



Building Inclusive Cities: Diversity in the Infrastructure Industry

Matti Siemiatycki and Yoko Cecelia Pye
January 14, 2019

 @imfgtoronto | #IMFGtalks

IMFG
Institute on Municipal
Finance & Governance

at the **munk school**
OF GLOBAL AFFAIRS & PUBLIC POLICY

 UNIVERSITY OF
TORONTO

Journalism's lack of diversity threatens its long-term future

Harrison Jones

The barriers faced by those from poorer backgrounds or minorities are getting higher – how can newspapers expect to stay relevant?



NATURE | COMMENT

Science and gender: Scientists must work harder on equality

Meg Urry

21 December 2015

Astronomer Meg Urry reflects on a turbulent year for women in science.

PDF Rights & Permissions

Subject terms: Astronomy and astrophysics · Institutions · Policy · Society

Gender equality in science made headlines repeatedly this year. Nobel-prizewinning biochemist Tim Hunt made his ill-advised quip about women in labs; Shrinivas Kulkarni, an astrophysicist at the California Institute of Technology, called astronomers and their telescopes “boys with toys”; and in a much more serious matter, astronomer Geoff Marcy resigned from his post at the University of California, Berkeley, after public disclosure that he had sexually harassed female students. More quietly, there were rumours that at least three astronomers had been dismissed, and in some cases scrubbed from institutional websites.

W I R E D

Hey Tech Giants: How About Action on Diversity, Not Just Reports?

SHARE

SHARE 127

TWEET

COMMENT

EMAIL

DAVEY ALBA BUSINESS 03.31.17 07:00 AM

HEY TECH GIANTS: HOW ABOUT ACTION ON DIVERSITY, NOT JUST REPORTS?



GETTY IMAGES

FINANCIAL TIMES

US COMPANIES MARKETS OPINION WORK & CAREERS LIFE & ARTS

Equality in workplace + Add to myFT

The evidence is growing – there really is a business case for diversity



The way we were: board meeting at the former Fisons pharmaceuticals and fertiliser company, 1960

Why Does Leadership Diversity Matter? 5 Propositions

1. Representative bureaucracy: more diverse leaders deliver projects that best meet their constituencies
2. Value of diversity: organizations with greater diversity of leadership have better performance
 - **Key Caveat:** Organizational performance is worse when there is only a token level of diversity in leadership positions, defined as less than 22% of managers (Robinson and Park, 2007)
3. Gendered management styles:
 - masculine leadership style tends to value independence, hierarchical authority, competitiveness, high risk taking
 - Feminine leadership style tend to value mutuality, reciprocity, collaborative sensemaking, networks of information and power sharing(Source: Buckle and Thomas, 2003)
4. Diversity and the talent pool
5. Leadership diversity as agents of change

