

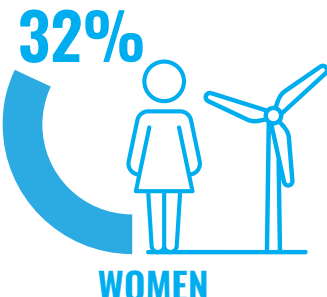
OVERVIEW: Tools to Increase Gender Diversity and Inclusion in Infrastructure Operations

Why should companies care about increasing representation of women in their workforces? Can gender diversity make a difference in the services they provide and their bottom lines?

While the infrastructure sectors have traditionally been male dominated, this section highlights the myriad benefits of increasing women’s representation in the water, cities, power, and transport sectors across the board, senior management, and workforce. The evidence points to increases in efficiency, innovation, and quality of service delivery where companies have greater gender diversity.

At present, much work still needs to be done to realize these benefits across all infrastructure sectors. Globally, female participation in the renewable energy workforce remains low at 32%¹, with only 28% of technical roles held by women.² In the conventional energy workforce, the IEA estimates the figure to be even lower, at just 22%.³ For power sector senior management positions, the numbers shrink still further (15% of such roles are held by women), while the portion of women on the boards of power and utility companies globally is only 6%.⁴ A World Bank study found that women make up only 18% of the water and sanitation workforce globally. The same story plays out in the transport sector: in Latin America, for instance, the participation of women in the construction and operations of transport systems does not exceed 15% of the labor force in the sector, even though women represent 50% of the total labor force in the region.⁵


Female participation in the renewable energy workforce, global average




32%

WOMEN

The IEA estimates female participation in the conventional energy workforce even lower AT JUST 22%.



ONLY 15% of power sector senior management positions are held by women, while the portion of women on the boards of power and utility companies globally is **ONLY 6%.**



¹ IRENA [Renewable Energy: A Gender Perspective](#). IRENA: Abu Dhabi, 2019, 10.
² Ibid, 10.
³ IEA, [Energy and Gender: A Critical Issue in Energy Sector Employment and Energy Access](#), cited Feb 12, 2021.
⁴ EY, [Could Gender Equality be the Innovation Boost Utilities Need?](#) 2019.
⁵ IDB, [Relationship between Gender and Transport](#), 2016.

Benefits of Increased Gender Diversity and Inclusion on Boards

Improved board performance: At the board level, EY found that utilities with a larger share of women board directors have a higher return on equity than those with less diversity.⁶ Increasing gender diversity on boards is correlated with improved company performance, profitability, and rising investor confidence.⁷

Increasing gender diversity on boards is correlated with **improved company performance, profitability, and rising investor confidence.**

Boards themselves perform better when they are more gender diverse. Studies show more gender-diverse and inclusive boards are more accountable, better governed, and operate more collaboratively. One recent study found a “positive significant effect” on ESG reporting when women account for 22-50% of board members.⁸ A 2020 study in Jordan found that companies with greater board diversity were more likely to comply with corporate good governance practices and engage in CSR activities and reporting.⁹ This performance difference may stem from the differences in men’s and women’s leadership styles, and/or from different ways in which women and men come to hold board positions. While men are often hired through social networks that are formed in academic, social, and professional settings, women have historically lacked access to these networks. Embeddedness in, and accountability to, such networks may make men less likely to hold colleagues accountable or confront them for performance issues, while women may have fewer reservations.¹⁰

This not only illustrates the importance of enhancing board diversity, but also of increasing transparency and widening the scope and methodologies for board candidate recruitment searches. Ensuring that the underlying systems of elitism and exclusion themselves change, not only the gender of those present in them, will help to create companies with a culture of meritocracy, equality, and accountability.

Ensuring that the underlying systems of elitism and exclusion themselves change, not only the gender of those present in them, will help to **create companies with a culture of meritocracy, equality, and accountability.**

⁶ Inka Schomer and Alicia Hammond, [Stepping Up Women’s STEM Careers in Infrastructure: An Overview of Promising Approaches](#), ESMAP Paper. Washington, D.C.: World Bank, 2020. 12.

