

## **Strategy on Gender inclusion and Diversity Report by ExCom to Council**

*Author: PGID Team*

*Date: 2022-10-14*

The Council took note of the report and recommendations presented by the Executive Committee and agreed for Council to:

Adopt gender inclusion and diversity as a core value of PIARC

Adopt the strategy, including the strategic priorities, objectives and actions outlined herein

Mandate ExCom to implement the actions presented in the strategy

The Council asked the ExCom to report yearly on the implementation of those actions.

### **Background**

The Executive Committee of PIARC recognized the importance of gender inclusion for the Association and the “Promotion of Gender Inclusion and Diversity Team” (PGIDT) was assigned as a permanent group to the ExCom in April 2021. The Team has two objectives:

- a. Long-term strategic objective: Improve the proposal for a strategy on gender inclusion and diversity for PIARC, which will be submitted to the Executive Committee and then to the Council.
- b. Action point: Start implementing quick action activities that do not require approval of the council. The Executive Committee of PIARC identified the need for PIARC to focus on improving gender diversity within PIARC in 2021, that led to the formation of the Gender Diversity and Inclusion Team (PGIDT) within PIARC.

### **Context**

Transport, including roads, is not gender neutral. In many societies, women's travel patterns and needs are commonly acknowledged to differ from men's. To ensure an inclusive transport system that meets the needs of all users, there has to be a multitude of perspectives in the transport sector. Although, gender inclusion is but one of many diversity issues, it is of great importance for the roads sector and for PIARC as an association. An analysis of the current situation in PIARC regarding gender balance in the different PIARC bodies and attitudes and experiences among PIARC members have been guiding the development of this strategy.

The strategy applies to all parts of the organization and National Committees are encouraged to support the aims of the Strategy in their work sets out the strategic priorities, objectives and actions for progressing gender inclusion and diversity for the organization and technical work of PIARC. A core value is that PIARC shall strive to be an organization that reflects the diversity of users of road transport systems and of the workforce in all its activities and outputs, and in which all should feel included. The strategy is guided by three equally important strategic priorities: 1) Raise awareness about gender inclusion and diversity within PIARC, 2) Create an inclusive culture in PIARC, 3) Technical practice. This strategy will be

supported with an annual monitoring report and the strategy will align to the working cycle of the Strategic Plan of the Association.

## Table of Contents

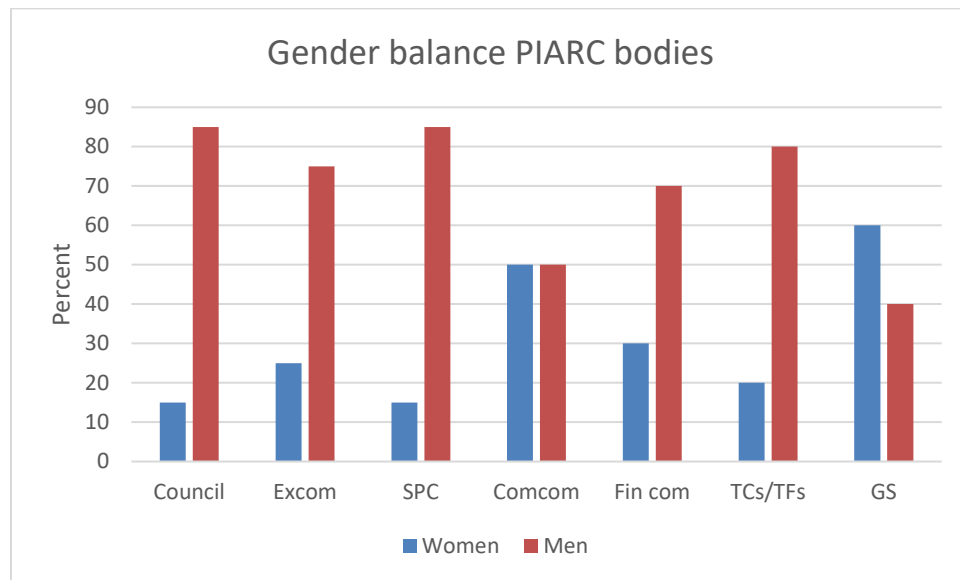
THE CASE FOR IMPROVING GENDER DIVERSITY AND INCLUSION WITHIN PIARC.....	4
Demographic data.....	4
Gender attitudinal survey.....	4
Gender a core value of PIARC’s strategic focus.....	5
STRATEGIC PRIORITIES for gender inclusion and diversity for PIARC 2022 onwards.....	6
Strategic Priority 1. Raise awareness.....	6
Strategic Priority 2: Create an inclusive culture in PIARC.....	7
Strategic Priority 3: Technical practice.....	8
Monitor and measure progress.....	9
ANNEX.....	10
Context.....	10
Definitions.....	10
Aspirations.....	11