Harvard
Business
Review

DIVERSITY

Why Diverse Teams Are Smarter

by David Rock and Heidi Grant

NOVEMBER 04, 2016

SAVE SHARE COMMENT **11** TEXT SIZE PRINT \$8.95 BUY COPIES

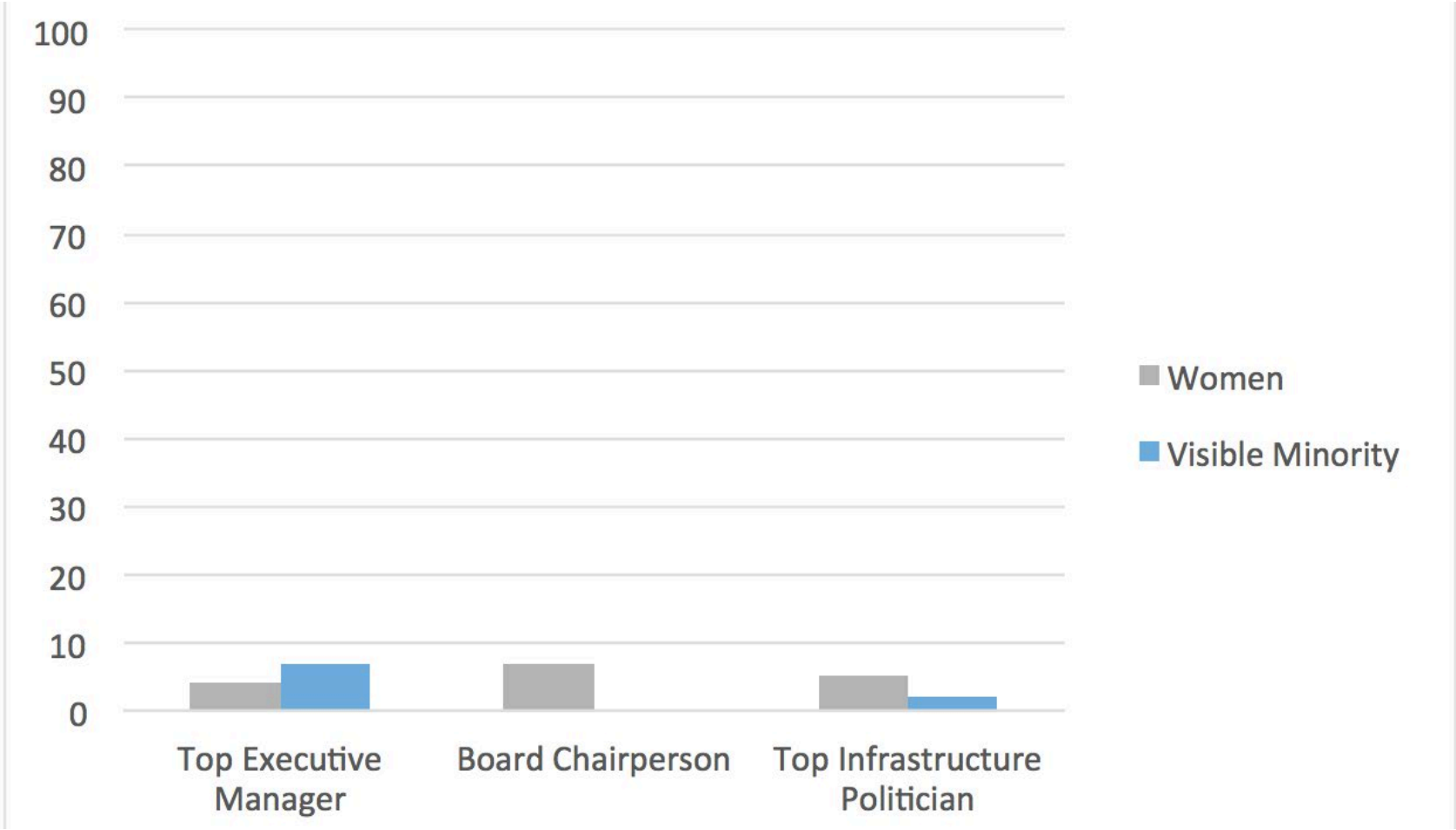


General Findings: Diversity Gap in Global PPP Industry

PPP Industry Sector	% Female	% Visible Minority
Design-Build Contractor	15	3
Board of Directors	21	1
Management	10	4
Institutional Investor	19	7
Board of Directors	26	10
Management	13	5
Investor-Developer	13	8
Board of Directors	18	9
Management	12	8
Legal (Lawyer)	19	12
O&M	19	5
Board of Directors	22	5
Management	11	3
Politician (Minister of Inf.)	5	3
PPP Unit	26	4
Board of Directors	29	5
Management	25	4
Technical Advisors (Managers)	16	18
All Board of Directors	23	4
All Senior Managers	16	8
PPP Industry Average	17	7

- Board of directors more racially and gender diverse than management
- Public sector more diverse than private sector organizations
- 20% of firms have no women on their boards
- 78% of boards have no visible minorities
- **Canadian PPP Industry:**
 - Among the most diverse leadership of PPP public sector and public sector pension fund investors in the world
 - Below global average leadership diversity in the private sector
 - Leadership in Canadian PPP industry is more gender diverse as compared to racially diverse.

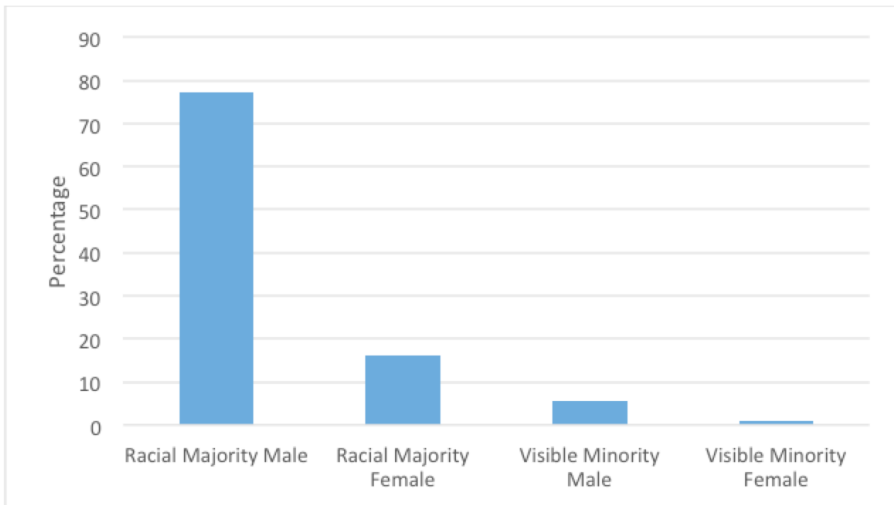
Glass Ceiling for Women and Visible Minorities