⁷ Catalyst, [Why Diversity and Inclusion Matter: Quick Take](#). 2020. Cited Feb 12, 2021.

⁸ Buallay, A, Hamdan, R, Barone, E, Hamdan, A. [Increasing female participation on boards: Effects on sustainability reporting](#). Int J Fin Econ. 2020; 1– 14.

⁹ Amer Al Fadli, John Sands, Greg Jones, Claire Beattie, and Dom Pensiero, [Board Gender Diversity and CSR Reporting: Evidence from Jordan](#), Australasian Accounting, Business and Finance Journal, 13(3), 2019, 29-52.

¹⁰ Rebecca Walberg, [“How to Improve Boardroom Diversity without Resorting to Quotas and Tokenism?”](#) Financial Post, October 6, 2014.

Increased attractiveness of the sector to women: There is a positive correlation between the number of women at the board level in an industry and how attractive women find that industry. Having more women on the board can thus help companies reap the benefits of greater gender diversity.¹¹ This may be because of the presence and availability of women mentors, and because women feel greater potential for recognition and advancement when the example of gender diversity is set publicly and prominently at the board level.¹² It may also be because women on boards can be instrumental in steering company culture and operating practices to become more welcoming to those from non-diverse backgrounds.

Increased investor interest and growing requirements for gender-diverse boards: Increasingly, global investors are requiring companies to be more transparent in showing their efforts to build gender-diverse boards and in disclosing gender-related information. Since 2010, the Australian Stock Exchange (ASX) Corporate Governance Council has called on companies to outline their boards' gender objectives, progress towards these objectives, and the proportion of female board directors and senior managers in annual reports, or to provide an explanation for why this information is missing. By 2019, the proportion of women on the boards of ASX 200 companies had reached the council's voluntary 30 percent goal.¹³ The U.S. Securities and Exchange Commission (SEC) now requires companies to disclose whether and how directorships consider diversity among nominees, and, going further, as of December 2020, the NASDAQ is requesting approval to ask its listing companies to disclose more specific diversity statistics regarding the composition of their boards of directors.¹⁴

The Value of More Gender Diversity in Senior Management

As with more gender-diverse boards, there are a number of reasons for companies to work towards greater diversity among senior managers. A report by EY found that utilities with more women in leadership ranks performed better than their peers. Its analysis showed that "the top 20 utilities for gender diversity, with a combined average return on equity (ROE) of 8.5%, significantly

The bottom line, according to Dow Jones: **"A company's odds for success increase with more female executives at the vice president and director levels."**

¹¹ Center for Women in Politics and Public Leadership, ["The Pathway Forward: Creating Gender Inclusive Leadership in Mining and Resources,"](#) Ottawa: Carlton University, 2012, 30.

¹² American Chamber of Commerce (AmCham) in France and BIAC, "Putting all our Minds to Work: Harnessing the Gender Dividend," Paris: BIAC, 2012, 15.

¹³ International Labour Organization, ["Improving Gender Diversity in Company Boards,"](#) 2019..

¹⁴ NASDAQ, ["NASDAQ to Advance Diversity through New Proposed Listing Requirements,"](#) Dec 1, 2020.

outperform the lower 20, with a combined average ROE of 7%.” As the EY report notes, “Given the asset-heavy nature of this industry, a 1.5% difference in ROE between the two groups can translate into millions less in profit.”¹⁵ Increased gender diversity in senior management is associated with improvements in sales revenue, customers, market share, return on equity, operating profits, and share price.¹⁶ The bottom line, according to Dow Jones: “A company’s odds for success increase with more female executives at the vice president and director levels.”¹⁷

Furthermore, improved diversity at senior (and all) levels is correlated with better performance on such metrics as fostering greater innovation. In municipal management, research from the 100 Resilient Cities project highlights that “smarter decisions are made when more women are at the decision-making table—making them critical actors in securing a resilient future for ... cities.”¹⁸ A study published in the *Harvard Business Review* found that managers who listen to and act on women’s ideas enable a “speak-up culture” that capitalizes on women’s creativity. “Leaders who are willing to change direction based on women’s input are more than twice as likely to tap into winning ideas. And leaders who make sure each female member on the team gets constructive and supportive feedback are 128 percent more likely to elicit breakthrough ideas,” the study notes.¹⁹

The Value of a More Gender-Diverse Infrastructure and Cities Workforce

Infrastructure companies benefit not only from gender diversity and inclusion on boards and in senior management, but also among employees.

