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Everybody Wins When More Women are in the Transportation Industry

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Abstract

The objective of this paper is to provide an analysis and evaluation of the current workplace landscape on gender equity, culture and support, career advancement opportunities, perceptions on gender demographics, and how they relate to company success and a more user-friendly transportation system. The main method of analysis compared responses collected from transportation professionals and university students with an interest in transportation. While the survey responses show that both professionals and students recognize that organizations would benefit from a more equitable workplace and that my additional literature review demonstrates the positive return on investment of a more equitable workspace, the data shows women feel that gender equity has not been achieved and that opportunities are not the same regardless of gender, while fewer men feel the same way. On the contrary, more male students than female students recognize that both employees and the organization would benefit from an increased percentage of women in the workplace.

This study concludes that organizations in the transportation industry would benefit from the following initiatives:

1. Providing opportunities for training and/or information sessions on how to recognize gender bias and how to avoid it in the workplace.
2. Evaluating and standardizing pay.
3. Considering flexible work options.
4. Reviewing the organization's recruiting strategies.

1. Introduction

According to a recent study, women represent only 15% of the transportation industry workforce (Godfrey & Bertini, 2019). It has been widely known and somewhat accepted as a cultural norm that most transportation industry jobs are filled with men. The Transportation Research Board (TRB), one of seven program units of the National Academies of Sciences, Engineering, and Medicine, is interested in this topic's findings. Amid the Third Women's Issues in Transportation conference hosted by the TRB, the issue was raised that planning has not been done to examine if opportunities are created in a gender-neutral or unbiased style for women to pursue careers

in transportation. Furthermore, less attention may have been paid to women workers' needs in the ergonomics of their work environment that they are expected to drive or work in makes these jobs less attractive, such as a more flexible work accommodation. This discussion took place during the conference in 2007, and the research has not been done as of today. News highlights in recent years have shown, more than ever, a defining global movement for equity and justice that is bending the arc for history to a turning point of reconciliation and rejuvenation. An increased representation of women in the transportation industry, especially as decision-makers, can positively improve many of the rider's experiences. This study, "Everybody Wins when More Women are in the Transportation Industry" examines constraints in the US public transportation system that make it exceptionally challenging for women to be active members of the professional community and the perceptions and attitudes of women and men on gender equity. Equity is defined as the quality of being fair and impartial, while equality is the state of being equal.

The study's proposed outcome identifies barriers to be removed to increase the talent pool and offers recommendations that allow more women the opportunities and vested interest to pursue a career in the transportation industry. What will it take to attract more women to careers in transportation and ensure that they thrive equitably with their male counterparts? This study focuses research on two groups:

- a) Professional working men and women who are currently employed in the transportation industry.
- b) Male and female university students who are currently pursuing an engineering degree with a transportation program at the undergraduate or graduate level or graduated students who have not entered the workforce.

1.1. The perception of transportation culture

The transportation industry has historically been male-dominated regardless of the type of transportation: planes, trains, or cars. During the 2018 Transforming Transportation conference hosted by the World Bank and the World Resources, the group examined the gender dimensions of transport. It publicly recognized that transport is not gender-neutral for the first time (Carvajal & Alam, 2018). Most women are afraid of being harassed in public spaces while using public transportation. Female participation in the transportation industry as operators, engineers, conductors, and leaders remains low. While the percentage of women who receive an engineering degree from universities remains steady, the percentage of women who choose a career in the transportation industry remains low. A recent study has shown that roughly 25% of women have actively avoided jobs that are perceived as "men only" (Intelligent Transport, 2019) including construction, bus driving, and politics. How were these perceptions formed? Who made the rule that men should drive taxis and women should be nurses? In certain countries globally, such as Saudi Arabia, the prohibition that did not allow women to drive cars was recently lifted in June 2018 (Sant, 2018). A quick images search on Google pulled up a mixture of men and women as bus drivers with the keyword "bus drivers." However, with keywords such as "light rail driver" or "truck driver", women are seen few and far between. Could transit agencies be a part of the problem that they are trying to solve? Is there enough female representation shown in advertising and social media? What is the social stigma, and are there gender stereotypes being represented in the photos online, on banners, or in magazines?

