0.895 (0.014)	0.009 (0.016)	0.571
Muslim	0.843 (0.014)	0.83 (0.015)	0.017 (0.02)	0.391
Primary completed	0.802 (0.014)	0.826 (0.015)	-0.025 (0.019)	0.194
Secondary completed	0.206 (0.017)	0.256 (0.02)	-0.048 (0.025)	0.059
Experience	16.882 (0.44)	17.619 (0.434)	-0.695 (0.601)	0.248
Square feet (log)	5.472 (0.051)	5.483 (0.08)	-0.014 (0.089)	0.874
Average profits	77,116 (5,510)	91,718 (25,025)	-15,023 (23,325)	0.520
SDP firm	0.217 (0.028)	0.234 (0.029)	-0.017 (0.023)	0.470
Firms (N)	917	971	1,888	
F (joint)				1.259
p-value				0.194

Note: Standard errors are in parentheses and are clustered at the market level, which is also the level of randomization. The number in brackets is the number of firms with non-missing values for each variable. Strata fixed effects are included when calculating the differences and p-values but not when calculating the pure means, meaning the stratified difference does not equal the difference in means. We calculate the joint p-value using randomization inference, as suggested by Kerwin et al. (2024).

Table 2: Balance table (workers)

	Means		Diff.	p-value (diff.)
	Treatment	Control		
Gender index	-0.048 (0.042)	-0.006 (0.042)	-0.031 (0.053)	0.566
Productivity index	-0.054 (0.037)	0.002 (0.041)	-0.047 (0.05)	0.346
Job satisfaction index	-0.01 (0.042)	-0.005 (0.042)	-0.02 (0.054)	0.71
Belonging index	-0.175 (0.04)	-0.031 (0.041)	-0.148 (0.052)	0.004
Trust index	0.027 (0.044)	0.011 (0.06)	0.01 (0.062)	0.877
Male worker	0.575 (0.019)	0.576 (0.023)	-0.006 (0.025)	0.806
Age	30.544 (0.461)	30.077 (0.387)	0.54 (0.496)	0.277
Married	0.611 (0.019)	0.598 (0.016)	0.016 (0.021)	0.424
Muslim	0.873 (0.014)	0.851 (0.014)	0.024 (0.019)	0.206
Primary completed	0.718 (0.017)	0.748 (0.015)	-0.032 (0.022)	0.137
Secondary completed	0.134 (0.014)	0.147 (0.013)	-0.013 (0.019)	0.497
Experience	9.786 (0.366)	9.529 (0.315)	0.279 (0.455)	0.54
Monthly salary (log)	8.796 (0.037)	8.762 (0.038)	0.037 (0.046)	0.432
Firms (N)	800	834	1,634	
Workers (N)	1,564	1,643	3,207	
F (joint)				2.196
p-value				0.103

Note: Standard errors are in parentheses and are clustered at the market level, which is also the level of randomization. Since the firm is our unit of analysis, we reweight observations such that each firm receives equal weight, which also means the mean in the control group is not zero for the indices. Strata fixed effects are included when calculating the differences and p-values but not when calculating the pure means, meaning the stratified difference does not equal the difference in means. We calculate the joint p-value using randomization inference, as suggested by Kerwin et al. (2024).

Table 3: Training attendance, day 1

	Owners	Workers	All
Women	0.935	0.825	0.844
Men	0.833	0.790	0.810
All	0.848	0.804	0.821

Note: The values are the share of invitees who attended the first round of workshops. These do not include attendance at the second and third workshops.

## 2.7 Training attendance

We hold a total of three separate workshops with invitees. Attendance on the first day was 82%, with 93% of all firms sending at least one person, and attendance on the second day was 87%. As of submission, the third day of training has not been held. Based on detailed attendance data analyzed for day one, Table 3 shows that women attend more often than men, and owners attend more often than workers.

## 2.8 Timeline

Figure 2 shows the timeline of project activities. We completed the baseline survey of firms in late 2023 and conducted the first day of training in February and March 2024. The second day of training took place in May and June. The third day is scheduled for August and September, but at the time of submitting this PAP, training has been postponed due to countrywide student protests against the government and a curfew in Bangladesh. We will conduct the first endline survey three months after the end of the workshops, projected for December 2024 and January 2025. We will conduct the second endline (follow-up) survey 12 months later, which will be 15 months after completion of the workshops, in order to assess whether any changes are temporary or more long-lasting.



Figure 2: Project Timeline



### 3 Analysis

We use both surveys and lab-in-the field experiments to measure the impact of gender norm training for managers and workers in SMEs. We also collect a rich set of data to explore various channels and possible mechanisms to help understand our main results. We outline our primary hypotheses and how we will test them. We then detail the survey-based outcomes, followed by the lab-in-the-field-based outcomes.

#### 3.1 Primary hypotheses

Here, we discuss our primary hypotheses and their associated outcomes, measured using survey responses and lab-in-the field experiments.

**H1. Workplace gender norms training will lead to more gender-egalitarian attitudes among employees and owners.** To measure gender-egalitarian attitudes, we will analyze the effects of the intervention on the gender index and the productivity index (as defined in Table 4). We hypothesize that the intervention will increase gender-egalitarian attitudes, meaning the indices will increase in the treatment group relative to the control group.

We will report the following outcomes, as well as a domain-specific index that takes a variance-

weighted average of each outcome:

- Gender attitudes index, owners
- Gender attitudes index, workers
- Gender productivity index, owners
- Gender productivity index, workers
- Incentivized productivity perceptions, workers
- Incentivized productivity perceptions, owners

We will also measure incentivized productivity perceptions, the ratio of the number envelopes that a respondent believes that a randomly selected woman vs. man could complete, as described in Section 3.6.6.

**H2. Workplace gender norms training will lead to increased efforts to recruit women.** We will analyze whether training affects the number of women interviewed, offered jobs, and hired.

We will report the following outcomes, as well as a domain-specific index that takes a variance-weighted average of each outcome:

- Number of women interviewed, past 6 months
- Number of women offered a job, past 6 months
- Number of women hired, past 6 months
- Employer demand index, resume evaluation exercise

The final outcome will be an index of the three outcomes obtained from the incentivized resume evaluation exercise described in Section 3.6.5: total applicant rank for female applicants, share of acceptable candidates that are women, and average perceived productivity of female applicants relative to male applicants.

**H3. Provision of gender norms training to owners and employees will improve workplace conditions for women.** We measure workplace conditions using a constructed woman-friendly workplace index. The elements of this index are listed in Table 4, which reflects working conditions for women, including the availability of toilet facilities, flexible working hours, different types of leave (paid, unpaid, and maternity), and whether there are formal support groups for women.

**H4. Provision of gender norms training to owners and employees will improve trust and cooperation between men and women.**

We will report the following outcomes, as well as a domain-specific index that takes a variance-weighted average of each outcome:

- Self-reported trust index (workers)
- Lab-in-field results, mixed-gender pairs/groups
  - Contributions, public goods game
  - Agree to cooperate, prisoner’s dilemma game
  - Amount sent, trust game
  - Amount returned, trust game

We will extensively pilot these experimental games prior to implementation. Based on those results, we will remove any games that are too difficult for participants to understand or too logistically complicated to implement.

We hypothesize that trust will increase across all dimensions, but that mixed-gender trust will increase more than same-gender trust.

**H5. Gender norms training will improve productivity.** We hypothesize that gender norms training will enhance productivity by improving inter-employee interactions and increasing the hiring and retention of female employees. We discuss potential mechanisms in

more detail in Section 4.

We measure productivity via firm-reported profits, revenue, and investments. We will use log transformations for revenue and investment, but not profits, which can have negative values. We will also conduct a productivity experiment, described in Section 3.6.6 to generate a consistent measure of worker- and manager-specific productivity across firms.