## THE CASE FOR IMPROVING GENDER DIVERSITY AND INCLUSION WITHIN PIARC

There are three clear strands of evidence: demographic data, gender attitudinal survey, and feedback from members regarding gender inclusion and diversity as a core value of the association.

### Demographic data

Data collected by PGIDT in 2021 shows that the status in PIARC across the whole association is unbalanced when it comes to gender. From membership in the Council and the Executive Committee to commissions, technical committees and task forces, the gender composition of the members and the leadership is not balanced (The Communications commission the exception)



This imbalance carries to PIARC events and communications products as well. PIARC congresses also favor heavier male participation or authorship, as do PIARC seminars, workshops, webinars and articles in Routes/Roads.

Improving gender diversity and inclusion in PIARC is the first priority addressed by this strategy; a broadened scope of further diversity aspects, beyond gender, will be addressed by PIARC in the coming years.

### Gender attitudinal survey

The PGIDT conducted a survey of PIARC members in May 2022 to assess experiences and attitudes about gender inclusion in PIARC. The survey was developed by the PGIDT with input from TC 1.1 and delivered online to all members. One hundred and twenty responses were received. The data were analyzed by an independent gender researcher with the Transportation Research Board (TRB) International Coordinating Council (ICC) who has specific expertise in the transportation sector. While more men than women responded to the survey, this is reflective of the gender make-up of PIARC's bodies and the transportation sector more broadly. Considering this, the key takeaway from the analysis indicates gender bias and exclusive practices are experienced by a meaningful number of PIARC members given the gender of the respondent.

For example, when asked if there are any specific areas within PIARC in which men and women are not treated equally respondents agreed that there is a lack of diversity within the transportation workforce which contributes to the lack of diversity in the PIARC decision-making bodies, and this has created the tendency for preferential male views within PIARC and member agencies. Survey participants suggested three general areas for consideration:

- the way PIARC puts together webinars, panels, and seminars, which are the face of the organization;
- the lack of diversity in high-profile positions in member country agencies and the role PIARC can play to emphasize the necessity for change;
- the existing engineering-focused membership within PIARC has led to a lack of diversity, as engineering fields have long suffered from the lack of gender diversity.

When asked how PIARC leadership could help to improve gender inclusivity in the technical and corporate activities of PIARC, there was a consensus that raising awareness of the importance of gender balance is an essential role PIARC can play. For example, by

- encouraging forward-thinking through international educational programs/training;
- providing non-monetary incentives for member agencies to appoint more women to their technical groups; and
- incorporating the gender perspective in technical documents and practices

When asked to provide ways that some individuals within PIARC do support gender diversity and inclusion respondents offered the following:

- providing opportunities for professional interaction between PIARC decision-making bodies and junior employees at member agencies (through mentorship programs, etc.);
- encouraging change towards creating a welcoming environment for women to serve on technical bodies at member agencies;
- presenting gender inclusion as a fundamental goal to understand the communities PIARC-member agencies serve and achieve their diversity goal; and
- establishing a platform for constant conversation on gender disparities within PIARC and member agencies.

The survey provides a good basis for better understanding the status of gender inclusion in PIARC and direction to make progress. The PGIDT used the results of the survey to shape the strategy below.