Glass Walls by Sector and Job Role

- Women more likely to work in public sector rather than private sector organizations
- Within organizations, women are overrepresented in lower status roles: human resources, marketing, legal council, strategy as compared to men who are more often top manager, division leader or project director
- In politics, a woman is more likely to be the top politician of her country (president or prime minister) or health minister than she is to be the minister of infrastructure or public works

Intersection of Gender and Race



- 4 times the share of white executives who are senior executives in **Asian and African** based PPP organizations (20%), as compared to the 5% share of non-white executives who are visible minorities in **Europe, Oceania or North America**
- Men make up 96% of the white executives working in Africa and Asia
- Outside of Africa, Black executives hold less than 1% of all senior management and board level positions in the PPP industry

PPP Industry Less Diverse than Other Sectors

Country	National Average Number of Women on Boards	PPP Industry Average Number of Women on Boards*
France**	5.2	4.8
Germany**	4.6	5.5
Italy**	4.1	4.7
Sweden	4.1	4
Austria	3.2	2
Canada	3.1	2
Spain**	3.0	2.6
United Kingdom	2.8	1.6
Netherlands**	2.5	1

(Source: Global Board Gender Diversity Analysis, 2016)

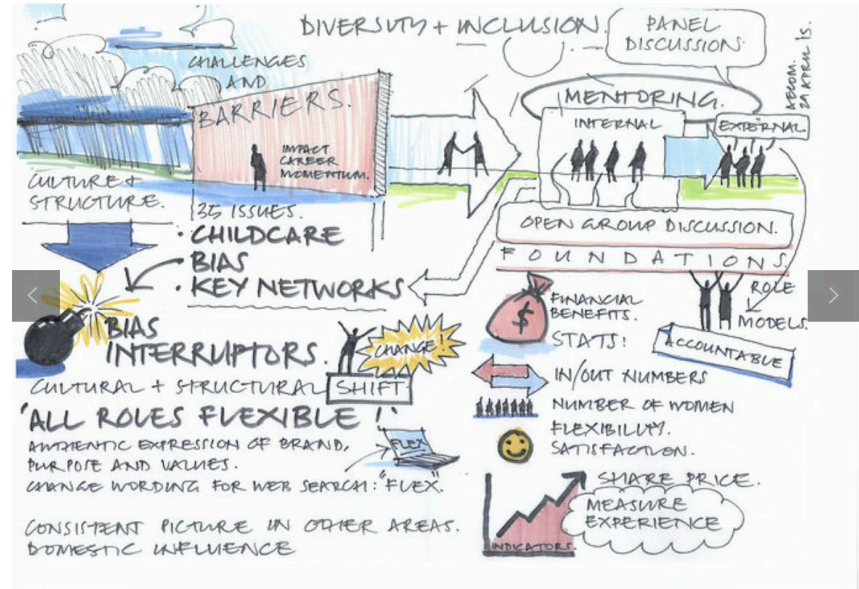
* Includes Private DB Contractors, Institutional Investors, Developer-Investors, O&M Contractors

** Country has adopted board gender diversity quota

	% of Top Management Positions Held by Women	% of Top Management Positions Held by Visible Minorities	% of Board Positions Held By Women	% of Board Positions Held by Visible Minority
PPP Industry	14%	9%	20%	4%
Alphabet (Google)	N/A	N/A	23%	23%
Top 15 Technology Firms	18%	13%	20%	15%