We will report the following outcomes, as well as a domain-specific index that takes a variance-weighted average of each outcome, dividing each by the number of staff (workers plus owner):

- Profits per employee
- Log revenue per employee
- Log investment per employee
- Acceptable quality envelopes produced (mixed-gender pairs)

## 3.2 Primary survey outcomes

### 3.2.1 Gender attitudes

In the survey, we collect information on gender attitudes to create two variance-weighted indices.<sup>9</sup> The two indices are a gender attitudes index ("gender index") and gender productivity index ("productivity index"). We list the questions included for each index in Table 4. In all cases, we recode variables such that higher values reflect more gender egalitarian attitudes, and we calculate indices separately for owners/managers and workers, normalizing to control-group owners.

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<sup>9</sup>We use the *swindex* function in Stata (Schwab et al., 2021) to calculate indices, which calculates standardized weighted indices based on Anderson (2008).

Table 4: List of variables in gender indices

(1) Gender index	(2) Productivity index	(3) Woman-friendly index
<ol style="list-style-type: none"> <li>1. Wives should be less educated than their husbands.</li> <li>2. Boys should be allowed to get more opportunities and resources for education.</li> <li>3. A man should have the final word about decisions in his home.</li> <li>4. Parents should maintain stricter control over their daughters than their sons.</li> <li>5. A woman's most important role is to take care of her home, feeding kids and cook for her family.</li> <li>6. Daughters should have a similar right to inherited property as sons.</li> <li>7. It would be a good idea to elect a woman as the Chairman of your village committee.</li> <li>8. Girls should be allowed to study as far as they want.</li> <li>9. Men and women should get equal opportunities in all spheres of life.</li> </ol>	<ol style="list-style-type: none"> <li>1. In general, women are less productive workers than men.</li> <li>2. Women and men are equally likely to miss work for family responsibilities.</li> <li>3. It is best when men and women do their jobs separately in a workplace.</li> <li>4. It is more difficult to give feedback to women at work than men.</li> <li>5. Men are better suited than women to work outside the house.</li> </ol>	<ol style="list-style-type: none"> <li>1. Are there toilet facilities within the enterprise?</li> <li>2. Are there toilet facilities specifically for women in the factory/workshop/enterprise?</li> <li>3. Does your firm allow flexible work hours?</li> <li>4. Does your firm have paid leave?</li> <li>5. Does your firm have unpaid leave?</li> <li>6. Does your firm provide maternity leave?</li> <li>7. Does your establishment provide any formal support groups for women?</li> </ol>

We present the baseline distribution of these two main indices in Figure 3, splitting the sample by the gender composition of each worker/owner pair. There appears to be sorting across the different gender composition categories. For example, female workers with a female owner tend to have more progressive gender attitudes (higher index values) on both indices, while male workers with a male owner tend to have less progressive attitudes. At least part of this is likely due to sorting across industries; certain industries are dominated by men—both owners and workers. For example, restaurants, IT support, and tailoring/garments for men have over 90% male owners, while wood furniture firms do not have a single female owner in our sample. Restaurants, wood furniture, and tailoring/garments for men are the three firm types<sup>10</sup> with the lowest gender indices for owners, while wood furniture is the firm type with the lowest gender index for workers.

### **3.2.2 Women-friendly workplace index**

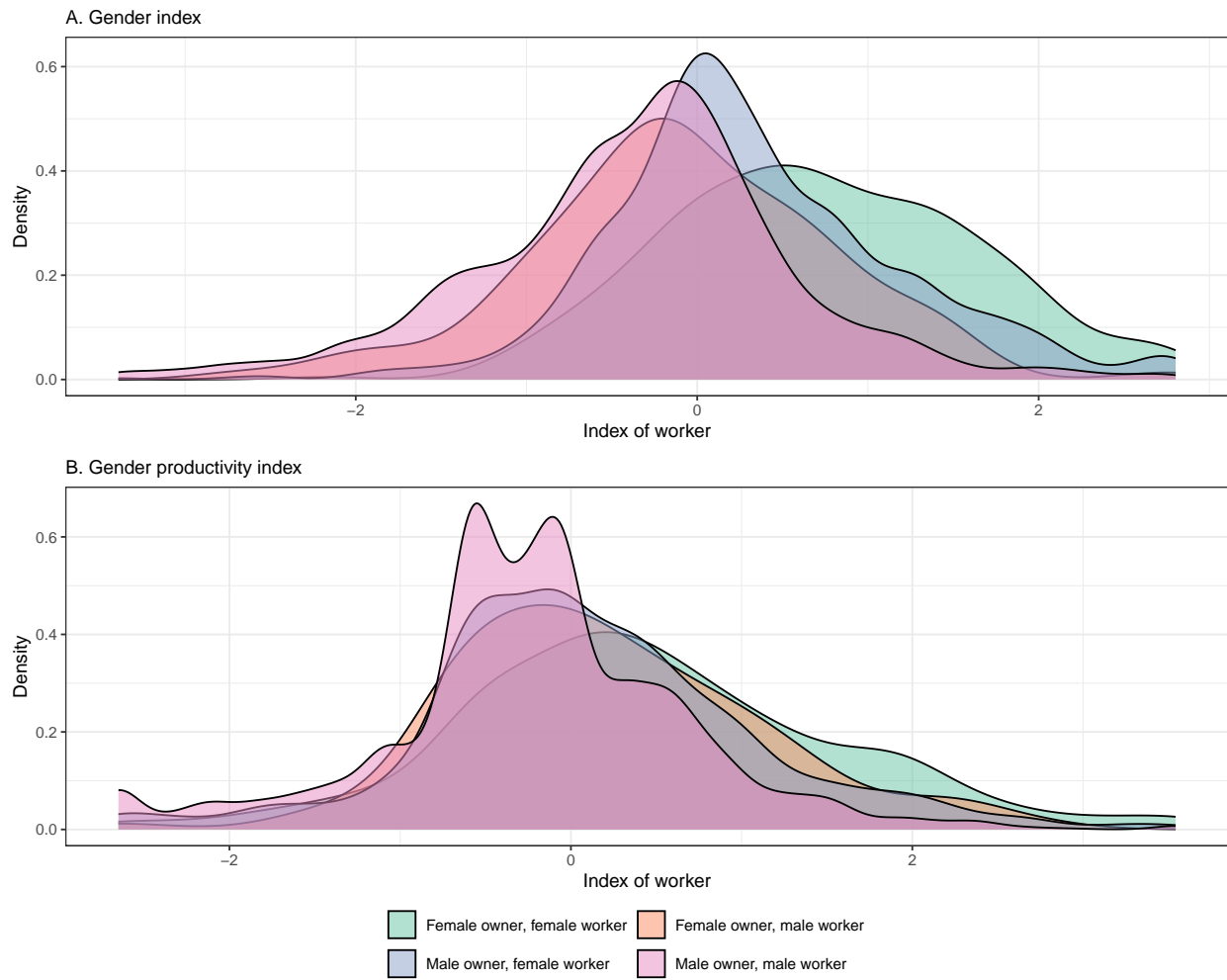
We also collect information about workplace amenities and policies, including amenities that may make the workplace more “female friendly.” We include these variables in the final column of Table 4. These include questions on toilet facilities, and whether there are female-only toilet facilities; whether the firm has flexible working hours; whether the firm provides leave, including paid, unpaid, and maternity leave; and whether the firm has any formal support groups for women. We will use these variables to create an index, using the same methodology above, with higher values indicating more female-friendly policies. We call this index the “woman-friendly index.” We note that some of these policies—like paid leave—are not necessarily only advantageous for women. However, given social norms around women and household responsibilities, we nonetheless see these policies as being particularly beneficial for women.

We will also conduct in-person observational assessments by enumerators and fieldworkers, in addition to collecting employee feedback, to gauge improvements in the physical and social

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<sup>10</sup>Of firm types with more than a handful of observations.

Figure 3: Distribution of main indices



work environment. These assessments will include evaluating policies that support work-life balance and gender equality.

### 3.2.3 Trust index

We will create a trust scale based on the following four statements:

- How much do you trust your co-workers?
- How much do you trust your male co-workers?
- How much do you trust your female co-workers?
- How much do you trust your boss or manager?

The responses are provided on a five-point scale from 0 to 4 (4 = completely trust). The trust scale is the sum of the following four items with higher values representing more trusting attitudes. We will standardize this scale to the control group.

## 3.3 Empirical specification

We will estimate the intent-to-treat (ITT) effects of the program on our key experimental and survey outcomes using the two main empirical specifications below.