Deeper and wider talent pool: While the infrastructure sectors are largely male dominated, companies that increase attractiveness to both women and men can draw from often-untapped resources of potential female employees. Hiring more women can help ease labor shortages, expand the talent pool, and help companies to recruit more locally. Snel Transport, a logistics company in the Netherlands, for instance, has avoided the driver shortages that afflict 78% of Dutch

Hiring more women can...



help ease labor shortages



expand the talent pool



help companies to recruit more locally.

¹⁵ EY, [EY report: Gender diversity is good for energy companies, but happening at a ‘glacial pace’](#), Aug 30, 2016.

¹⁶ AmCham France and BIAC, 2012, 8.

¹⁷ Workplace Gender Equality Agency, [“The Business Case for Gender Equality,”](#) 2018, 4.

¹⁸ 100 Resilient Cities, *The Power of Women’s Leadership in Building Urban Resilience*, New York, NY: 100 Resilient Cities, 2018.

¹⁹ Sylvia Ann Hewlett, Melinda Marshall, and Laura Sherbin, [“How Women Drive Innovation and Growth,”](#) Harvard Business Review, August 2013.

logistics companies through women-friendly recruitment policies and practices. While the average company with Snel's profile would typically have around 10.5 driver vacancies, a recent study showed that Snel had none, in large part due to its women-friendly policies.²⁰

Improved innovation, performance, and organizational culture: According to the OECD, workforce diversity can bring benefits to public service employers and service users, including qualitative improvements in public service delivery and efficiency. Gender diversity in the workplace can also help strengthen policy effectiveness and social mobility.

Safer operating environments: Numerous studies have demonstrated a positive relationship between female employees, adherence to safety protocols, and the treatment and safe operation of equipment.²¹ Evidence suggests that women are not only safer drivers than men but also more fuel efficient and take better care of vehicles. Dublin Bus found that employing more women can result in safer driving, fewer accidents, and a lower incidence of violence.²² Another case study from Sofia Electric indicated that women take better care of vehicles and are less risky as drivers, which in turn leads to reduced repair and maintenance costs.²³ In part, this trend may be due to socialized differences between women and men: men may have a greater tendency towards bravado and the desire to seem infallible, which can make them operate less safely, while women are often more receptive to coaching or instruction and more likely to react cautiously or deliberately to dangerous or potentially hazardous situations. As a result, in many sectors, women operators are increasingly in demand, because their behavior yields better safety outcomes, reduced equipment maintenance and repair, and a more safety-conscious operating environment.²⁴ If this creates pushback from male staff, it is even more important to build an understanding that gender diversity and inclusion—and the related benefits—are good for the whole company. At the same time, it is important to emphasize to any detractors that the company's objective is not to exclude men but rather to favor and encourage a culture of safety, and that hiring will follow that priority.

Improved community relations: Gender diversity in the workforce is also correlated with improved community and user relations. In Ireland, Dublin Bus's women drivers had 38% fewer client complaints, on average, than the average male driver.²⁵ Women form a fourth of Lima's traffic agents and were found to be more effective in enforcing law and traffic management because of a reputation for being incorruptible²⁶. When

²⁰ Giannelos et al., ["Business Case to Increase Female Employment in Transport,"](#) European Commission, 2018, 77.

²¹ Inka Schomer and Alicia Hammond, [Stepping Up Women's STEM Careers in Infrastructure: An Overview of Promising Approaches,](#) ESMAP Paper. Washington, D.C.: World Bank, 2020,14.

²² Giannelos et al., ["Business Case to Increase Female Employment in Transport,"](#) European Commission, 2018, 77.

²³ Giannelos et al., ["Business Case to Increase Female Employment in Transport,"](#) European Commission, 2018, 77.

²⁴ Women in Mining Canada, [Welcoming Women: An Action Plan for Canada's Mining Employers,](#) Toronto: WIM Canada, 2016, 7.

