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PIARC Special Project

Gender inclusion in PIARC

CALL FOR PROPOSALS

Deadline for submission of proposals: 21 March 2023

1 PURPOSE AND STRATEGIC SIGNIFICANCE

1.1 Special Project

This paper is a call for proposals to lead a special project on “Gender inclusion in PIARC”.

The World Road Association (PIARC) has established a special projects mechanism to enable it to respond outside the usual four-year technical committee cycle to emerging issues and priorities identified by its members.

1.2 Purpose and objectives of the call

The purpose of this project is to develop materials for PIARC that supports the implementation of PIARC’s Strategy on Gender Inclusion and Diversity.

The main objectives of this special project are:

- 1. To increase understanding and awareness of PIARC members of the importance of gender diversity and inclusion**
 - Awareness and understanding among the leadership of the organisation (at all levels, GS, Presidency, chairs and secretaries of the different bodies) to create a more inclusive association
 - Awareness and understanding of members of PIARC bodies and experts
- 2. To create an inclusive culture in PIARC**
 - Awareness and understanding among all members on gender inclusion and measures that PIARC members can take to create a more gender inclusive environment
 - More visibility of women in the organisation

1.3 Introduction

Transport, including roads, is not gender neutral. In many societies, women’s and men’s travel patterns and needs differ, 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 faster travel times, often at the expense of service or personal security. Yet roads policy and strategy are often gender blind and fail to recognize the needs and priorities of all users. The different values, needs and priorities of different groups should be reflected in transport and road infrastructure planning, design, maintenance, and construction.

In addition to differences in travel needs and behaviour, women are not well-represented in the road transport sector workforce. For example, in 2018 women represented less than 20% of the global transport workforce. To ensure an inclusive transport system that caters to the needs of all road users, there must be a multitude of perspectives involved in all aspects of the road transport sector, and the contribution of female professionals is essential.

Gender inclusion and diversity is a human right, but repeated research also shows that it improves efficiency and leads to economic benefits. A recent study of countries in the European Union shows that those countries that are lagging behind in the EU when it comes to gender equality have much to gain. On average, improved gender equality in these countries is expected to lead to an increase in GDP of about 12% by 2050 (European institute for gender equality).

For PIARC’s work to remain relevant and be effective, gender inclusion and diversity must be at its heart. This can only be achieved if PIARC representatives at all levels are diverse, and all members are able to contribute fully. One of the steps to increase gender inclusion is to educate members about the importance and benefits of gender diversity and inclusion and provide tools and materials for awareness raising to improve PIARC’s collective knowledge and understanding.

PIARC council decided in November 2022 to make gender inclusion and diversity a value of the organisation. The council also adopted a strategy on gender inclusion and diversity (annex).

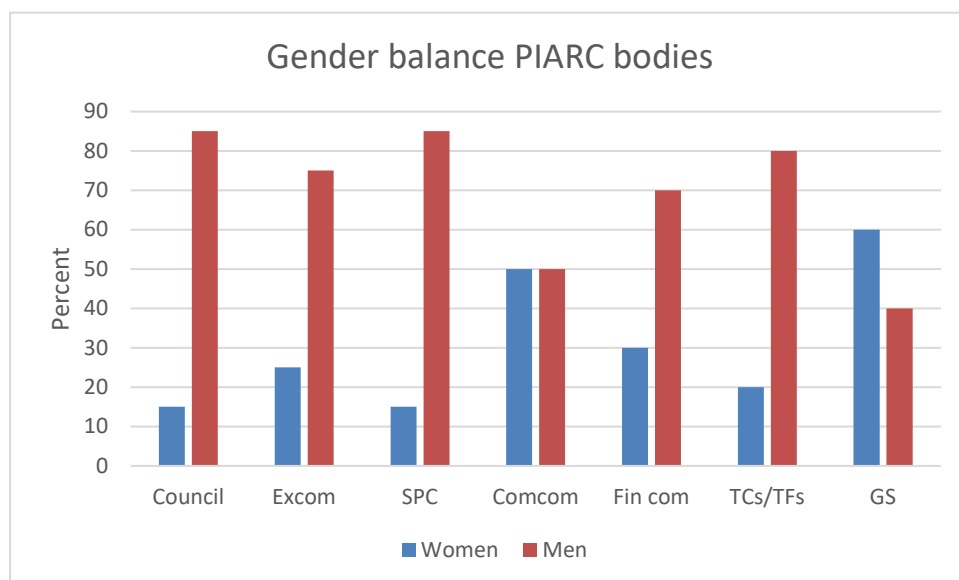
The strategy contains three strategic directions:

1. Raise awareness of PIARC members and the road transport community related to gender inclusion and diversity.
2. Create an inclusive culture in PIARC
3. Technical practice: PIARC reports and products should reflect the diversity of road transport users

The Special project will mainly focus on strategic priority 1 and 2.