### **Gender a core value of PIARC's strategic focus**

The Strategic planning commission sent out a survey in June 2022 collecting opinions from members regarding priorities for the next strategic plan 2024-2027. The majority of the respondents agreed that gender inclusion and diversity should be one of PIARC's values and a cross cutting issue for the association.

The results of the gender survey combined with analysis of the gender make-up of PIARC, and strengthened agreement by members that gender is a core value in the survey for the next strategic plan - has led to identifying three, equally important, priorities that are necessary for PIARC moving forward and are explained below in detail.

## STRATEGIC PRIORITIES FOR GENDER INCLUSION AND DIVERSITY FOR PIARC 2022 ONWARDS

### Core value

**PIARC shall strive to be an organisation that reflects the diversity of users of the road transport system and of the workforce in all its activities and outputs, and in which all should feel included.**

The below tables outline actions identified that demonstrate three equally important priorities to improve the gender diversity and inclusion within PIARC. The table outlines the three different priorities (in no particular order of importance), actions, and timescales.

### Strategic Priority 1. Raise awareness

<b>Raise awareness of PIARC members and road and road transport community related to gender inclusion and diversity.</b>						
<b>Strategic Priority 1</b>	<b>Objective</b>	<b>Task</b>	<b>Owner</b>	<b>Timeframes</b>	<b>Resources</b>	<b>Outcomes</b>
1.1 To work globally with Partners to highlight the importance and adoption of gender inclusion and diversity within the roads sector		Communication activities for International Women’s Day, International Women in Engineering Day, and explore establishing International Women in Transportation Day.	ComCom	Annual. Start 2023	PIARC communications officer	PIARC visible presence at international events
		Partnership with external organisation-include gender inclusion as a part of the MoU seeking out sharing best practice Clause to be developed for all PIARC MoU to be agreed with partners	General Secretariat	start 2023	Technical advisor GS	PIARC in its MOU with partner organisations share an aim of improving gender diversity in the roads sector
1.2 To increase understanding and awareness of PIARC members of the importance of gender diversity and inclusion		Development and delivery of learning materials, including training, to support the development of skills and knowledge  All members review new self-directed learning material once available	PGIDT	Start 2023	External funding to support Special Project Technical advisor GS	Special Project report published with supporting materials  All members have reviewed self-directed learning materials at the start of the next cycle
		Develop webpage and messages to reflect the gender inclusion strategy	ComCom	2023	PIARC Communication Manager	The PIARC website has a page on

	<p>strategic priorities and core value.</p> <p>Webinars and social media- LinkedIn, Routes Roads, webpage and showcase PIARC role models who support gender inclusion.</p>				gender inclusion
	<p>Continue to administer a gender survey on a (annual, biannual) basis to monitor progress toward goals</p>	PGIDT	Annual/bi-annual	Technical advisor GS but might also benefit from external support	To establish how progress is being made on gender inclusion within PIARC and communicate and share findings
	<p>Develop communications materials about the status of gender inclusion in PIARC that can be used by members to communicate and raise awareness</p>				
1.3 To profile and celebrate good practice of gender diversity and inclusion within PIARC and in the global roads sector	<p>Institute a prize category to celebrate and highlight good gender inclusion practices in PIARC’s technical and corporate bodies</p>	General Secretariat and ComCom	2026 for the winter congress in Chambery? 2027 – for the World Road Congress	PGIDT, ComCom and Technical advisor	Recognizing an outstanding contributor to this agenda
	<p>Deliver live sessions and networking events at the WRC on gender inclusion and diversity (part of separate detailed planning)</p>	PGIDT	2023	Technical advisor GS	Sharing at a global event the importance of gender inclusion and diversity
	<p>High light role models within PIARC (and externally)</p>	PGIDT	2022?	Possible budget required for video material Communications officer; Technical advisor GS	Highlighting leaders within PIARC