²⁵ Giannelos et al., ["Business Case to Increase Female Employment in Transport,"](#) European Commission, 2018, 77.

²⁶ Heather Allen, [Approaches for Gender-Responsive Urban Mobility.](#) GIZ. 2018.

conducting community consultations and engagement activities (for instance, where major infrastructure works are being built, where communities are being resettled, or where compensation needs to be discussed), a gender-diverse community engagement team gives companies a greater ability to internalize and respond to community concerns, which can lead to more gender-sensitive community engagement programs.

When conducting community consultations and engagement activities, **a gender-diverse community engagement team gives companies a greater ability to internalize and respond to community concerns**, which can lead to more gender-sensitive community engagement programs.

Reasons for Lack of Female Representation in the Infrastructure and Cities Sectors

Given all of the advantages gender diversity brings to the workforce as outlined above, why are women still underrepresented in the infrastructure and cities sectors?

BOX 1A | Connecting with Women in Brazil

In Brazil, IFC has invested in Desenvolve SP to support increasing household linkages to sewage treatment systems. However, Desenvolve found a particular challenge in convincing female-headed households to allow local construction, given the lack of related jobs or income-earning opportunities for women connected with the work. To create buy-in, as well as increase opportunities for women, sewage treatment companies (WESCOs) deliberately hired local women to help convince their communities about the need for the work and to connect their houses to the new sewage system. This creates improved communication and trust between the communities and the WESCOs while also generating income for the women, which allows them to pay for the connection and sewage services.²⁷

Bias inside and outside the sector: Many infrastructure sectors have traditionally been seen as ‘men’s work’ due to the physical labor required and scheduling (for instance, work in transport sectors often requires long periods of time away from home). Of course, the

²⁷ Internal IFC report.

more time that passes while these fields are dominated by men, the more entrenched the belief will become that they are exclusively male domains which are 'inappropriate' and unsafe for women. This view may be shared by women themselves, or by families and teachers, who can be influential in implicitly or explicitly guiding young women towards different careers. This can contribute to what is often termed the 'leaky pipeline,' the phenomenon where girls and boys perform similarly in math and sciences in primary and secondary school, yet girls' representation in STEM fields drops off in tertiary education.²⁸ Of course, as sectors change and become increasingly mechanized, many of the historical justifications for male-dominated sectors that were made on grounds of physical strength are increasingly baseless. For instance, in the Moscow Metro, part of the justification for a longstanding legal prohibition on women train drivers was that men had to do physical work switching tracks, which required significant physical strength. Track switching has long since been automated, but women were only legally allowed to become train drivers in early 2021.²⁹

Bias in recruitment: Given longstanding male dominance in many infrastructure and urban sectors, the process of attracting and recruiting applicants can further contribute to ongoing bias in the sector. For instance, overreliance on educational, social, and sectoral networks of current, often male employees can lead to continuing bias in applicants and recruitment. Companies which develop recruitment materials featuring photographs of current (male) employees and use pronouns reflecting an implicit, unintentional bias towards male employees (male pronouns and terms like 'foreman,' for example) can discourage female applicants from even applying.

Inhospitable workplaces: Predominantly single-sex work environments can breed a culture of unconscious or overt sexism that can make it difficult, intimidating, or discouraging for employees or potential employees of the opposite sex to feel welcomed and perform productively.

Sexism within the workforce: Globally across industries, women earn less than men for the same jobs and typically earn fewer promotions during their careers than their male counterparts. This can make male-dominated sectors even less attractive to women.³⁰ The disparities can be caused by a number of factors, including differences in negotiation tactics and the fact that women are more likely to work part-time or to have taken time off for family commitments, which may result in their being viewed as less committed to careers or discriminated against as part-time workers.

²⁸ Inka Schomer and Alicia Hammond, [Stepping Up Women's STEM Careers in Infrastructure: An Overview of Promising Approaches](#), ESMAP Paper. Washington, D.C.: World Bank, 2020, 2.

²⁹ Rachael Kennedy, ["Women can drive the Moscow Metro for the first time in years as Russia overturns job ban,"](#) Euronews.com, 2021.