1.4 Context

Data collected 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 is the exception).



Data from 2021 (PIARC)

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.

Survey

PIARC conducted a survey targeting all members in May 2022. The survey shows that there is a difference in how men and women experience participation, decision making and contribution in the organization. Survey respondents also offered input on where and how gender inclusivity and diversity can be improved in PIARC. (annex)

PIARCs work is organised in 4-year cycles. 2023 is the last year of the current cycle and it will also be the year for PIARCs World road congress where the work of the last four years will be presented. In January 2024 a new cycle with new PIARC committees and members will be launched. The World Road Congress

(October 2023) and the kick off meetings for new technical committees (January 2024) will be two important events to disseminate the results of this project.

1.5 Scope of the project

The project contains several tasks that are all connected:

1. Benchmarking

One important part of this project will be to analyse successful approaches from other international organisations with a similar profile (preferably similar-sized international/global STEM sector organisations with a male-dominated membership base).

In addition, many of PIARC member country organisations have strategies that are already being implemented by road agencies. They are also important sources of input.

2. Awareness raising materials

The project is targeting PIARC as an organisation¹ and should include developing awareness raising materials targeting:

- First delegates – member countries representatives
- Council
- Executive committee and the three commissions (Strategic planning, Finance and Communication)
- Technical Committees and Task forces
- National committees
- General secretariat

Examples of materials could be for example: the development and delivery of digital materials (including but not limited to materials for self-paced online courses, PPTs, videos, etc.) designed to support the development of skills and knowledge related to gender inclusion and diversity.

We are interested in the consultant's recommendations on the types of materials that could be developed also beyond those already mentioned. These knowledge-sharing products should be targeted towards PIARC members to increase members general understanding of gender diversity and inclusion. The materials may be used in webinars, seminars, conferences, and workshops, as well as onboarding for all members of all PIARC bodies.

3. Role models and allies

As a part of the strategy on gender inclusion and diversity, PIARC intends to highlight and celebrate role models and allies. With this in mind, this project should include a methodology and recommendations about how to profile role models and allies within the association, how to use them, how to involve them and make them visible.

4. Principles for inclusivity

PIARC wishes to encourage behaviours that create an inclusive culture. To that end, this project shall identify and develop a set of principles that will ensure that the culture/behaviour within the organisation is inclusive for everyone and that everyone feels comfortable contributing.

5. Plan for implementation

The outcomes of this Special Project will not be immediate. So it will be important that the consultant, in

¹ Link to PIARC website where the different parts of PIARC is explained: [PIARC | Organisation](#)

addition to developing the materials, also develop a plan for the implementation of all of the products developed as part of this special project.

6. Training

There is intent to hold a training session on gender inclusion and diversity at the next World Road Congress in Prague in October 2023. We would like the consultant to develop a training outline for this session that could be delivered by the consultant and/or PIARC members.

It is important to highlight that PIARC members are at different starting points in terms of knowledge and awareness of gender inclusion and diversity. This needs to be taken into account when developing the different materials.

1.6 Out of scope

We are not looking at recommendations for road administrations/member countries but for PIARC as an organization and how PIARC can contribute to gender diversity and inclusion within the organization.

Gender diversity and gender inclusion are the focus. Although other diversity aspects might be mentioned and included in certain ways, the main focus and content should be around gender.

Several international organizations, such as UN agencies, NGOs and charities have developed tools and materials and we will not duplicate their work. This project should build on other organisations' successful work if applicable and develop it to suit the needs of PIARC.

2 METHODOLOGY AND APPROACH

2.1 Approach

The proposal should include a description of the approach to be taken to develop the project.