1.2. What is a man's role in winning more women?

While the gender gap is evident in the transportation industry, finding a male role model who advocates for this issue is rare as finding hen's teeth. The voices for this issue and the conversations occur within female networks instead of everyone's engagement. When more men than women represent decision-makers, men can also take place as stakeholders who are loudly and visibly creating a narrative around gender equity. A meticulous, cyclical, and ongoing movement around advocacy are the best fuel for change by:

1. Acknowledge that biases exist
2. Show solidarity
3. Challenge gender favoritism or masculinity in the workforce
4. Help transform power dynamics

To obtain the full potential of everyone, gender bias must be acknowledged, recognized, and eventually removed, and equity must be realized. Denying human support based on gender denies the economic, scientific, and value growth of humanity.

1.3. Value-added with gender inclusivity

An article from Forbes estimated that reaching full gender equality is 217 years away (Roy et al., 2018). Although women make up 46% of the labor workforce, statistics show that 94% of Fortune 500 companies' CEOs are male. Yet companies that have recognized the return on investment in gender diversity perform better than companies that do not. A Deloitte report (Pellegrino et al., 2011) entitled "The Gender Dividend: Making the Business Case for Investing in Women" outlines this business case to integrate women in both the workplace and as consumers and to reap the benefits from the dual-focused business model. Why is gender diversity not reached despite the significant business benefits?

This paper aims to identify drivers that both encourage and discourage women in the transportation workforce to understand both the realities of our current workforce and determine strategies to bring more diversity into the future. Through expanding women's opportunities, socioeconomic outcomes are improved, and accelerated economic growth is achieved. Organizations recognize that their competitive advantage lies within their employees, therefore, the emphasis to attract, engage, develop, and retain the best assets will be the differentiator between best and average. As the transportation industry is rapidly evolving and changing, a central focus should be placed on recognizing the gender gap and correcting the biases and barriers that exist in the workplace. Everybody wins when more women are in the transportation industry.

2. Methodology

Since the research is looking to understand the current state of the environment within professional organizations and the attitudes and perceptions of engineering students, the participants from a selective pool were chosen.

The first group of participants is professionals: working men and women who are currently employed in the transportation industry. To gather information related to the current attitudes and perceptions of men and women in the transportation industry, and their feedback on gender diversity, a survey was distributed with the assistance of transportation industry organizations that have a large number of members, participants, and other interested parties. The research team posted on social media and reached out to their professional contacts. Detailed survey responses of 161 participants were gathered

for the survey for professionals and 21 survey responses were gathered for the survey for students, totaling 182 responses. Out of the 161 responses from the survey for professionals, 58 responses (36%) identified themselves as male and 102 responses (63%) identified themselves as female, 1 respondent (1%) preferred not to say. Out of the 21 responses from the survey for students, 10 responses (48%) identified themselves as male, and 11 responses (52%) identified themselves as female. Due to confidentiality, name, location, and the organization of the survey participants were not collected.

The demographics of the professionals at levels within their workplace are as follow: 36% of respondents are individual contributor (no direct reports). 32% of respondents are managers. 17% of respondents are directors. 15% of respondents are executives. Their years of experience are as follows: 21% of respondents have 5 or fewer years of experience. 36% have more than 5 years and 15 years or fewer years of experience. 23% have more than 15 years and 25 years or fewer years of experience. 22% have identified themselves to have more than 25 years of experience.