³⁰ McKinsey and Lean In, [Women in the Workplace 2016](#), 2016, 3.

Lack of mentors and female role models: Male-dominated sectors with fewer women employees, especially at the top, may not have enough women mentors, role models, or gender-informed training to guide women seeking to rise in the sector.

Lack of professional development opportunities for women: With male-dominated workplaces and a lack of female senior managers, women may feel excluded from informal networking activities and from professional development opportunities. In addition, individual career counselling and career workshops may be (or appear to be) less accessible to women, especially when women lack the same social networks that men have, and in situations where women in the workplace are fewer in number.³¹

Lack of support for flexible work arrangements and parental leave policies: In communities where cultural expectations and/or legal or corporate regulations around parental leave assume that women are the primary caretakers, leave policies in traditionally male-dominated industries may not provide the flexibility that parents need. When most employees are male, policies may not be designed to support reentry and career progression for women who return after parental leave. Similarly, such environments may discourage men from taking advantage of flexible work arrangements.³²

As sectors change and become increasingly mechanized, **many of the historical justifications for male-dominated sectors that were made on grounds of physical strength are baseless.**

Inappropriate uniforms and ergonomics: Lack of consideration of women as employees can actually make workplaces less safe for women and contribute to the perception that certain industries are not open to them. This lack of consideration can be manifested by ill-fitting, inappropriate, or unsafe uniforms, personal protective equipment (PPE), and other gear, such as overalls that do not accommodate pregnancy or equipment that is ergonomically challenging for women. In the UK, Transport for London (TfL) recognized that ill-fitting PPE was creating a workplace hazard for women working in its construction fields. TfL identified new suppliers who could provide PPE specifically tailored for women. Interestingly, for some of the most specific equipment needs (boots free from specific metal fixtures suitable for working on electrified tracks), there were only two suppliers—one had a name that some found offensive, and the other made boots with pink stitching and glitter laces. TfL was able to contract a supplier to make footwear specifically for it, footwear which fit women's feet without drawing on gender stereotypes.³³

³¹ Jonathan Dunlea et al., [“Developing Female Leaders: Addressing Gender Bias in Global Mobility.”](#) Melbourne: PwC 2015, 5.

³² Melanie Sanders et al., [“The Power of Flexibility: A Key Enabler to Boost Gender Parity and Employee Engagement.”](#) Bain and Company, 2016.

³³ Transport for London, [“Personal Protective Equipment for Women,”](#) and [“TfL Reveals Its First Ever Women's Safety Clothing Range.”](#) 2015.

BOX 1B | Maersk Reduces Turnover By Supporting New Parents

Shipping giant Maersk implemented a policy for employees returning to work after parental leave that gives male and female onshore employees the opportunity to work 20% fewer hours at full pay within the first year of childbirth or adoption for up to six months after returning to work. As a result of this policy, its post-maternity retention rate rose from 85% to 100%, and turnover of female employees fell from 16% to 10%, between 2015 and 2017. In practical terms, this saved the company from replacing 54 employees each year over this period, which saved up to 270 monthly salaries per year.³⁴

Strategies to Address Gender Gaps

Infrastructure companies and municipalities that want to narrow their gender gaps will need to take a multi-pronged approach to accomplish this goal. Below are several key strategies to keep in mind, along with the applicable tools that can help guide your company's approach.

- Assess the causes of gender inequalities in the workplace:** Without understanding constraints on gender equity, employers cannot make improvements. Gender assessments, to understand where the company is currently, are key for establishing a baseline and understanding constraints and bottlenecks. **TOOLS 1.3 and 1.4 (Gender Audit)** provides sample questions for understanding the current situation. A key means for employers to improve retention and the promotion of women in the workforce is to ask their employees about their experience. Women employees particularly, but men as well, are a company's most important resource for understanding constraints and barriers to, and opportunities for, women's retention and promotion. **TOOL 1.5 (Employee Scorecard)** outlines procedures for an employee scorecard, a process designed to encourage employees to outline concerns and come up with ideas for addressing issues. **TOOL 1.6 (Pay Gap Survey Guidance and ToR)** gives guidance and a terms of reference (ToR) to identify any pay inequities, and help address perceptions of unfairness. **TOOL 1.7 (Gender Diversity Board Assessment)** can help identify gender inequality issues in the board.
- Create an inclusive physical work environment:** Consider the physical infrastructure of the company's premises and workplace: what accommodations are made to ensure that both women and men can work safely and effectively? **TOOL 1.3 (Gender Audit)** includes questions for determining the safety and appropriateness of the physical work environment and equipment.