**Strategic Priority 2: Create an inclusive culture in PIARC**

<b>Strategic Priority 2</b>	<b>Create an inclusive culture in PIARC</b>				
<b>Objective</b>	<b>Task</b>	<b>Owner</b>	<b>Timeframes</b>	<b>Resources</b>	<b>Outcomes</b>
2.1 To achieve	Develop guidelines:	General Secretariat	2023	No budget required	Updated Blue Guide

gender balance at all PIARC events	Blue guide to be updated to support the objective and members informed of the update.			Technical advisor GS	
2.2 To create an inclusive culture through inclusive language	Develop/adopt inclusive language guidelines/templates for use across the organization (aligned to guidelines produced by UN)  Develop language to encourage national committees to make more diverse appointments to PIARC bodies	PGIDT  GS	2023	No budget required Technical advisor GS	Addition to PIARC language guidelines  Use at mid-term and kick-off meetings of PIARC as part of induction of new members
2.3 To develop a set of behaviors that reflect the gender diversity and inclusion core value	Identify the behaviors that support and sustain the gender diversity and inclusion core value (with the possibility of developing a PIARC Code of Conduct to support professional and ethical behaviors in the future)	PGIDT	2023	No budget required (possible resource from Special Project) Technical advisor GS	A list of behaviors/Guidelines to support PIARC members
2.4 To aspire to increase gender balance in all parts of the association.	Call for nominations for TC/TF to be clear on aspiration for improved gender balance  By 2027 the different parts of PIARC should broadly aim for at least 40:60 female to male balance and by 2030 50:50. (see table 1 in Appendix for a more detailed breakdown)	General Secretariat	Nov 2022 – February 2023, for next TC/TF Chairs and Secretaries and Strategic Theme Coordinators And in May – June 2023 for regular TC/TF members	No budget required Technical advisor GS	Member countries nominate a more diverse array of members, chairs and secretaires.

**Strategic Priority 3: Technical practice**

<b>Strategic Priority 3</b>	<b>PIARC reports and products should reflect the diversity of road transport users.</b>				
<b>Objective</b>	<b>Task</b>	<b>Owner</b>	<b>Timeframes</b>	<b>Resources</b>	<b>Outcomes</b>



3.1 PIARC reports and products should reflect the diversity of road transport users.	Gender inclusion and diversity aspects shall be considered when developing new Terms of Reference for PIARC TCs and TFs. This does not mean that all ToRs must contain gender and diversity perspectives, but they need to be considered in the drafting phase.	PGIDT	To be ready for the cycle 2024-2027 Start 2022	PGID Team and Technical advisor GS	Next Strategic Plan has clear gender inclusion focus for developing TC/TF work
	Drafting and publishing technical products ensure they have considered gender aspects	TCs, TFs, PGIDT	From 2024	No external budget required Position the PGID Team as a resource to assist if necessary)	Checklist at start of published TC reports considering cross-cutting issues of which gender inclusion will be one
3.2 Ensure PIARC technical reports and products are produced by a gender inclusive team	Broaden the diversity in TCs (see 2.4)	General Secretariat	In operation from 2023/24	No external budget required Technical advisor GS	The authors and presenters of PIARC reports avoid being all male
	Liaison in every TC to be the reference point for gender and inclusion	General Secretariat	In operation from 2023/24	No external budget required Technical advisor GS	Appointed lead on gender and inclusion

**Resources**

The implementation of the strategy requires the following resources:

1. PGID Team continuation: Confirm the PGID Team at ExCom and align it with Commissions from the next executive cycle (2024).
2. Support from General secretariat.
3. A Technical advisor with part of his/her time dedicated to supporting the team.

A key point is that resources are required to support the delivery of the strategy. It is absolutely critical to have dedicated resources within the PIARC General Secretariat to implement the strategy.

**MONITOR AND MEASURE PROGRESS**

The PGID team will monitor and update the progress under each of the objectives at every meeting. The team will develop an annual progress report that will be presented to Council.