### Firm/owner-level analysis

$$Y_{jc} = \beta_1 Treated_c + \gamma X_{jc} + \delta_b + \varepsilon_c, \quad (1)$$

where  $Y_{jc}$  is outcome  $Y$  for firm  $j$  in market  $c$ ;  $Treated$  is the market-level treatment assignment;  $X_{jc}$  is a vector of baseline controls; and  $\delta_b$  is a vector of strata fixed effects.

### Worker-level analysis

$$Y_{ijc} = \beta_1 Treated_c + \gamma X_{ijc} + \delta_b + \varepsilon_c, \quad (2)$$



where  $Y_{jc}$  is outcome  $Y$  for worker  $i$  at firm  $j$  in market  $c$ ;  $Treated$  is the market-level treatment assignment;  $X_{ijc}$  is a vector of baseline controls; and  $\delta_b$  is a vector of strata fixed effects. Because each firm may vary in the number of worker-respondents, we weight observations such that each firm is equally weighted in the sample.

All standard errors will be clustered at the market level. We will select the vector of baseline controls using the post-double-selection lasso procedure introduced by Belloni et al. (2014).<sup>11</sup>

$\hat{\beta}_1$  is the coefficient of interest and is the ITT effect.

We will estimate outcomes at the 3-month endline and 15-month follow-up separately, allowing us to separate the short-run and medium-run impacts of the intervention.

We will explore mechanisms by comparing the results of our lab-in-the-field experiments when participants form same-gender versus mixed-gender groups. For these tests, we have individual-level decisions and will use a difference-in-differences specification:

$$Y_{ijc} = \beta_1 Treated_c + \beta_2 MixedGender_{ijc} + \beta_3 Treated_c * MixedGender_{ijc} + \gamma X_{ijc} + \delta_b + \varepsilon_c, \quad (3)$$

where  $MixedGender_{ijc}$  is a binary indicator equal to one if respondent  $i$  is in a mixed-gender pair or group. The estimated  $\hat{\beta}_1$  reflects the average impact of treatment across all participants, and  $\hat{\beta}_3$  reflects the average differential impact of treatment between same-gender and mixed-gender groups. As before, we cluster at the market ( $c$ ) level.

### 3.4 Inference and multiple hypotheses testing

We will utilize two methods to correct p-values. We will use Westfall-Young adjustments with 1,000 bootstrap resampling (Westfall and Young, 1993) and randomized-based inference

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<sup>11</sup>We will include as candidate predictors only variables for which we have baseline values.

(RI) p-values with market-level randomization permuted, and 1,000 replications as proposed by Young (2019). We will report both types of p-values. However, if the RI p-values and unadjusted p-values are nearly indistinguishable, we will only report the FWER p-values alongside the unadjusted p-values in the main tables of results.

## 3.5 Robustness

### 3.5.1 Social desirability bias

Given the nature of the study and intervention, there is a possibility that respondents may provide socially desirable answers and that the intervention may influence the perceived desirability of certain answers, biasing our results. We take several steps to reduce this risk. We introduce our endline and follow-up surveys as measuring workers' and owners' workplace experiences, without any specific reference to gender. Additionally, we pair survey outcomes with incentivized activities, such as asking participants to predict how many envelopes men and women will produce in the productivity experiment and asking owners to complete a resume rating activity, both of which are described below.

Additionally, we test whether differences between treatment and control groups persist when examining the subset of individuals with a higher baseline likelihood of providing socially desirable answers, following Dhar et al. (2022). We measure this propensity using a sub-scale of the Marlowe-Crowne Social Desirability Scale at baseline (Crowne and Marlowe, 1960). This sub-scale is based on eight binary questions listed in Appendix C. We will sum all the socially desirable responses to construct a social desirability index which ranges from 0 to 8, with a higher score indicating a greater tendency to provide socially desirable answers.

We also present relationships between calculated social desirability bias and responses on indices in subsection A.1 of the appendix. All relationships except one<sup>12</sup> are in the expected directions, with the indices correlating positively with the social desirability bias. Reassur-

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<sup>12</sup>This one exception is driven by a small sample size in the extremes of the social desirability index.

ingly, the overall correlation is relatively low; the highest correlation across eight separate coefficients is 0.133, meaning that, at most, social desirability explains just 1.8% of the main indices we use in this paper (Table A1).

### **3.5.2 Attrition**

We do not anticipate differential attrition by treatment arm at the firm level, as we do not anticipate the intervention will affect the likelihood of firm survival. Additionally, the owners had worked at their firm for an average of 12 years, and 90% had worked there for at least 3 years, suggesting that both firm and manager turnover are likely to be low, especially prior to the endline.

However, if the intervention itself or its downstream effects impact retention, this could lead to differential attrition by treatment assignment for workers. To reduce this risk, we collect up to three phone numbers from each worker, including those from family members, in case they are no longer employed at follow-up. We also will update these phone numbers during the endline.

We will follow up with all workers and managers even if they quit their job or business. An attrition analysis will be conducted for workers and managers who cannot be tracked in the endline and follow-up surveys. If we are able to track them, we will consider them separately in our analysis and examine if there is differential turnover or quitting across treatment and control groups. These individuals who quit their job or firm are a subject of interest as an outcome of our intervention. However, it is possible that we might not observe significant effects due to (1) workers' long tenure at these firms; (2) the lack of alternatives within their own geographic or commuting region. Additionally, for women, changing jobs often entails significant challenges at both the family and workplace levels.

For attrition from the survey, we will test for differential attrition by treatment arm. In the event of differential attrition by treatment, we will test whether baseline characteristics

remain balanced conditional on response. Additionally, we will adjust for differential non-response using inverse probability weighting and Lee bounds (Lee, 2009).

### **3.6 Lab-in-the-field experiments**

At endline, we will implement several incentivized lab-in-the-field experiments to validate self-reported answers and test for potential mechanisms. For all experiments, we will randomly select male and female owners and workers who were surveyed at baseline. Each selected owner or worker will be invited to participate in all five games, summarized in Table 5. We are confident that these experiments will elicit meaningful variation within our population of interest, as similar experimental games have been extensively tested in developing countries similar to Bangladesh, though in different contexts. For instance, Islam et al. (2023) and Gangadharan et al. (2016) tested the trust game and public goods game in India, while Gangadharan et al. (2022) applied both the trust and dictator games in Cambodia. Alan et al. (2021) implemented the trust game and prisoners' dilemma in Turkish schools, and Rao (2019) utilized the dictator game in Delhi schools. These studies consistently elicited significant variation, indicating the robustness of these incentivized lab-in-the-field experiments across various developing country environments.

Similarly to the workshops, we will conduct our lab-in-the-field experiments in central locations within the study upazilas, selected for the convenience of the invited owners and workers. Our experimental games will be implemented with both same-gender and mixed-gender pairs or groups to distinguish between general and gender-specific outcomes. Additionally, we will assign pairs such that we have owner-worker pairs and worker-worker pairs in our experimental games. Each owner will play with a worker, and a worker will randomly play with an owner or a worker. With the exception of the trust game and productivity experiment, participants will play each game twice: once in a same-gender pair or group, and once in a mixed-gender pair or group. The order and pairings will be selected randomly.

For the asynchronous games, the identity of the players will be kept anonymous, but they will initially be informed of the gender of their fellow player via a gender-specific pseudonym. Participants will receive their earnings via mobile money two to three weeks after their participation. All participants will receive 150 BDT for participation plus the earnings from one randomly selected game as payment, compensating them for their time while minimizing the potential influence of a wealth effect in experimental games. All participants will be paired with a worker outside their own firm, and they will be compensated following the payment rules.