³⁴ Giannelos et al., "[Business Case to Increase Female Employment in Transport](#)," European Commission, 2018, 77.

- **Develop an organized gender equity strategy, including targets, monitoring, and accountability:** Progress on gender diversity requires frameworks for accountability, empowerment, and monitoring and evaluation. Are there strategies and policies in place that clarify expectations and outline how managers and staff will be held accountable for their individual and organizational behavior (recruitment, promotions, etc.)? Are expectations clear enough that managers can take proactive action in trying to ensure gender equality? Are there clear targets and monitoring systems to track progress and keep advancing? Is there someone responsible for moving the process forward and holding various teams accountable for progress? **TOOL 1.8 (Guidance and Sample Gender Policy)** and **TOOL 1.9 (Establish a Gender Equity Strategy)** provide insight on developing strategies and policies; **TOOL 1.10 (ToR for Gender Equity Champion)** gives guidance on how to appoint a point person for gender issues.

BOX 1C | Gender Equity Policies Lead to Less Sick Leave in Valencia

The introduction of gender equality policies at the Port of Valencia led to a reduction in sick leave usage from 5.9% to 1.7%—a more than 70% decrease—over 8 years. This could mean saving as much as €2,240 per employee per year in terms of productivity, or €1.0 million for the company as a whole.³⁵

- **Create a more inclusive, gender-supportive worksite culture:** To attract and retain female staff and reap the benefits of a diverse workforce, companies need to cultivate an organizational culture that is inclusive of both women and men. Creating a gender-inclusive work environment isn't just about policies to hire more women. It's also about creating an environment in which women and men alike recognize the benefits of gender diversity and of enacting policies that ensure gender-equitable promotion possibilities, foster women's leadership and career development, support flexible work arrangements, address and penalize sexual harassment or discrimination, and help employees to balance work and family commitments. **TOOL 1.11 (Develop Human Resources Policies and Programs to Support a Gender-Diverse Workforce)** helps companies to identify and address barriers to an inclusive workplace culture and create a more inclusive work environment. **TOOL 1.12 (Set Gender Recruitment Targets)** discusses setting targets, and **TOOL 1.13 (Checklist for Building a Gender-Diverse Board)** builds on **TOOL 1.7**, with concrete steps for improving representation of women on the board.

³⁵ Giannelos et al., "[Business Case to Increase Female Employment in Transport](#)," European Commission, 2018, 79.

- **Support flexible work arrangements:** Flexible work policies should support full engagement in family life for both male and female employees. This includes creating opportunities for shorter shifts, reduced schedules, more home-based or office work, and job-sharing. It also includes establishing return policies for employees who have gone on parental leave and providing or supporting childcare resources. **TOOL 1.11 (Develop Human Resources Policies and Programs to Support a Gender-Diverse Workforce)** provides strategies for developing flexible work schedules and supporting work-life balance.
- **Create structures to support and implement gender diversity and build staff capacity:** Alongside the development of the policies and programs to support gender diversity, companies need to build capacity and corporate structures to support implementation of gender initiatives. Where men dominate the leadership structure, men may also be the gatekeepers to the positions of power. This can mean that effective gender mainstreaming relies on leadership from the CEO and the entire management cadre. **TOOL 1.14 (Checklist for Senior Leadership to Demonstrate Commitment)** provides guidance on how senior managers can support gender diversity. Establishing a staff task force on gender (**TOOL 1.15: Creation of a Gender Task Force and ToR**) to support the gender equity champion can help create a two-way information flow between staff and the gender champion and management and help disseminate information on gender initiatives, as well as creating an opportunity to hear and address concerns. The COVID-19 pandemic made many workplaces explore opportunities to go virtual, but evidence shows that working from home is particularly hard on women and mothers. **TOOL 1.16 (Supporting Gender Equity in Virtual Workplaces)** provides guidance to HR and managers on how to address some of these challenges and support gender equity in virtual workplaces, for instance during the COVID-19 pandemic. **TOOL 1.17 (Reducing Implicit Bias in the Workplace)** discusses how to reduce implicit bias in the workplace.
- **Revise recruitment policy materials to target women and men:** In male-dominated industries, recruitment campaigns often feature men as employees or male-centric descriptions of the job, which may send implicit messages that discourage women applicants. If you want to encourage diverse applicants, you will need to work harder to explicitly communicate that there are opportunities for all. Print or media advertisements should feature inclusive imagery and voices—for example, showing both women and men in leadership positions and in non-traditional roles. Of note, job descriptions that use inclusive language,