Women's Infrastructure Awards Program

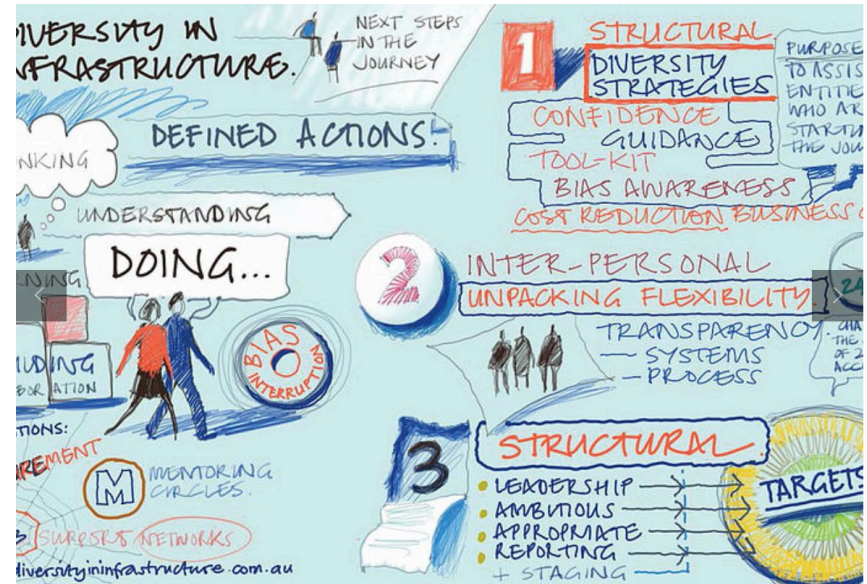


2017 Awards Reception Galleries

- Ottawa reception
- Toronto reception
- Vancouver reception

@wininfrastructure

WIN
 RT @tkcurmi: Such a great night at the #winawards2017 with some fantastic women @wininfrastructure



Two Approaches Organizations Follow to Achieve More Diverse Leadership Teams

Proactive Diversity Policies

- Targeted hiring for key roles
- Diversity training for staff
- Parental support policies
- Leads to increased representation of women in leadership roles within organization
- Promotions to top leaderships team do not necessarily come from within organization and retention of women in mid management can be an issue

Laissez-Fair Approach

- Create competitive, meritocratic workplace culture
- Objective is that best people will rise through the ranks, regardless of gender or race
- Does not lead to organizational gains in executive diversity
- But does support reports of favourable work culture and retention of women

Policy Recommendations

Increasing Diversity in Trades and on Construction Sites

- Increase transparency of subsidies for apprentices in the trades
- Revisit workplace designs for gender diversity
 - gender appropriate facilities on building site and uniforms

Increasing Diversity in Infrastructure Industry Leadership

- Require transparent reporting of gender representation and wage gap for organizations in the infrastructure industry
- Explore proactive strategies to increase diversity in infrastructure industry leadership
- Create workplaces where all members of the team feel equally included and empowered to participate in decisions

The Lived Experience of Women and Minorities at the Forefront of Transit Planning

Research by Yoko Cecelia Pye



June 28, 2017 Board Meeting

483 views

1 0 SHARE SAVE



Metrolinx
Published on Jul 5, 2017

SUBSCRIBE 1.2K

Metrolinx, Toronto



MTA Board - Board Meeting - 03/22/2017

515 views

1 1 SHARE SAVE



mtainfo
Published on Mar 22, 2017

SUBSCRIBE 1.6K

MTA, New York



TransLink Open Board Meeting December 14, 2017 (Part 2)

729 views

2 1 SHARE



TransLink
Published on Dec 19, 2017

SUBSCRIBE 1.6K

Translink, Vancouver

The Universal Phenomenon of Men Interrupting Women

The New York Times



What is the lived experience of women and minorities at the leadership level in transit planning boardrooms?

How does this experience impact the discourse in the decision-making process?

Research Method I: Content Analysis

Content analysis of publicly recorded board meetings of three public agency meetings: Metrolinx, Translink, and MTA.

45 hours of board meetings coded.



**Speaking
Time**

Gender

Topic

**Qualifying
Statement**

Interruptions

**Speaker's
Role**

**Visible
Minority**

**Voice
volume**

**Board
Composition**

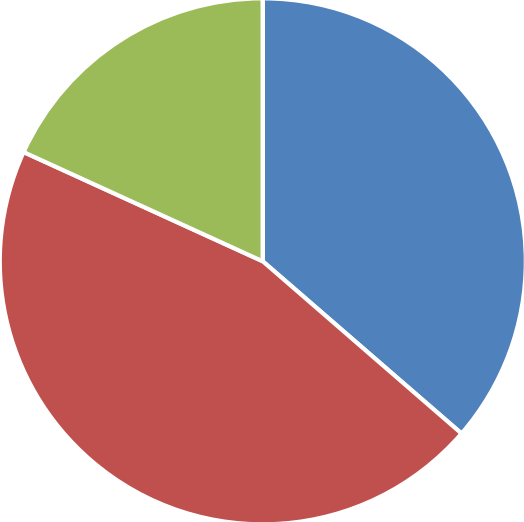
Tone

Content Analysis Findings

- Men speak a disproportionate amount of time more than their female colleagues
- White men tend to speak with greater assuredness and confidence
- Successful women and visible minorities speak proportionately less, are interrupted more, and are less likely to participate in certain discussion topics