The proposal should answer the following questions about the tenderer's approach:

1. How will the project collect information and best practices from international organisations? Which organisations will you use as a reference or source to develop the project?
2. How will the project develop the requested materials? Describe the kinds of materials that you are proposing to develop and how they will relate to the objectives.
3. What will be the project milestones in terms of deliverables? What will be the approach for monitoring the project's progress and to get input from the Project Oversight Team (POT) on products? It is recommended to organize monthly videoconferences, and to share with the POT regularly intermediate deliverables asking for feedback.
4. How will the management of the project be organized, including quality assurance and quality control without taking significant resources from the project?
5. How will you mobilize the diverse range of skills needed to complete this work? We consider that the range of skills needed includes, but is not limited to, in-depth knowledge of gender inclusion, behavioral change aspects in international organisations, management development, the transportation sector, etc.

3 FINAL DELIVERABLES

The final deliverables will include:

3.1 Summary report

The consultant shall develop and deliver a short summary report which describes and references all of the products developed for this project.

3.2 Benchmarking analysis

The consultant shall develop and deliver an analysis of the collected information and examples of other international organizations and their efforts to work with gender inclusion and diversity.

3.3 Awareness raising materials

The consultant shall recommend types of materials, and develop and deliver materials to raise awareness of gender inclusivity and diversity. Examples of materials could be : materials for self-paced online courses, PPTs, videos, etc., designed to support the development of skills and knowledge related to gender inclusion and diversity. This series of knowledge-sharing products should be targeted towards PIARC members to increase members general understanding of gender diversity and inclusion. The material may be used in webinars, seminars, conferences, and workshops, as well as onboarding for all members of all PIARC bodies.

3.4 Role models and allies

The consultant shall develop and deliver a methodology and recommendations about how to profile role models and allies within the association, how to use them, how to involve them and make them visible.

3.5 Principles for inclusivity

The consultant shall identify, in consultation with the PoT, and develop a set of principles that will ensure that the culture/behaviour within the organisation is inclusive for everyone and that everyone feels comfortable contributing.

3.6 Implementation plan

The consultant shall develop and deliver a plan for the implementation of all of the products developed as part of this special project .

3.7 Training

The consultant shall develop an outline for a training for the 2023 World Road Congress in Prague

3.8 Intellectual property and formats

The final products will be submitted in electronic form in English, using the PIARC templates.

The final products will be submitted in Microsoft Word and in PowerPoint formats, because PIARC may need to make marginal edits and reuse them later.

The materials will be owned by PIARC. PIARC will acknowledge the contribution of the external consultant.

PIARC will ensure translation to French and Spanish. The materials will be available free of charge in PIARC's Virtual Library to ensure a large world outreach.

4 KEY DATES

The proposal should include a proposed draft of a work schedule. The schedule should identify dates or timeframes for accomplishing major milestones in the project, as well as, timelines for PoT review and revisions. The work schedule will include monthly videoconference meetings and dates or timeframe for an interim product or products that allows adequate time for review and feedback prior to the final deliverable. The schedule must be completed, and final delivery by **30 November 2023**.

These are some of the milestones to be included in the offer:

- Deadline for submission of proposal 21st of March 2023 (4 weeks open).
- 1st half of April 2023: Kick-off videoconference meeting.
- Intermediate milestones to be proposed by the tenderer.
- 5th of September 2023: Finalization of the outline for a training session in the World Road Congress
- 2-6th October 2023: Presentation at the World Road Congress
- 30th November 2023: Final delivery of the project

5 PROPOSED BUDGET

The funding requested from PIARC should not exceed 69 600 Euros all taxes included.

Please provide a general budget for the project. The budget should include a general itemization of the costs of the major work elements of the project and provisional schedule of invoicing.

Invoices will be processed only for completed and approved items, with 10% of each invoice payment to be held back until final deliverables have been accepted by the Project Oversight Team and approved by PIARC.

In line with EU regulations, the payment will take place 60 days after the acceptance of the invoice by the POT.

Since a timely delivery of the outputs is at the essence of the Special Projects mechanism, late penalties could be applied if the external consultant fails to deliver the outputs in the proposed milestones. In line with French regulations, if the delay is the contractor's responsibility, the penalties will be 1% of the budget per week of delay, with a grace period of 15 days, and up to a maximum of 5% of the budget.

6 PROPOSED EXPERTS AND INTERNATIONAL NETWORK

The proposal should also include a description of the relevant expertise that qualifies the contractor to undertake the project. Specifically:

- Describe any past or current work projects that relate to the subject of this proposal. A minimum of 2 similar projects undertaken. Provide reference materials and add referent person with contact details
- Describe the project organisation; their roles and estimated contribution to the project, and providing information on their backgrounds, experience and expertise. Submit CVs for the key persons involved.
- Provide information about any other international network, other than the World Road Association, from which tenderer could receive inputs.