Table 5: Summary of lab-in-the-field experiments

	<b>Public Goods</b>	<b>Ultimatum</b>	<b>Prisoner's dilemma</b>	<b>Trust game</b>	<b>Envelope-making</b>
<b>Outcome</b>	Cooperation	Equality and fairness	Cooperation/trust	Trust	Productivity
<b>Sample</b>	BL men and women	BL men and women	BL men and women	BL men and women	BL men and women
<b>Group size</b>	4	2	2	2	2
<b>Parings</b>	Same- <b>and</b> mixed-gender groups	Same- <b>and</b> mixed-gender pairs	Same- <b>and</b> mixed-gender pairs	Same- <b>or</b> mixed-gender pairs	Same- <b>or</b> mixed-gender pairs
<b>Timing</b>	Asynchronous	Asynchronous	Asynchronous	Asynchronous	Synchronous
<b>Decisions/game</b>	2	2	2	~8	Effort

### 3.6.1 Public goods game

To measure cooperation, we will implement a public goods game in which individuals will allocate an endowment between themselves and a public pot, to be shared among all members. In this game, the players will be randomly assigned to a group of 4 employees from other firms in their community. Each player will receive 100 BDT, and they will choose to contribute any portion of that amount (including zero) to a common pool. The money contributed to the common pool will be doubled by the experimenter and then evenly distributed among all group members, regardless of their individual contributions.

### 3.6.2 Ultimatum game

We adopt a version of the ultimatum game with a known outside option (see e.g. Camerer and Thaler (1995) and Hennig-Schmidt et al. (2018)) to test how notions of equality and fairness influence decision-making in the context of improving gender norms. People often reject unfair offers even if doing so means they receive nothing, suggesting a preference for equitable outcomes over personal gain. The presence of a favorable outside option for the proposer amplifies their dominance concerning the proposal. This increased control subsequently augments the proposer’s capacity to autonomously determine the offer’s magnitude without concern for the responder’s decision. We will randomly match male and female workers to assume the role of sender and receiver.

Moreover, both the players are informed about the consequences of the game in advance. The first player (proposer) is given an initial endowment of 100 BDT (approximately 1 USD) and asked to split it with the second player (responder), who knows about the initial endowment) The proposer then suggests a division of the money between the two players, and the responder can either accept or reject the proposal.

If the responder accepts the proposal, then the enumerator splits money between the players as the proposer indicated. If the responder rejects the proposal, then the proposer will receive 30 BDT and the responder will receive nothing. We will randomize the order of the player type. Furthermore, we intend to employ the strategy method for this game by asking the responder, “what is the smallest offer you would accept” giving participants the opportunity to formulate a strategic approach or plan prior to rendering their decisions. Thus, participants can consider various factors such as fairness, the likelihood of acceptance, and potential counteroffers.

### 3.6.3 Prisoner’s dilemma game

We will implement a one-shot prisoner’s dilemma game based on Alan et al. (2021) to measure cooperation between male and female employees. In this game, there are two players who are paired randomly across firms. The enumerator will ask the two players individually whether they would like to choose blue or green among two cards. The color card chosen by both plays will determine their monetary earnings, ranging from 0–90 BDT. The enumerators explain the payoff options and offer a practice round so players understand the nature and potential consequences of the game in advance.

Table 6: Payoff Matrix: Prisoner’s Dilemma game

		P2	
		Blue	Green
P1	Blue	30, 30	90, 0
	Green	0, 90	60, 60

As the payoff matrix in Table 6 shows, if both players pick the blue card, then each player will receive 30 BDT. On the other hand, if both players pick the green card, then each player will receive 60 BDT. However, if player 1 picks blue and player 2 picks green (or vice versa), then player 1 will receive 90 BDT, and player 2 will receive nothing. And if player 1 picks green and player 2 picks blue, then player 1 will receive 0 tokens (0 BDT) and player 2 will receive 9 tokens (90 BDT)

### 3.6.4 Trust game

In addition to self-reports of trust, we will implement a trust game based on Berg et al. (1995). We will randomly match workers in same or mixed-gender pairs. Each will take turns being a sender and a receiver.

Both players are informed about the consequences of the game in advance. The sender receives an initial endowment of 100 BDT can transfer pre-specified amounts of 0 BDT, 20 BDT, 40 BDT, 60 BDT, 80 BDT, or 100 BDT to the receiver. The experimenters triple

the money that is transferred. The second player is also given an endowment of 100 BDT and can choose to transfer back any of the same 6 pre-specified options. As before, the experimenters triple the money that is transferred back to the first player from the second player. The share of money sent to the fellow player is our measure of trust in this setting. This game is designed using a strategy method such that both players choose how much to send back (reciprocate) if they assume the role of a sender.

If the receiver gets any money from the sender, they then decide how much of the money to return by selecting one of six options, reflecting the tripling: 0 BDT, 60 BDT, 120 BDT, 180 BDT, 240 BDT, or 300 BDT). We will measure reciprocity based on the average value sent back.

The trust game will complement the trust questions we ask in the survey. We hypothesize that the intervention will increase trust in the treatment group, especially among mixed-gender participants.

### **3.6.5 Firm hiring preferences**

Because firms are small and hiring may be infrequent, our two follow-up surveys will not be able to detect changes in hiring preferences among owners who have not yet needed to recruit new workers. To understand firms revealed preferences for hiring men versus women, we implement an incentivized resume evaluation exercise in the spirit of Kessler et al. (2019). Specifically, in the second follow-up survey, we will present owners with a set of eight potential (hypothetical) workers, including their gender, marital status, age (20–25 vs. 26–30), highest education (primary completed vs. secondary completed), location, and past work experience (none vs. 1–2 years). The specific characteristics will be randomized, but each owner will see the characteristics of four men and four women. We will ask them to (1) rank their candidates based on their order of preference; (2) indicate which candidates would be "acceptable" to their firm; and (3) evaluate the worker on a series of potential characteristics: whether the worker would be likely to accept the job, whether the worker



would be likely to be a productive employee, whether the worker would be likely to get along with other employees, whether the worker would be likely to still be employed at the firm a year from now.

To encourage owners to reveal their true preferences, they will receive actual contact numbers of potential job seekers that best match the characteristics of their preferred workers, based on these identifiable characteristics, following Macchi (2023). Prior to this activity, staff will canvass local areas to recruit a pool of potential job seekers and collect their contact information as well as the demographic characteristics described above.

The key outcome variables for each owner from this activity will be the following: (1) Total applicant rank for female applicants (on average, employers indifferent to employee gender will rank women as 4.5); (2) Share of acceptable candidates that are women; and (3) Average perceived productivity of female applicants relative to male applicants. The other outcome measures will provide additional insight into how employers think about the characteristics of male and female applicants.

### **3.6.6 Productivity experiment**

We adapt a productivity experiment involving envelope stuffing by DellaVigna et al. (2022) to our distinct context. In rural areas of South Asia, envelope production is a common form of self-employment, as it requires minimal skills and inexpensive materials.

The task involves two roles: the assembler, who cuts and folds the paper into the correct envelope size and shape—precision here is paramount; and the sealer, who applies adhesive to the flap and ensures the envelope is flawlessly sealed, preventing any accidental openings. Each envelope that meets our quality standards will be purchased by the experimenters for 5 BDT (approximately 0.05 USD).

Prior to the paired activity, each participant will complete a 30-minute version of the experiment, in which they will act as assembler and sealer and also earn 5 BDT per accepted

envelope. This will serve as a measure of individual productivity. Afterward, we will ask participants how many envelopes a randomly selected man and randomly selected woman completed during this activity. If their guess is close, they will receive a bonus equal to 10 percent of the revenue earned in the activity.

The paired manufacturing activity will take two hours, preceded by a half-hour training session and including a 15-minute break for every hour worked. After randomly forming pairs, participants will randomly pick a chit from a basket, which will assign them to be the assembler or sealer. Before they blindly pick their roles, we will ask their actual preference of the role they prefer to undertake.

After pairing up, the participants will be allowed to discuss their roles with their partner, if they desire, to swap roles. Here, we attempt to exploit dominance in their decision-making as well as any variation in dominance of role assignment among the workers between treatment and control firms. Moreover, we will record their initial preferred roles, which will allow us to measure whether workers are more likely to compromise.

We will monitor the quality, quantity, and revenue generated by the envelopes produced within a specified time frame. Productivity will be measured by number of acceptable envelopes each team produces within the time frame.