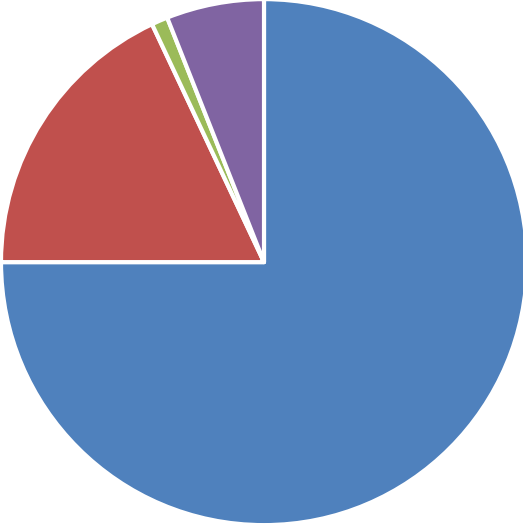
Representation of Board Members

Metrolinx



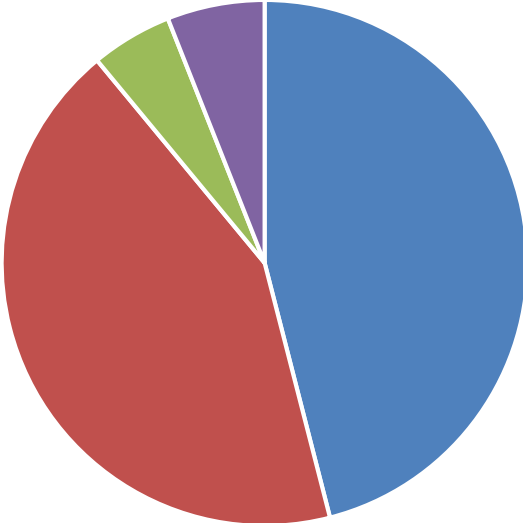
- White Male
- White Female
- Visible Minority Male
- Visible Minority Female

MTA



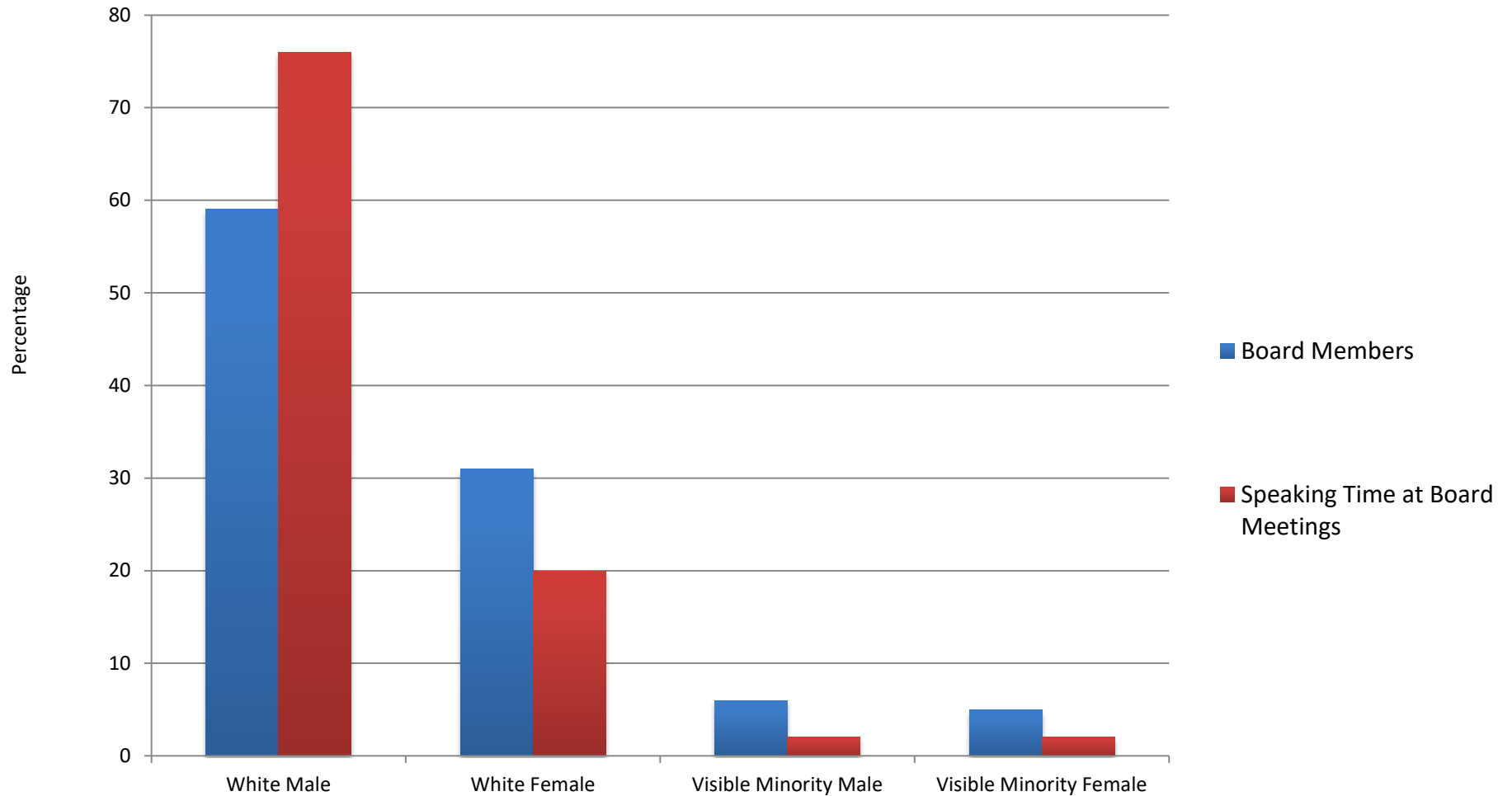
- White Male
- White Female
- Visible Minority Male
- Visible Minority Female