7 PROJECT OVERSIGHT AND PROPOSALS EVALUATION

The project will be overseen by a project evaluation and steering committee called "Project Oversight Team" (POT) to select the preferred tenderer and assist in the development of the project. These experts will be

drawn from PIARC membership and will include representatives from some technical committees. Some experts will be nominated by member countries and PIARC General Secretariat staff.

The POT will assess proposals and select the preferred tenderer on the basis of its assessment of:

- a) Approach and methodology (up to 35 points): how the tenderer addresses the project objectives and deliverables and how effective the proposed approach and methodology are.
- b) Proposed work plan including intermediate milestones (up to 15 points).
- c) Value for money offered by the tenderer (up to 15 points): including the time offered by different contributors of the tenderer's team.
- d) Experience of the proposed team on the topic (up to 20 points)
- e) International experience and network of the proposed team (up to 15 points)

The POT will oversee progress of the Project, including participating in the monthly calls, reviewing interim and final products. The POT will also provide any relevant information from the PIARC work to the selected tenderer (e.g., information obtained from surveys) for use in the project. In addition to review and oversight by the POT, input may also be sought from the other members of Technical Committees and the PIARC Executive Committee Commissions.

8 Annexes

1. PIARC strategy on gender inclusion and diversity
2. Gender Survey Results Summary
3. PIARC Gender Data

9 PROPOSAL SUBMISSION

Proposals should include the elements identified in this Call for Proposals.

Proposals should be submitted electronically in English to PIARC at:
info@piarc.org

No later than: **March 21 2023**

For any questions, please send E-mail to info@piarc.org

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.

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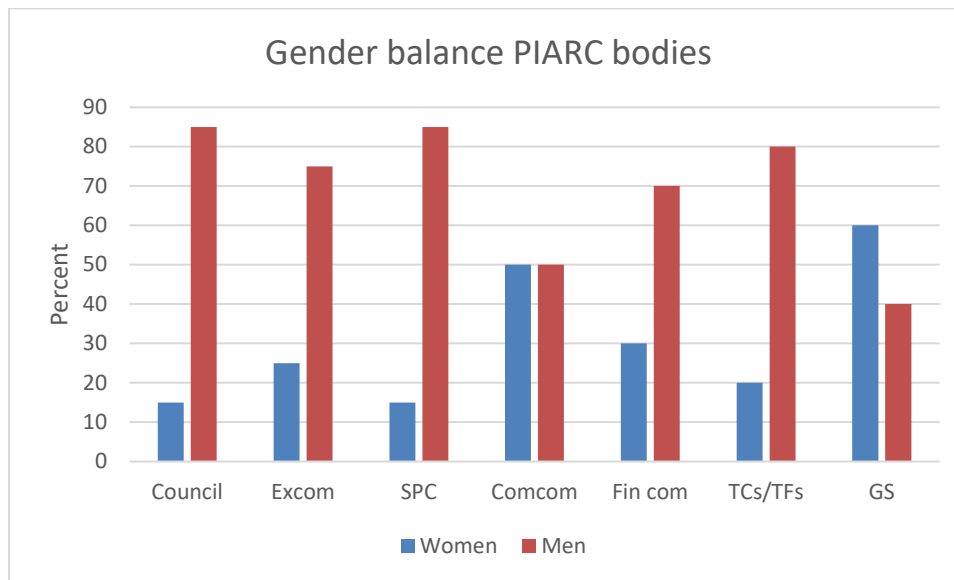
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THE CASE FOR IMPROVING GENDER DIVERSITY AND INCLUSION WITHIN PIARC

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

Strategic Priority 1	Raise awareness of PIARC members and road and road transport community related to gender inclusion and diversity.				
Objective	Task	Owner	Timeframes	Resources	Outcomes
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

	strategic priorities and core value. Webinars and social media- LinkedIn, Routes Roads, webpage and showcase PIARC role models who support gender inclusion.				gender inclusion
	Continue to administer a gender survey on a (annual, biannual) basis to monitor progress toward goals	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
	Develop communications materials about the status of gender inclusion in PIARC that can be used by members to communicate and raise awareness				
1.3 To profile and celebrate good practice of gender diversity and inclusion within PIARC and in the global roads sector	Institute a prize category to celebrate and highlight good gender inclusion practices in PIARC's technical and corporate bodies	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
	Deliver live sessions and networking events at the WRC on gender inclusion and diversity (part of separate detailed planning)	PGIDT	2023	Technical advisor GS	Sharing at a global event the importance of gender inclusion and diversity
	High light role models within PIARC (and externally)	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

Strategic Priority 2	Create an inclusive culture in PIARC				
Objective	Task	Owner	Timeframes	Resources	Outcomes
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

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

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. ¹
- **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. ²
- **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

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

² [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.³

- **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.⁴
- **Indirect Discrimination** refers to criteria that is formally gender neutral but, in practice, has a disproportionately negative impact on women.⁵
- **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.