## **4 Conceptual framework and mechanisms**

### **4.1 Primary channels**

The relationship between gender norms and productivity is not necessarily direct, and the training may also affect productivity through alternative channels. Our conceptual framework maps the potential linkages between training, gender norms, and productivity. We anticipate that three primary potential channels are through changes in cross-gender within-firm interactions, hiring, and retention.

First, we hypothesize that the training may influence productivity by improving mixed-gender interactions. This could occur through a gender-norms channel, but it could also reflect improvements in men’s ability to understand the women’s perspective. We measure impacts on gender norms as described in Hypothesis 1, and we measure the extent and intensity of mixed-gender interactions using the set of measures described in Section D.3, which includes questions to workers and owners about how often workers interact with other workers of the opposite gender.

We also measure impacts on empathy, building an index based on measures listed in Section D.2), and on perspective-taking, as listed in Section D.1. The first set of measures captures perspective-taking generally, and the second set reflects the ability to understand women’s experiences in the workplace using the second set of measures.

Additionally, we assess the nature of mixed-gender interactions via our lab-in-the-field experiments. We expect to see increases in cooperation, altruism, and trust among mixed-gender pairs. In particular, we hypothesize that treatment is especially likely to increase men’s trust, altruism, and willingness to cooperate with women.

We expect that improvements in mixed-gender interactions would increase productivity (Adhvaryu et al., 2023), which would positively impact the full set of productivity measures outlined in Hypothesis 5: the productivity of mixed-gender pairs in the firm productivity experiment and firm-level revenues and profits.

Changes in gender norms also could influence firm productivity through hiring practices. We would observe firms’ increased willingness to hire women in the incentivized activity and the recruitment and hiring of women through firm reports. When firms exclude female employees due to prevailing norms or societal expectations (Bursztyn et al., 2020), they limit their access to a broader pool of workers. Moreover, if wage disparities exist, firms that can recruit equally productive women at lower wages would see improved profits (which, over time, could help reduce these wage disparities).

More egalitarian gender norms among female employees may increase their willingness to stay in their current job and remain in the labor force (Field et al., 2021), especially if the workplace environment improves. This, in turn, could enhance productivity due to lower turnover rates and greater worker experience (Maranto and Rodgers, 1984). Owners may also implement specific policy or infrastructure changes—such as improving access to bathrooms for women—that increase female employees’ productivity and improve retention. We measure retention as the share of women employed at baseline who remain with the firm, as well as the share of women who continue participating in the labor force.<sup>13</sup>

While the recruitment and retention channel would not directly affect the results of the firm productivity experiment (since the worker pool was selected at baseline), it could contribute to increased firm revenues and profits over time.

## 4.2 Alternative mechanisms

The training may also improve firm productivity through alternative channels: improvements in general trust and cooperation, increases in women’s empowerment, and improvements in management leadership.

By bringing employees and firm owners together and facilitating discussions and activities, the intervention could promote general trust and cooperation independent of any change in gender norms. In this case, we would see increases in giving and cooperation among same-gender pairs in the public goods, ultimatum, prisoner’s dilemma, and trust game. If both mechanisms are at work, we would see treatment increase altruism, trust, and cooperation among all pairs, with a more pronounced increase in mixed-gender pairs.

Secondly, the training might directly increase women’s confidence and empowerment in the workplace, similar to other interventions that successfully target women’s agency and self-efficacy (Bandiera et al., 2020; Ashraf et al., 2020). In this scenario, treatment would increase

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<sup>13</sup>We condition on being employed at baseline to avoid confounding effects if firms are more likely to hire new, potentially less experienced, women through the change in hiring practices discussed above.

women’s productivity in the solo envelope-making task relative to men. We also would expect improvements in women’s sense of belonging and inclusion (see Section D.6).

Finally, the training could improve manager leadership and worker-manager relationships, independent of gender norms. We will measure the impact of training on both a leadership index (Alan et al., 2021), which reflects workers’ perception of firm owners, as well as an index of owner attitudes toward workers, provided in Section D.4.

### **4.3 Analysis of textual data using Natural Language Processing (NLP)**

With the rapid advancement of natural language processing (NLP) algorithms and their increasing application in economics research (Gentzkow et al., 2019; Ash and Hansen, 2023), we utilize rich textual data from our gender norms training program to gain deeper insights into the mechanisms underlying our intervention. During the training program, participants develop action plans to increase the representation of female workers and create a gender-sensitive workplace, and they complete a feedback survey at the end of each day to reflect on their learning and experiences. We utilize these action plan data and the feedback data regarding the training to conduct a comprehensive textual analysis that will assist us in understanding the mechanisms that may drive our expected results. We will use Natural Language Processing (NLP) techniques, such as those provided by the Natural Language Toolkit (NLTK), to tokenize the text data into individual words and establish thematic content. Following initial text processing, we will apply feature extraction techniques like Term Frequency (TF) and Term Frequency-Inverse Document Frequency (TF-IDF) to count the occurrences of each word or theme. TF-IDF adjusts these counts by the inverse document frequency, assigning more weight to unique terms within the corpus. Utilizing the Scikit-learn library in Python, we will vectorize our processed text data to systematically quantify the frequency of themes. This textual data analysis will not only assist in understanding the

mechanisms of our intervention, but also it will provide a scientific foundation to evaluate the strengths and weaknesses of our intervention, informing future policy interventions in this context.

## **5 Primary heterogeneity dimensions**

In our gender norms training program, which targets both male and female firm owners and workers, the intervention may have differing effects based on gender, similar to the findings by Dhar et al. (2022). Additionally, we aim to understand the extent to which managers' baseline attitudes influence employee outcomes and whether there is heterogeneity in this effect. This analysis could provide valuable insight into how the pre-existing gender norms held by firm owners and managers mediate the intervention's effectiveness across different types of firms. We further attempt to check another aspect of heterogeneity by examining how the baseline characteristics and attitudes of coworkers interact with the treatment, particularly in firms that have more than one worker. Furthermore, we will explore heterogeneity along other key dimensions, including the marital status of firm owners and workers, the age of both employees and managers, and their educational backgrounds.

## **6 Cost-effectiveness analysis**

We will conduct a comprehensive cost-effectiveness analysis based on our primary outcomes of interest and the overall costs of the intervention. This analysis will help quantify the financial efficiency of the gender norms training program by assessing the relationship between costs incurred and the observed outcomes. To ensure accuracy, we will work closely with GDRI to track detailed costing data for both the development and implementation phases of the intervention. This includes costs associated with curriculum development, workshop facilitation, participant recruitment, training materials, and any additional logistical expenses such as travel and venue rentals.

The analysis will provide insights into the cost of achieving various intermediate outputs, such as the cost per participant trained or cost per firm involved in the program. These measures will allow us to understand the financial investment required to engage participants and deliver the training effectively.

Furthermore, we will extend the analysis to measure the cost-effectiveness of achieving key intermediate and final outcomes. This includes calculating the cost per additional worker-year retained, following the framework of (Alan et al., 2021), which captures the cost of keeping a worker employed for an additional year as a result of the intervention. Additionally, we will assess the cost per standard deviation increase in worker productivity, as measured through our productivity experiments. This metric will allow us to determine the financial efficiency of boosting productivity through gender norms training.

By comparing our findings with those of similar studies, we will be able to benchmark the cost-effectiveness of this intervention against other programs aimed at improving workplace gender dynamics and productivity. This comparison will provide a broader understanding of how cost-effective gender norm interventions can be in various contexts, helping policymakers and organizations make informed decisions about investing in similar programs.

## **7 Concluding Remarks**

This study aims to assess the impact of a gender norms training program on workplace dynamics and firm productivity in SMEs in Bangladesh. By engaging both male and female workers and firm owners in an intensive training program, we seek to address key issues such as gender bias, cooperation, and mixed-gender interactions in the workplace. While the results of the study are not yet available, our conceptual framework suggests that improvements in gender norms, hiring practices, and retention could lead to enhanced workplace productivity and better working conditions for women. The study will explore alternative mechanisms, such as improved trust, cooperation, and management leadership, which may

also contribute to these outcomes. The findings will provide valuable insights for policymakers and organizations seeking to promote gender equality in the workplace, offering evidence on how targeted interventions can improve both firm outcomes and gender dynamics.