Translink



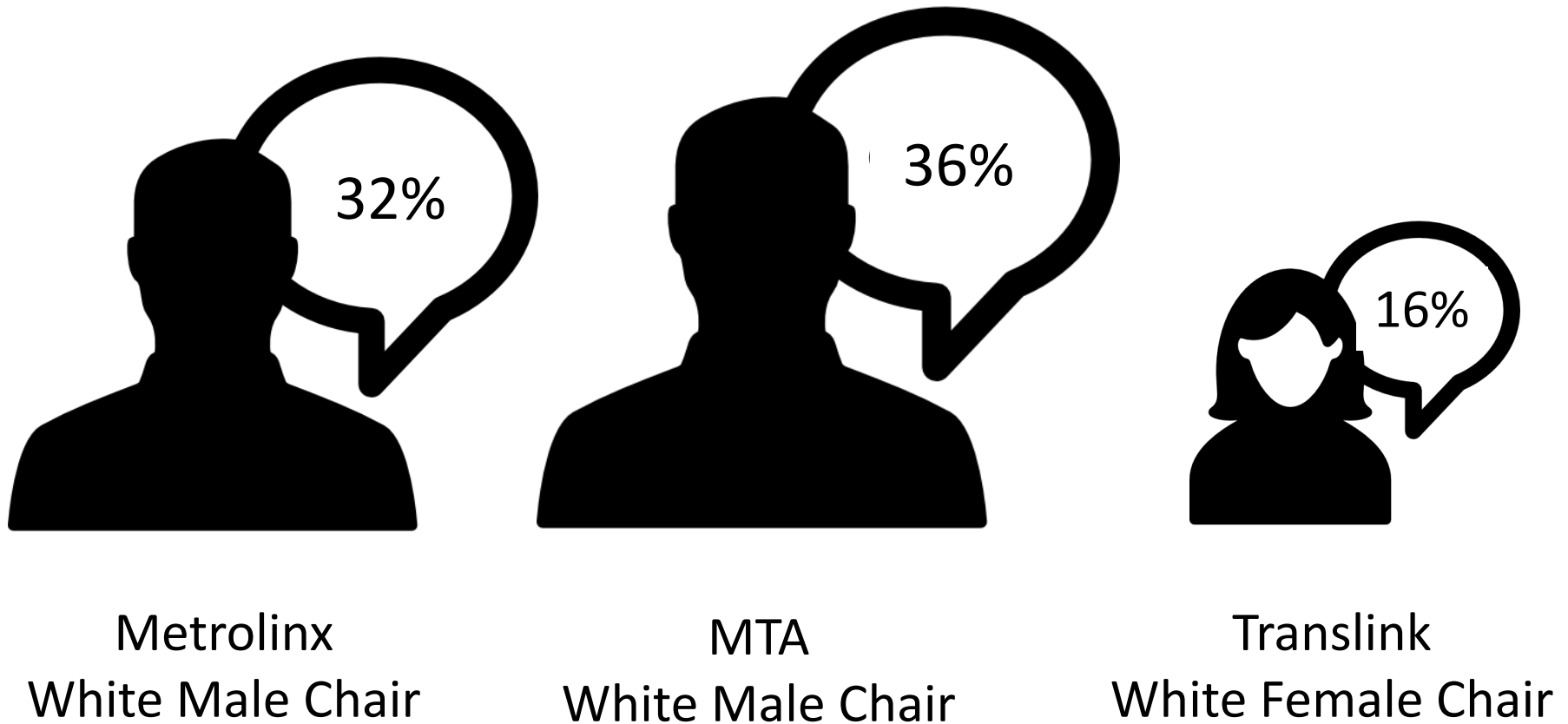
- White Male
- White Female
- Visible Minority Male
- Visible Minority Female