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

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

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



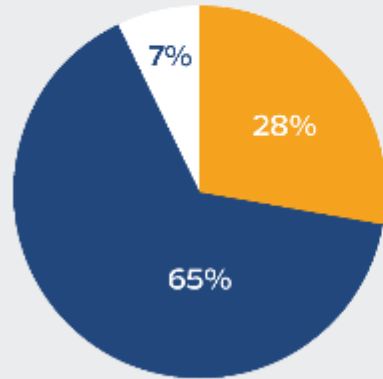
Insights into gender inclusion within PIARC

About the survey

- In 2022 PIARC conducted a survey of its members and received 119 responses
- The majority of response came from members of technical committees, but we also have answers from GS, Excom, commissions, First delegates, national committee members
- The following analysis is based on M. MOHEBBI, and independent gender researcher with specific focus on the transportation sector.
- The analysis consists of hard data and some of the free text answers that respondents submitted

PIARC Gender Diversity and Inclusion Survey

PIARC Gender Diversity and Inclusion Survey



Participants

This graph reflects the gender ratios of the survey participants. We see a meaningful distribution of answers related to existing biases and inequities considering the gender.

■ Women ■ Men ■ Not specified

Analysis

- The existing lack of diversity within the transportation workforce contributes to the lack of diversity in PIARC decision-making bodies and has created an environment with a tendency for preferential male views within PIARC and member agencies.
- This is reflected in
 - 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 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.



Breaking barriers

Do Current Practices Create Barriers for Women?

Do you agree with the following statement? Current rules and practices create barriers for women making contributions to PIARC committees, task forces and/or commissions



Key insights on barriers in PIARC from responses

- “The problem “area” is the entire culture of the organisation, which is made up of the transport sector cultures each individual participant brings with them from their home setting to PIARC. In a big majority of cases, their own, home culture is one of belittling and disrespecting women's professional and personal contributions.”
- “I am not aware of any communication where the first delegates are exhorted to nominate to participate in the committees with the same number of men and women.”
- “In webinars and seminars women are usually proportionally less than men, although I can witness on the effort to avoid it by PIARC Secretariat, TC chairs and national co-organizers of the events.”



(In)Equity in decisions?

The Existence of Gender-based Bias in PIARC's Decision-making Bodies

Have you noticed or personally experienced gender-based bias in your participation in PIARC's technical committees, task forces, and commissions?



Key insights on decision-making in PIARC from responses

- “Appointments to high profile positions (president, technical director, secretary general, theme leader) are predominantly male.”
- “There is a tendency to preferential male views.”
- “In [my country], the aim is to have equal numbers of men and women in decision-making positions. Gender equality is considered a very important goal and value in [our] society.”



Uncomfortable contributing

Comfortable Contributions to PIARC's Decision-making Bodies

Do you feel comfortable making contributions to your technical committee, task force, or commission such as speaking up during meetings?



Key insights on comfort in contributing in PIARC from responses

- “I have seen and heard about inequities in many areas. Sometimes when a women has presented an idea, it is not heard or is brushed off. Sometimes when a man presents the same idea, he is commended for it and it is often pushed forward.”
- “No, I think in PIARC men and women have the same opportunities available for them and there is no anti-women climate in the association. At least I don't feel it.”

Gender Balance in PIARC

Authors: Lina Granlund

Version 1: 8 December 2021

GENDER BALANCE- BASELINE 2021

1 ORGANISATION

1.1 The Council

The Council has the ultimate responsibility for the governance of PIARC. The Council meets once a year. The Council decides the strategy of the Association, approves the budget, and elects the officers, the Secretary General and the members of the Executive Committee. It is composed every year, of delegations from Member States, each led by a First Delegate.

In 2021 the Council consisted of 354 members of which 305 male (85%) and 49 female (15%).