## **8 Administrative information**

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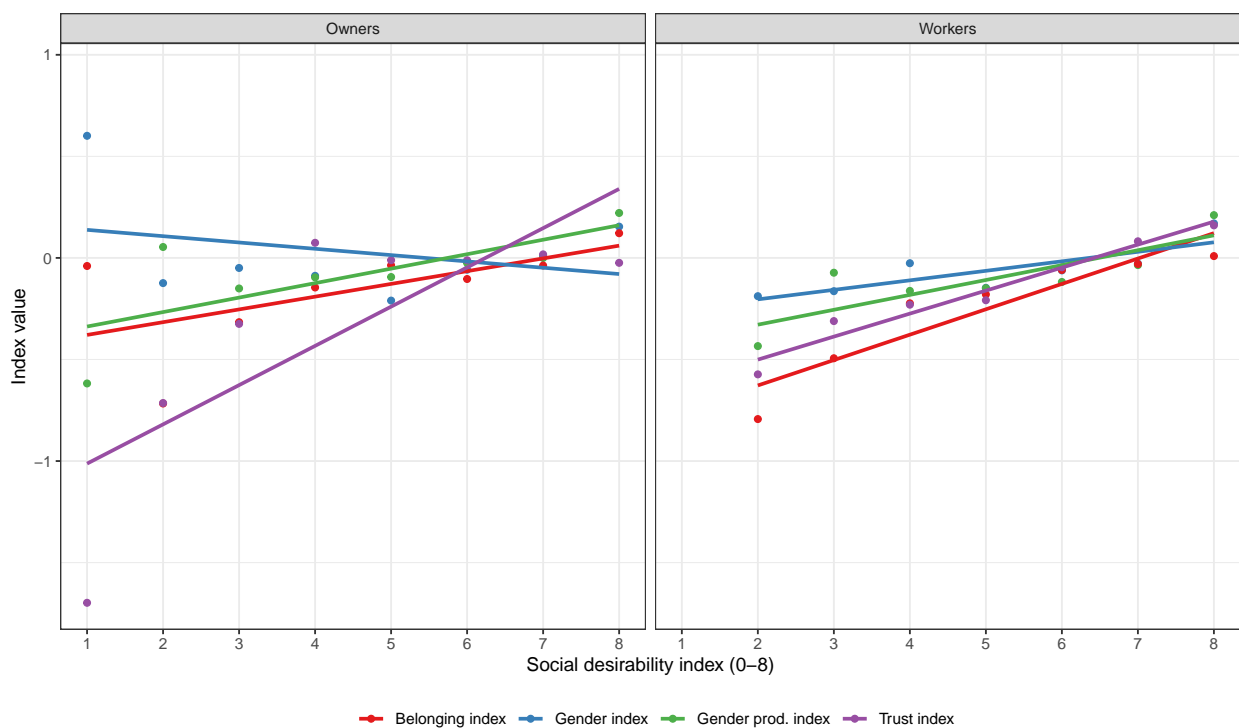


# A Additional results

## A.1 Social desirability bias

We calculate social desirability bias following Crowne and Marlowe (1960). We use eight questions and sum up socially desirable answers. We then take the mean across five separate indices and plot these together in Figure A1. At the mean, there does appear to be a correlation between the social desirability index and responses on other indices; however, we note that much of this is driven by relatively few observations at the bottom and top of the social desirability scale.<sup>A1</sup>

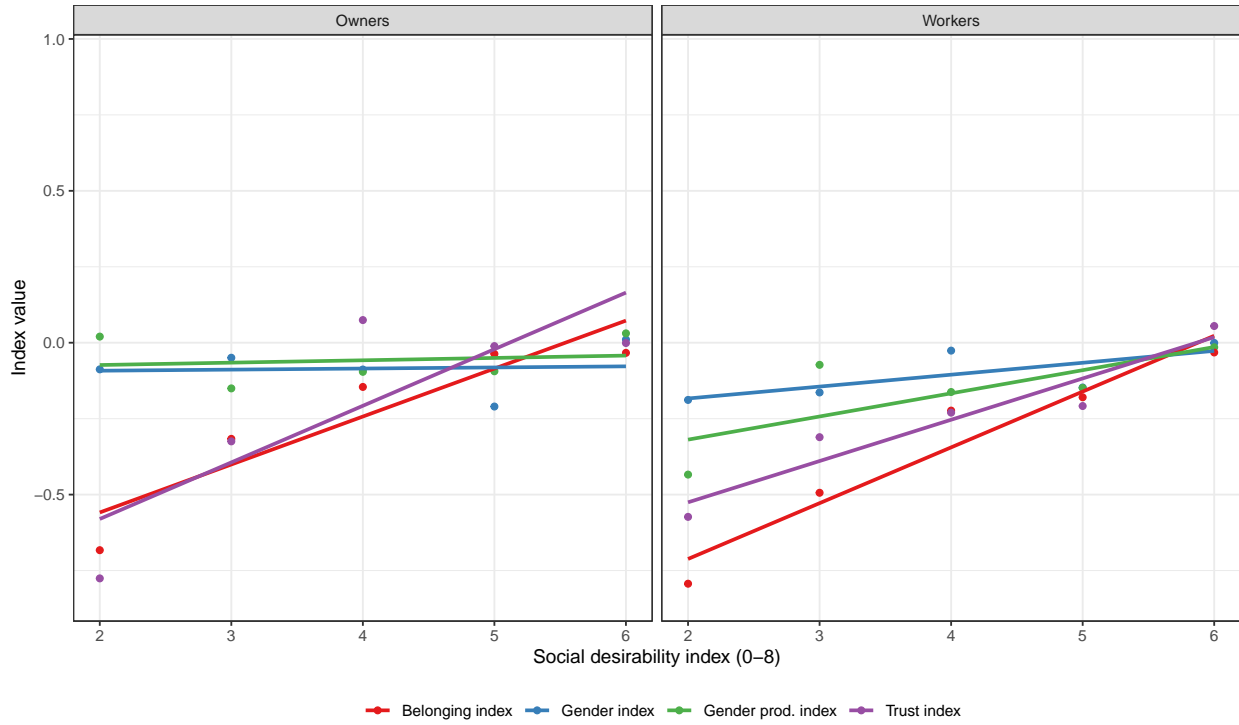
Figure A1: Mean indices by social desirability response



If we winsorize at two and six for both owners and workers, the resulting distribution shows relatively less correlation. We show this in Figure A2.

<sup>A1</sup>For owners, around 2.6% of responses are below two and 1.5% of responses are above six. For workers, around 1.4% have a social desirability bias of less than two and 2.5% have a social desirability bias of more than six.

Figure A2: Mean indices by social desirability - Winsorized desirability



As further evidence, we report simple pairwise correlations, at the individual level, between social desirability bias and different indices we use in the paper. We report these correlations in Table A1. While all the correlations are in the expected direction, overall correlations are quite small; the highest correlation is just 0.126, meaning that social desirability explains, at most, 1.6% of responses to the index questions.

Table A1: Correlation between social desirability index and indices

	Owners	Workers
Gender index	0.080	0.073
Gender productivity index	0.077	0.101
Belonging index	0.090	0.090
Trust index	0.034	0.133

Note: The social desirability index ranges from 0 to 8. Correlations are simple pairwise correlations.

## **A.2 Relationship between worker and owner characteristics**

In this section, we present results of regressions of different worker-level indices on the index of the firm's owner. We include strata fixed effects to account for the randomization process.

We present these results in Table A2.

Table A2: Worker and owner characteristics

	Gender index	Prod. index	Disc. index	Job sat. index	Belonging index	Trust index
Owner index value	0.2874*** (0.0221)	0.3084*** (0.0236)	0.1542*** (0.0234)	0.4324*** (0.0205)	0.4099*** (0.0215)	0.2846*** (0.0205)
Observations	3,207	3,207	3,204	3,207	3,207	3,157

Note: Standard errors are in parentheses and are clustered at the market level, which is the level of randomization. Strata fixed effects are included in all regressions. The outcome is the value for each worker and the predictor is the value for the owner.