If you want to encourage diverse applicants, you will need to work harder to **explicitly communicate that there are opportunities for all.**

such as “foreman/forewoman” can be more appealing than gender-neutral language such as “foreperson”.³⁶ See **TOOL 1.18 (Guidelines for Building a Gender-Diverse Talent Pipeline and Workforce)** for insight on recruitment strategies to attract female applicants and **TOOL 1.19 (Job Description Template to Reduce Bias and Attract Diverse Applicants)** for guidance on key components to include—and those to avoid—in job descriptions to attract diverse job applicants.

In addition to hiring women, companies that want to support women’s advancement can develop **mentorship and sponsorship programs** to create more connection between management and more junior staff. **TOOL 1.20 (Sample Mentoring/Mentee Agreement)** includes a sample mentoring/mentee agreement to support development of mentorship programs.

- **Support career development opportunities for women and men: TOOL 1.21 (Guidelines for Developing Women’s Careers and Leadership)** provides strategies for career development activities that support more gender-equitable career development and create a more attractive workplace for potential candidates.

Realizing Gender Diversity Gains Takes Effort and Commitment

Companies that recognize the potential benefits of creating equal opportunities for women and men, and take actions to target, recruit, and retain both women and men, stand to benefit from a wide range of performance, innovation, and profitability gains.

Among the factors that inhibit gender diversity in the infrastructure and municipal workforces, some are issues that can be addressed by changes in work schedules, equipment, and by proactively reaching out to attract more gender-diverse candidates. Others are based on gender bias and stereotypes. Approaches to tackle these various challenges will require both incremental changes in policies, accountability, schedules, and equipment, as well as training and changes in organizational culture.

Realizing these gains will require companies to examine and address their policies surrounding recruitment, performance management, work schedules, and compensation to draw women into management and the workforce and, importantly, to keep them there. Tool Suite 1 provides concrete guidance that will help you to better understand your company’s gender diversity challenges, ways to address the challenges, and guidance on how to monitor and sustain progress.

³⁶ Australian Human Rights Commission, *Women in Male-Dominated Industries: A Toolkit of Strategies*, Australian Government, 2013, 16.

TOOL SUITE 1: Tools to Increase Gender Diversity and Inclusion in Power, Water, Transport, and Cities

This tool suite includes tools to help your company to recruit, attract, and retain women so that you can achieve better gender balance at all levels of your workforce, from field-based operational staff, up through and including senior-level management and the board. Tool Suite 1 features 23 tools aimed at reducing gender gaps on boards, in senior management, and in the workforce. Because of the complexity of the effort, the tool suite is organized in three sections.

The tools presented in this tool suite can be used individually to complement existing gender interventions, or in a combination of select tools as needed, to create a comprehensive gender program. Companies do not need to implement all of these tools, and they are not presented strictly chronologically, because companies may choose to implement activities in different orders.