1.2 Executive committee

The Executive Committee manages the Association by delegation of the Council.

The sitting Excom has 25 members of which 20 (80%) are men and 5 (20%) are women.

The Council voted in October 2021 for a new Excom that will start its term in January 2022 and the ratio is 19 men (75%) and 7 women (25%).

1.3 Commissions

The Excom is supported by three commissions; Strategic Planning, Finance and Communication. Strategic planning commission

The Strategic Planning Commission (SPC) is responsible for PIARC's formal strategic planning process, through which it shall oversee the development and implementation of the work program in accordance with its Vision, Mission and Values.

In the SPC there are 32 members. Currently, the chair is a woman, the vice chair is a man.

Of the 32 members of the commission 27 are men (85%) and 5 (15%) women.

Finance Commission

The Finance Commission is responsible for developing and overseeing the implementation of a financial management strategy for PIARC. The Commission is also responsible for supervising the accounting system, the allocation of funds and making recommendations on any such matters.

In the Finance commission there are 13 members. Currently, the chair and vice chair are men.

In the commission there are 9 men (70%) and 4 women (30%).

Communications commission

The responsibilities of the Communications Commission are to develop a rolling Communications and Marketing Plan.

In the Communications Commission there are 21 members. Currently, the chair and vice chair are women. Of the members of the commission 11 are men and 10 are women. Almost 50%/50%.

1.4 General Secretariat

The General Secretariat supports the Excom. It is composed of salaried support staff and staff seconded by various member countries.

There are 16 people in the secretariat. 6 are men (40%) and 10 (60%) are women.

1.5 Technical committees and Task Forces

There are 21 Technical committees and task forces organised under four strategic themes. Each strategic theme has a coordinator. The four Strategic theme coordinators are men.

For each Strategic theme the gender balance men/women:

ST1 Road administration: 75%/25%

ST2 Mobility: 80%/20%

ST3 Safety and sustainability: 80%/20%

ST4 Resilient infrastructure: 85%/15%

There is a total of 1233 members/experts in the TCs/TFs. Of those 952 are men (77%), 245 are women (20%). For 31 there is no information (3%).

Chairs and secretaries of TC and TFs

To each TC and TF there is a chair and three secretaries. Those are responsible for the leadership of the TC/TF.

Out of the 21 TCs/TFs there are 18 male chairs (85%) and 3 female chairs (15%). Of the 62 secretaries 47 are male (75%) and 15 are female (25%).

In 7 of the 21 TCs/TFs (33%) there is no woman among the chairs or secretaries.

1.6 Routes/Roads Magazine

The General Secretariat is responsible for the PIARC web site, and for editing the Routes/Roads magazine. Routes/Roads is published 4 times a year. In 2020 and 2021, 7 issues have so far been published. Out of 60 articles 97 men (80%) and 22 women (20%) have contributed to the articles.

1.7 Webinars

In 2020 and 2021 PIARC organised 34 webinars on Covid and road transport. There were in total 208 speakers/panellists in these seminars. Of these were 164 male (78%) and 44 female (22%).

In 12 out of 34 seminars (35%) there were no women at all, either as speakers or as panellists.

2 STRATEGIC PLAN

The Strategic Plan 2020-2023, is the guiding document of the association and describes the strategic principles as well as the plan of activities.

In section 1 External operating context- challenges for the road sector are described. The following challenges are mentioned: financing, urbanization, safety and security, technological advances, digitalization, climate change, greenhouse gas emissions, sustainable construction methods. Internal operating context- diverse body of members and adequacy between ambitions and resources. Diversity is mentioned, with references to geographic diversity, the needs of a **diverse body of members** (public-and private-sectors), **and the need for PIARC outputs to address** diverse audiences

With a word search, gender is mentioned twice, including as an operational goal among several other goals (Increase the technical members' involvement and overcome gender and diversity issues), women is mentioned once and equality is not mentioned at all.

Two of the technical committee working groups that are considering gender in their work are:
TC 1.1.3. Organization of Staff and Human Resources and TC 1.2.2. Implementation of sustainable mobility plans.

3 BLUE GUIDE

This Guide includes the detailed operating rules, and organizational standards for all aspects of the Association's activities, such as guides for how to nominate delegates, xcom members, commission members, technical committee members, chairs and secretaries, guidelines on prizes, publications and seminars. There is no reference to gender or diversity in the blue guide, except for inclusion of young professionals as members of Technical Committees or Task Forces.