## B Additional sampling details

### B.1 Firm listing details

For the firm-listing exercise, enumerators were provided with a list of markets within each included sub-district (upazila). A market is an informal designation reflecting an area with a dense concentration of firms. In an urban or peri-urban area, it could be a set of small shops comprising 2–3 floors of a building. In rural areas, it could span an area of 100–200 meters. They then proceeded with the following procedure to identify potential firms for the sample:

Enumerators started with the largest local market within each sub-district. They were instructed to canvas the entire market and list as many potentially eligible firms, following the indicated criteria:

- Firms needed to work in a set of specific shop types that were pre-determined to be popular and unlikely to employ exclusively women: these included mobile phone servicing, tailoring and garment making, block or batik work, fridge or AC repair, embroidery (handicrafts and machine), wooden furniture work, basic electrical work, graphics design, hardware technician services, IT support technician services, aluminum fabrication, medium grocery stores, retail or wholesale stores, and small hotels (which in Bangladesh often refer to food shops, restaurants, or canteens)
- Only shops with permanent structures should be included in the survey. Temporary shops with no permanent establishment should be excluded.
- The shop must have at least one employee working under the owner. Initially, we required that the shops have at least one female employee, but we relaxed this criteria early on because it was overly restrictive.

They then proceeded to the remaining markets, until the list was complete. While all firms had employees during the listing exercise and, as such, ended up in our final sample, some

of these firms have since cut ties with employees, leaving only the owner.

Among the listed firms, we excluded some firms based on the following criteria:

1. Firms in low-density upazilas/districts: Some geographic areas had too few firms to be logistically feasible to include
2. Missing total number of employees
3. The only employees were female household members of the owner
4. The manager stated that they were not interested in training or that they did not anticipate the firm would be open one year from now

## **B.2 Worker selection details**

For this study, a regular employee is defined as someone who (1) works for pay for the company (2) on a continuing basis. However:

- They may or may not have a contract.
- They may or may not work full time, and the hours can change from week-to-week.
- They may be newly hired, but the expectation is that they will continue to work for the firm in the coming months.
- Anyone hired just for the month with no expectation of renewal or an employee hired on a day-to-day basis is considered a temporary – not regular – employee.

In the case there were more eligible employees than interview spots, we prioritized:

- Employees who have worked at the firm for six or more months.
- Employees aged 18-35.

## C Social desirability bias questions

The socially desirable answer is given within brackets at the end of each following question:

1. There have been occasions when I took advantage of someone (Disagree).
2. I sometimes feel resentful when I don't get my way (Disagree).
3. I have deliberately said something that hurt someone's feelings (Disagree).
4. I'm always willing to admit it when I make a mistake (Agree).
5. I am always courteous, even to people who are disagreeable (Agree).
6. There have been times when I felt like rebelling against people in positions of authority even though I knew they were right (Disagree).
7. There have been times when I was quite jealous of the good fortune of others (Disagree).
8. I am sometimes irritated by people who ask favors of me (Disagree).

## D Mechanism questions

### D.1 Perspective-taking

To assess changes in participants' ability to understand others' viewpoints, we will measure the impact of the intervention on a perspective-taking index built using responses to the following questions, drawn from Alan et al. (2021). Respondents are asked whether each statement applies to them never, rarely, sometimes, often, or always.

1. I try to understand how others feel.
2. My friends talk to me about their problems.
3. I can put myself in someone else's shoes and understand how they feel.
4. I can tell if a friend of mine is upset.



The second component of our perspective-taking measure presents two hypothetical workplace scenarios to our respondents, followed by questions to assess their perspective on the situation.

1. I try to understand how others feel.
2. My friends talk to me about their problems.
3. I can put myself in someone else's shoes and understand how they feel.
4. I can tell if a friend of mine is upset.

Scenario 01: Fatima has been working at a small factory for three years. She works hard and gets good feedback from her boss. But when a promotion comes up, a male coworker who has been there for less time gets the job. When Fatima asks why, her boss says he thinks the male worker is more of a "leader."

1. Do you believe Fatima faced unfair treatment in her workplace? (Yes /No).
2. Fatima's experience reflects challenges commonly faced by women in the workplace. (Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree).
3. The reasoning provided by the boss for promoting the male worker seems justified. (Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree).
4. What is the most likely reason Fatima did not receive the promotion? (Lack of leadership skills / Gender bias / Seniority / Other / Don't know)

Scenario 02: Mr. Rahman owns a small fabric-making shop and needs to hire a new worker. He knows many skilled women who would be good at the job, but he worries that if he hires a woman, she might not stay long because of family obligations or pressure from her family not to work. Mr. Rahman is unsure whether he should hire a woman or look for a male worker instead.

1. Do you think Mr. Rahman's hesitation to hire a woman is influenced by gender stereo-

types? (Yes / No).

2. Mr. Rahman's concerns reflect common challenges that women face in the labor market. (Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree).
3. I can understand why Mr. Rahman might be hesitant to hire a woman due to potential family pressures. (Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree).
4. If you were in Mr. Rahman's position, how likely would you be to hire a woman despite your concerns? (Very unlikely / Unlikely / Neutral / Likely / Very likely).

## **D.2 Empathy**

Similarly, we build an empathy index based on whether respondents say that each of the following statements applies to them never, rarely, sometimes, often, or always.

1. When I see someone being treated unfairly, I feel sorry for them.
2. When I see someone being taken advantage of, I become protective towards them.
3. I often have tender feelings for people less fortunate than me
4. I feel sorry for other people when they are having problems.
5. I would describe myself as a pretty soft-hearted person.

## **D.3 Employee interactions**

To measure employee interactions and segregation in the workplace, we include two, one targeting workers and the other targeting owners:

### **D.3.1 Worker module**

Think about your work over the past week:

- In a typical day, how many male employees do you interact with directly while at work?
- In a typical day, how many female employees do you interact with directly while at work?
- In a typical day, how many female customers or clients do you interact with directly for your work?
- In a typical day, how many male customers or clients do you interact with directly for your work?
- In a typical day, how many hours did you spend working on tasks alone
- In a typical day, how many hours did you spend working on tasks with other people?
  - Of that time, how many hours did you spend working on tasks only with people of the same gender?
  - Of that time, how many hours did you spend working on tasks in mixed-sex pairs or groups?

### **D.3.2 Owner module**

- How often do male and female employees work together on the same task? All the time / most of the time /some of the time / rarely / never
- Do men and women have the same tasks and responsibilities, or do they differ? Same / Different
- Do men ever do the tasks and responsibilities typically assigned to women? All the time / most of the time /some of the time / rarely / never
- Do women ever do the tasks and responsibilities typically assigned to men? All the time / most of the time /some of the time / rarely / never

## D.4 Manager-worker relationships

To evaluate improvements in communication, respect, and collaboration between managers and workers, we construct two indices of worker perception of manager professionalism and manager perceptions of worker professionalism:

The leadership index draws from Alan et al. (2021) and is adapted for our context:

Table D1: Leadership index

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*The following statements are related to your manager. Please use the following scale to state your opinion. (Never-Rarely-Sometimes-Often-Always)*

- m1a Our manager is a good listener.
- m1b Our manager has favorites and they are given favorable treatment
- m1c Our manager is modest and accepts her mistakes
- m1d I completely trust our manager’s professionalism.
- m1e I receive regular and motivating feedback from our manager
- m1f Our manager takes credit for successes but blames mistakes on others
- m1g Our manager understands the challenges that workers face

---

Statements m1a–m1f taken from Alan et al. (2021), with m1f wording modestly adjusted

The worker relationship index captures owners’ attitudes toward their employees:

Table D2: Worker relationship index

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*The following statements are related to the employees that work at your firm. Please use the following scale to state your opinion. (Never-Rarely-Sometimes-Often-Always)*

- Employees at my firm are motivated and hard-working.
  - Workers respond well to feedback and try their best.
  - My employees take credit for their own successes, but they blame mistakes on others
  - My employees understand the challenges of owning and operating a firm
  - My employees won’t do things well unless they are carefully supervised
  - Employees at our firm make reasonable requests for support or accommodation
-

Table D3: Social connection scale

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G9a	How many different people at your workplace did you interact with at all in the past 7 days? This could include people with whom you said hello, had a conversation, worked together on a task, or had a meal or snack with.
	<i>Among those people that you interacted with in your workplace...</i>
G9c	About how many people could you ask for advice about your current job?
G9d	About how many people asked you for advice about their current job in the last three months?
G9e	About how many people could you ask for advice about salary or promotions?
G9f	About how many people asked you for advice about salary or promotions in the last three months?
G9g	With how many people could you discuss your personal and family matters?
G9h	About how many have you discussed your personal and family matters with in the past 3 months?
G9i	About how many have discussed their own personal and family matters with you in the past 3 months?