TOOL	TARGET UNIT	GOAL
↓ TOOL 1.1: Road Map for Using Tools in Tool Suite 1	All Readers	Introduces how all the tools in this Tool Suite work together
↓ ASSESS AND PREPARE: The first section helps establish a baseline on company-wide gender diversity. The tools will lead you through assessing your company's ability to understand and act on gender gaps in your workforce, and put in place staff, structures, and plans to address these issues.		
↓ TOOL 1.2: Develop a Business Case for Gender Equity	Executive Board, Senior Management, Gender Champion	Builds support for gender-smart solutions through identifying their business benefits
↓ TOOL 1.3: Gender Audit: Introduction, Process, and Tools	Executive Board, Senior Management, and Human Resources	Provides a baseline on gender diversity in the workforce
↓ TOOL 1.4: Terms of Reference for Gender Audit	Executive Board, Senior Management, and Human Resources	Provides a pro forma terms of reference for hiring a firm to conduct a thorough gender audit
↓ TOOL 1.5: Employee Scorecard	Executive Board, Senior Management, and Human Resources	Outlines process for conducting participatory employee monitoring and goal setting around gender

↓ TOOL 1.6: Pay Gap Survey Guidance and Terms of Reference	Human Resources	Provides a pro forma terms of reference for conducting a study to identify any gender bias in compensation
↓ TOOL 1.7: Gender Diversity Board Assessment	Executive Board, Major Shareholders	Assesses board gender diversity

↓ **ADDRESS:** The next section focuses on tools to take specific practical actions to increase gender diversity, inclusion, and gender-equitable opportunities through recruitment, retention, and promotion.

↓ TOOL 1.8: Guidance and Sample Gender Policy	Executive Board, Senior Management, Human Resources	Provides guidance and a template for developing a corporate gender policy
↓ TOOL 1.9: Establish a Gender Equity Strategy	Executive Board, Senior Management, and Human Resources	Sets corporate goals and strategy for gender diversity and prioritizes tools and action on gender diversity
↓ TOOL 1.10: Terms of Reference for a Gender Equity Champion	Human Resources and Senior Management	Provides pro forma terms of reference for a nominated person to lead and coordinate company gender mainstreaming efforts
↓ TOOL 1.11: Develop Human Resources Policies and Programs to Support a Gender-Diverse Workforce	Human Resources	Provides guidance to develop policies that promote retention of both male and female employees
↓ TOOL 1.12: Set Gender Recruitment Targets	Human Resources and Senior Management	Provides guidance to develop a gender-equitable hiring process and increase gender diversity and inclusion in the workforce
↓ TOOL 1.13: Checklist for Building a Gender-Diverse Board	Executive Board	Provides a checklist on actions to maintain board gender diversity
↓ TOOL 1.14: Checklist for Senior Leadership to Demonstrate Commitment	Senior Management and Human Resources	Offers a checklist to assess commitment to creating a gender-equitable work-environment for both women and men across the company

↓ TOOL 1.15: Creation of a Gender Task Force and Terms of Reference for a Gender Task Force	Human Resources and Senior Management	Provides guidance and a template for creating a coordinating body on gender within the company
↓ TOOL 1.16: Supporting Gender Equity in Virtual Workplaces	Human Resources	Provides guidance on supporting parents, particularly during virtual work
↓ TOOL 1.17: Reducing Implicit Bias in the Workplace	Human Resources and Senior Management	Offers guidance on how to reduce implicit bias in the workplace
↓ TOOL 1.18: Guidelines for Building a Gender-Diverse Talent Pipeline and Workforce	Human Resources and Senior Management	Offers guidance on how to promote gender diversity in recruitment and retention
↓ TOOL 1.19: Job Description Template to Reduce Bias and Attract Diverse Applicants	Human Resources	Provides a template for HR departments to follow, with key components to include—and those to avoid—to attract diverse job applicants
↓ TOOL 1.20: Sample Mentoring/Mentee Agreement	Human Resources	Offers guidance and a draft agreement for establishing mentorship arrangements to support staff development
↓ TOOL 1.21: Developing Women’s Careers and Leadership	Training	Offers guidance on supporting gender equitable career development and mobility

↓ **MONITOR AND SUSTAIN:** The final section includes tools for monitoring progress and institutionalizing mechanisms to ensure continued improvement and sustained progress.

↓ TOOL 1.22: Monitoring and Accountability	Human Resources and Senior Management	Provides key points for monitoring progress
↓ TOOL 1.23: Monitor and Sustain Training Programs for Gender Equitable Career Development	Training	Offers guidance on monitoring and sustaining career development programs