Demographic Composition and Speaking Time

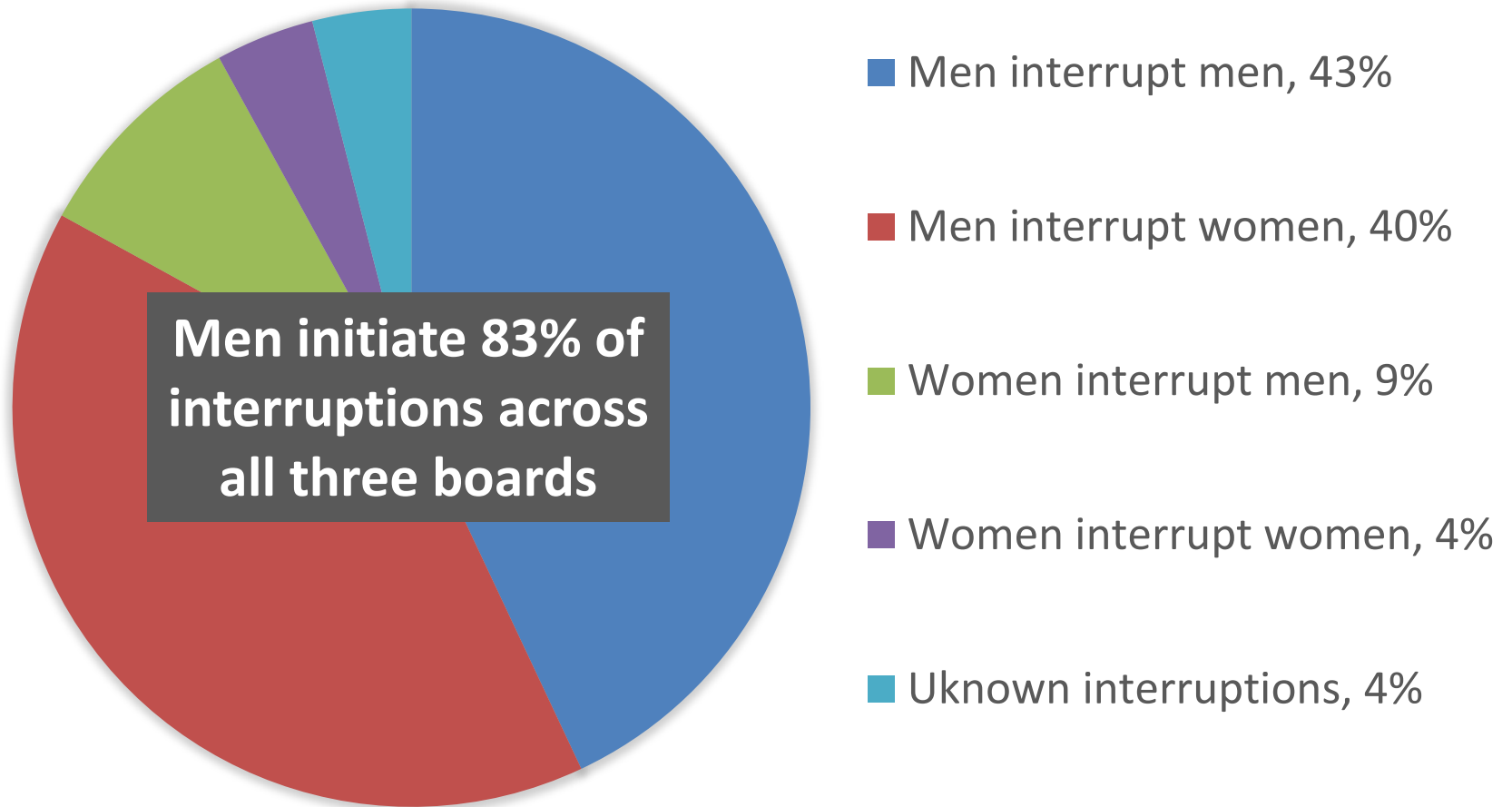


Chair of the Board

Demographic Composition and Speaking Time



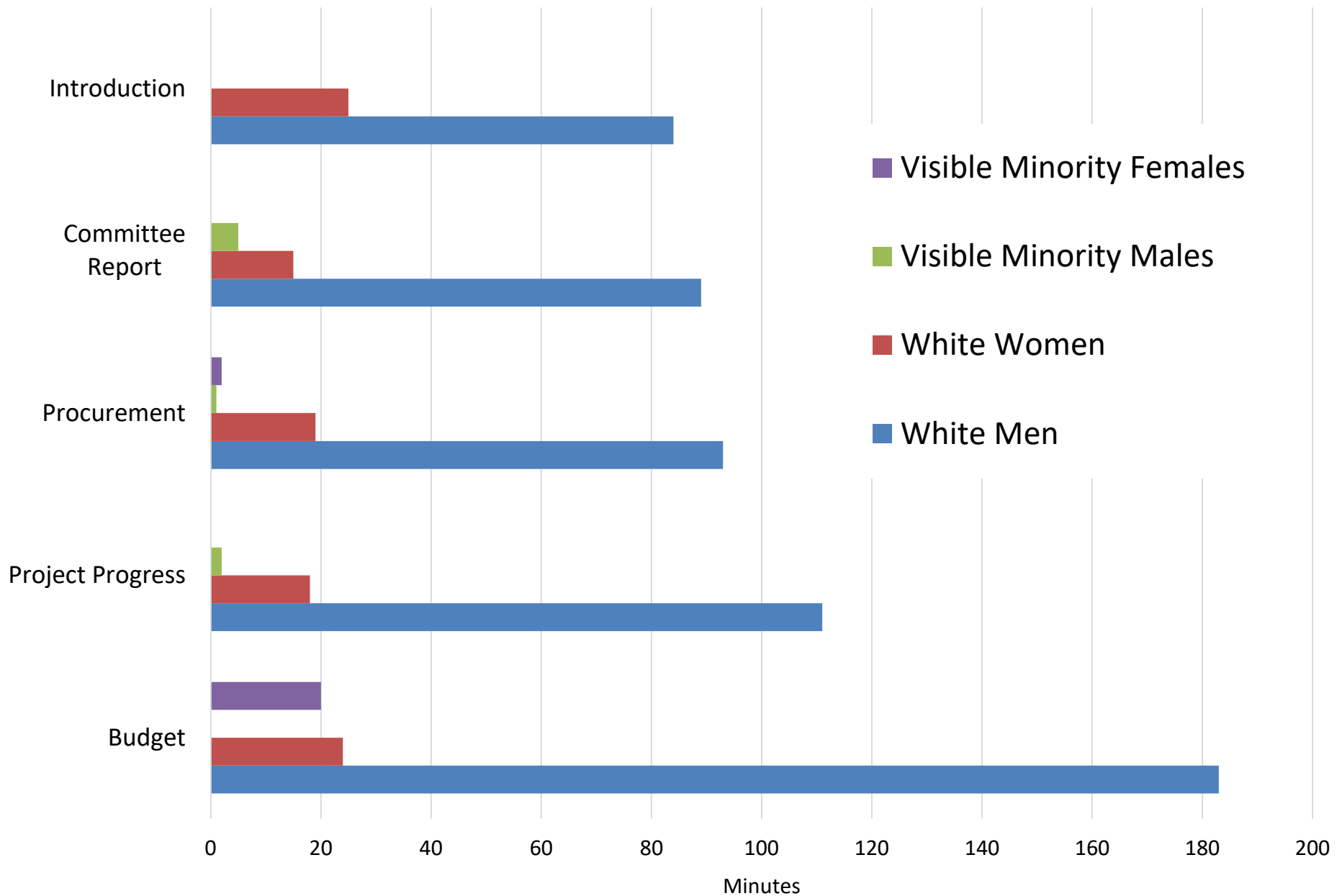
Interruptions by Board Members



Degree of Assuredness

- Measured by voice volume compared to the Chair's voice volume and the use of qualifying statements.
- Proportionally, women speak in lower voice volumes compared to male counterparts and use more qualifying statements when asking a question or voicing an opinion

Board Member Participation by Topic



Research Method II: Interviews



Interviewing chairs, board members, and staff from the three transit boards

Questions related to their experience on the board, expertise, quality of debate, decision-making process, gender representation, racial representation, difficulties speaking up, interruptions, and governance structure

Interview Findings I

- Metrolinx and Translink boardroom environments described as respectful and cooperative, whereas MTA described as political and divisive
- Excellent representation of a variety of expertise
- Chairs of Metrolinx and Translink described as positive influences for collaborative and strategic discussions
- Perceived experience is different. Women and visible minorities do not feel that they are interrupted more or speak less

Interview Findings II

- Interviewees are aware of adequate gender representation
- Interviewees also cognisant of lack of racial diversity, but some do not recognize an issue with the inadequacy
- Minority board members stress the importance of expertise over “tokenism”
- Limitation to the content analysis, as public board meetings only contribute 20 to 30% of board meeting time
- Many board members would be interested in more public board meetings and transparency. Both Translink and MTA see positive impact from public speakers.

Recommendations

- Men in senior roles should reflect on the extent to which they dominate the speaking time and participate in gendered interruptions
- Those in leadership positions must stand up against interruptions and discrimination to provide space for all perspectives
- Acknowledge lived experience as a qualification and break unconscious bias
- Interviewees recommend expanding representation of the board to include a broader geographic nexus, more young people, and people with invisible/visible disabilities to better reflect the population they serve