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## D.5 Social connections and networks

To identify changes in the strength and breadth of professional relationships and support networks within the firm, we will use the questions in Table D3 to construct our social connection scale, dividing each response by the total number of employees and owners at the firm.

## D.6 Sense of belonging, mental health, and job satisfaction

We measure job satisfaction and participants' sense of belonging using the questions listed in columns 1 and 2 of Table D4. We ask respondents the extent to which they agree with each of 6 statements about their satisfaction at their workplace, using a 5-point Likert scale. The sense of belonging index is based on four statements developed by Anderson-Butcher and Conroy (2002), with respondents selecting from a four-item Likert scale. In both cases, we recode negative statements so that a higher number implies greater satisfaction or belonging.

We measure mental health using the Kessler Psychological Distress Scale (K10) (Kessler et al., 2003). For each question, respondents have five options: (0) none of the time, (1) a little of the time, (2) some of the time, (3) most of the time, and (4) all of the time. Following

Table D4: List of variables in satisfaction/mental health indices

(1) Satisfaction index	(2) Belonging index	(3) Kessler Psychological Distress Scale (K10) “In the past 4 weeks, about how often did you feel...”
1. I regret that I decided to become a [position].	1. I feel comfortable at work.	1. Tired out for no good reason?
2. I enjoy working at this firm.	2. I feel like I am an important member of the company.	2. Nervous?
3. I wonder whether it would have been better to choose another profession.	3. I don't have many friends at work.	3. So nervous that nothing could calm you down?
4. I would recommend my firm as a good place to work.	4. I am accepted at the company.	4. Hopeless?
5. I feel respected by my [co-workers/employees] at this firm.		5. Restless or fidgety?
6. All in all, I am satisfied with my job.		6. So restless you could not sit still?
		7. Depressed?
		8. That everything is an effort?
		9. So sad that nothing could cheer you up?
		10. Worthless?

Note: For the satisfaction and belonging indices, responses are on a Likert scale, from strongly agree to strongly disagree, with items coded so larger numbers indicate greater satisfaction and belonging. For the mental health index, respondents have five options: (1) none of the time, (2) a little of the time, (3) some of the time, (4) most of the time, and (5) all of the time.

the literature, we create the index by summing responses, resulting in an index that can take on values between 0 and 40, with higher values indicating higher levels of distress (i.e. poorer mental health).

## **E Gender-norms training outline**

### **Participants**

Female and male workers and managers (mobile phone servicing, tailoring and garment making, block or batik, refrigerator or AC repair, embroidery (handcraft and machine), wooden furniture work, electrical work/shop (basic), graphics design, hardware technician, IT support technician, aluminium manufacturer, medium grocery/retail/wholesale shops, clothing store, hotel, sweet shop, servicing (bike motors, automobile), medicine (factory, wholesale, retail), small factory, and small shop)

### **Objectives of the training**

1. To enhance the importance of creating a gender-inclusive workplace and environment for owners and workers.
2. To inspire the owners to facilitate a gender-sensitive workplace, take initiative in ensuring protections for women, communicate with them, and support women to increase job retention and career advancement.
3. To encourage the SMEs to internalize the power within in challenging the gender norms at home and workplace, especially regarding washroom/toilet facilities, working time, use of non-abusive language, non-harassment environment, breastfeeding space, etc.
4. To find a way out or have a concrete action plan to increase female representation in the workplace and promote a gender-inclusive environment.
5. To create a space for check-ins at three-month intervals to discuss successes, challenges, and next steps.

Table E1: Day 1 Training Schedule

<b>Day 1 (9:00 AM to 3:30 PM)</b>				
<b>Module</b>	<b>Topic</b>	<b>Sub-topics and activities</b>	<b>Methodology</b>	<b>Duration</b>
1	Inauguration and Check in	- Welcome speech and formalities - Ice-breaking activities - Dos and don'ts during training	- Sharing and caring - Helium stick	45 minutes
2	Understanding rights	- Introduction to diversity and inclusions - Gender inequality, equality, equity and justice	- Mapping exercise - Picture puzzle - Roleplay - Slide show	1 hour
Tea break				30 minutes
3	Gender in everyday life	- Attitudes, behaviour and language used against women, men, and other gender identities by the society - Gender division of labour - Gender and sex	- Group work - Lecture discussion - Card game	1 hour and 45 minutes
Lunch break				1 hour
4	Gender in everyday life contd.	- Gender division of labour - Gender and sex	- Role play - Debate - Poster presentation on gender and sex - Quiz	1 hour
5	Let's see what we can remember	- Learning check	- Quiz	15 minutes
Check out				15 minutes



Table E2: Day 2 Training Schedule

<b>Day 2 (9:00 AM to 4:00 PM)</b>				
<b>Module</b>	<b>Topic</b>	<b>Sub-topics and activities</b>	<b>Methodology</b>	<b>Duration</b>
1	Welcome and self-reflection on the progress of the commitments made after the 1st day training	<ul style="list-style-type: none"> <li>- Mood setting, welcome and introduction of participants</li> <li>- Emotional well being</li> <li>- Reflections of commitments</li> </ul>	<ul style="list-style-type: none"> <li>- Emotional well being exercise</li> <li>- brainstorming</li> <li>- group work</li> <li>- Story wall of success</li> </ul>	1 hour and 20 minutes
Tea break				15 minutes
2	Challenges standing between us and success	<ul style="list-style-type: none"> <li>- Challenges in the path of success</li> <li>- Who should meet the challenges</li> </ul>	<ul style="list-style-type: none"> <li>- Challenge hunt</li> <li>- Brainstorming</li> </ul>	1 hour and 15 minutes
3	Redefine our strength	<ul style="list-style-type: none"> <li>- Role of women and men in redesigning society in a positive way</li> </ul>	<ul style="list-style-type: none"> <li>- Video on Monira and Saleha</li> <li>- Group work on the gender role (Redefined by the participants)</li> </ul>	1 hour and 10 minutes
Lunch break				1 hour
4	Measuring strengths and define new gender-sensitive norms	<ul style="list-style-type: none"> <li>- New thoughts on gender norms</li> <li>- How to shape new norms</li> </ul>	<ul style="list-style-type: none"> <li>- Ship of new norms /Lamp of new norms</li> </ul>	1 hour and 30 minutes
5	Closing	<ul style="list-style-type: none"> <li>- Personal and professional commitments after the training</li> <li>- wrap-up of the day</li> </ul>	<ul style="list-style-type: none"> <li>- Sharing</li> </ul>	30 minutes

Table E3: Day 3 Training Schedule

<b>Day 3 (10:00 AM to 12:00 PM)</b>				
<b>Module</b>	<b>Topic</b>	<b>Sub-topics and activities</b>	<b>Methodology</b>	<b>Duration</b>
1	Meet and greet	<ul style="list-style-type: none"> <li>- Meet and greet with management and workers</li> <li>- Meet and greet with male/female workers</li> <li>- Tokens of appreciation</li> </ul>	-Observation of the trainer	30 minutes
2	Observation of changes in KAS/3H: Knowledge (Head) Attitude (Heart) and Skill (Hand)	<ul style="list-style-type: none"> <li>- Introductory conversations /Motivational speech</li> <li>- Finding a way out</li> <li>- Feelings after finding a way out</li> </ul>	<ul style="list-style-type: none"> <li>- Observation</li> <li>- Case Study</li> </ul>	1 hour and 15 minutes
3	Discussion	<ul style="list-style-type: none"> <li>- Development of plans/commitment</li> <li>- Reflection of three days</li> </ul>	- Discussion	15 minutes