## ANNEX

The annex includes context, definitions and aspirations

### Context

Transport, including roads, is not gender neutral. In many societies, women's travel patterns and needs are commonly acknowledged to differ from men's, mainly as a consequence of different conditions in everyday life and different values and priorities. Repeated research suggests that in general women may prioritize issues of personal protection and wellness in the transport system (such as safety, security, comfort, courteousness, and hygiene) whereas men may be more concerned about issues like fast travel times, often at the expense of service or personal security. Yet roads policy and strategy is often gender blind and fails to recognize the needs and priorities of all users. The different values, needs and priorities of different groups needs to be reflected in transport and infrastructure planning, design, maintenance and construction.

In 2018 women represented less than 20% of the global transport workforce. In the EU the same year, the average participation for women in the total workforce was 46%, but in transport related workforce 22%. To ensure an inclusive transport system that caters to the needs of all users, there has to be a multitude of perspectives and the contribution of female professionals is essential (ITF, World Bank). A gender and diversity perspective needs to be included in all parts of the transport system.

### Definitions

Below are definitions for several terms that represent core concepts underlying the work of the PGIDT. The PGIDT modeled the definitions after those used by the United Nations, particularly UN Women for two reasons. First, The UN definitions have been well established and have served as a model for other international organizations. Second, UN Women has the express mission to address gender equality and is truly a leader in the area of gender diversity and inclusion. Gender Equality – seeking to achieve gender equality and empower all women and girls - is one of the 17 United Nations Sustainable Development Goals.

- **Gender** refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. <sup>1</sup>
- **Gender Equality** refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development. <sup>2</sup>
- **Gender Equity** is the process of being fair to men and women, boys and girls, and importantly the equality of outcomes and results. It refers to differential treatment that is fair and positively addresses

---

<sup>1</sup> [OSAGI Gender Mainstreaming - Concepts and definitions \(un.org\)](#)

<sup>2</sup> [OSAGI Gender Mainstreaming - Concepts and definitions \(un.org\)](#)

a bias or disadvantage that is due to gender roles or norms or differences between the sexes. Equity ensures that women and men and girls and boys have an equal chance, not only at the starting point, but also when reaching the finishing line. It is about the fair and just treatment of both sexes that takes into account the different needs of the men and women, cultural barriers and (past) discrimination of the specific group. To achieve gender equity, organizations may use temporary special measures to compensate for historical or systemic bias or discrimination.<sup>3</sup>

- **Diversity** refers to the variety of experiences, cultures, and physical attributes that include but are not limited to, race, language, sexual orientation, age, culture, socioeconomic status, gender, religion, perspective, ability, experience, as well as the practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, etc.
- **Inclusion** is the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or mental disabilities and members of other minority groups
- **Direct Discrimination** refers to different treatment explicitly based on the ground of sex and gender difference.<sup>4</sup>
- **Indirect Discrimination** refers to criteria that is formally gender neutral but, in practice, has a disproportionately negative impact on women.<sup>5</sup>
- **Conscious Bias** refers to biased attitudes that you are aware of.
- **Unconscious bias** refers to biased attitudes that operate outside your awareness.

### Aspirations

#### Aspirations for increased gender balance in all parts of the association.

	Today (baseline actual figure)	Next cycle	Following cycle
	2022	2024-2027	2028-2031
1.Council	15/85 (49/305)*	30/70	40/60
2.Excom	20/80 (5/20)	40/60	50/50
3.Commissions	30/70 (19/47)	40/60	50/50
4.TC/TF	20/80 (245/952)	40/60	50/50
5.TC/TF chairs	15/85 (3/18)	40/60	50/50
6.TC/TF sec	25/75 (15/47)	40/60	50/50
7.GS	60/40 (10/6)	50/50	50/50

\*(The table shows percentage women/men (actual numbers women/men))

The aspirations are not binding targets and would not apply at the level of national nominations, or any specific group or part of the organization (such as an individual Technical Committee). Instead progress towards them is an indicator of success in implementing the strategy and allow more informed decisions on whether additional action is needed.

<sup>3</sup> [OSAGI Gender Mainstreaming - Concepts and definitions \(un.org\)](#)

<sup>4</sup> [Infographic: Human Rights of Women | UN Women – Headquarters](#)

<sup>5</sup> [Infographic: Human Rights of Women | UN Women – Headquarters](#)