The demographics of the students are as follows: 29% of respondents are undergraduate students. 38% of respondents are graduate students with equal to less than two years and have not graduated. 19% of respondents are graduate students with more than 2 years of graduate school and have not graduated. 14% of students have received their master's degree or above and have graduated. The survey question does not include a question on the job type or the organization of the respondent due to confidentiality. However, a wide audience was reached, and it is likely that respondents from the professional group are from the following: transit system (public and private), consultant, and government.

3. Analysis

This section presents the analysis from the survey conducted. The following groups were studied and compared:

Group 1: professionals (male and female) vs students (male and female)

Group 2: male professionals vs female professionals

Group 3: male students vs female students

Group 4: professionals (male and female, 25+ years of experience) vs professionals (male and female, ≤ 5 years)

Group 5: students with internship experience, and with no internship experience.

From this study, common elements emerged, within the study's research aim, that are broken up into the following topics: gender equity, workplace barrier, origin of gender inequity, organization support, social improvements, and future growth.

3.1. How close are we to gender equity?

"Gender equality is not only a fundamental human right but a necessary foundation for a peaceful, prosperous and sustainable world" (United Nations, n.d.). Achieving gender equity and empower all women and girls is one of the United Nation's 17 goals for sustainable development. One target is to end discrimination against women and to ensure full participation in leadership and decision-making.

This study asked 161 professionals two questions on gender equity at the workplace. Interestingly, the results showed that more men felt that gender equity is achieved in their workplace when Group 2 analysis was conducted. In question 1 (Table 1), 44.8% of the male respondents thought men and women are treated equitably, while 36.3% of women feel the same way. In question 10 (Table 2), when both professionals men and women were asked if opportunities are the same or different for advancement for men versus women, three-quarters of all male respondents (72.4%) felt that opportunities are the same.

In contrast, a little over half of the female respondents (56.9%) answered that opportunities are the same for males and females.

Table 1. Question 1 responses between female and male professionals

[Question 1] In your current role, do you feel that men and women are treated equitably (compensation, job advancement, fairness, etc.)?		
	Group 2	
	Female (professionals)	Male (professionals)
Yes	36.3%	44.8%
Sometimes	38.4%	37.9%
No	25.5%	17.3%

Table 2. Question 10 responses Between female and male professionals

[Question 10] In your organization, do you feel that women have more, fewer, or the same opportunities to advance professionally as men?		
	Group 2	
	Female (professionals)	Male (professionals)
Women have more opportunities than men	2.9%	6.9%
Women and men have the same opportunities	56.9%	72.4%
Women have fewer opportunities than men	40.2%	20.7%

3.2. Barriers at the workplace

The professional respondents were asked if there are any physical barriers or work environments that make it less suitable for women. Both parties within Group 2 responded similarly to question 15 (Table 4), where the total sum of the “agree” and “disagree” answers are the same for men versus women. It appears that most men and women (over 50% for both groups) feel that there are no concerns with work requirements or work environments that make it less suitable for women. In comparison, roughly 27% of respondents feel concerns about the work requirements or environment that make it less suitable for women.

Barriers at the workplace could include many tangible and intangible things, such as work-life balance, equal pay, culture, fear of failure, and others. Overall, almost 8 times as many females (13.7%) as males (1.7%) strongly agreed to barriers for women to advance (Table 3).

Table 3. Question 9 Responses between female and male professionals

[Question 9] How much do you agree/disagree with the following statement: There are barriers to women’s professional success at my organization.		
	Group 2	
	Female (professionals)	Male (professionals)
Strongly Agree	13.7%	1.7%
Agree	32.4%	29.3%
Neutral	24.5%	34.5%
Disagree	23.5%	20.7%
Strongly Disagree	5.9%	13.8%

Table 4. Question 15 Responses between female and male professionals

[Question 15] How much do you agree/disagree with the following statement: There are concerns with my work requirements and/or work environment that makes it less suitable for women.		
	Group 2	
	Female (professionals)	Male (professionals)
Strongly Agree	8.8%	5.2%
Agree	19.6%	22.4%
Neutral	13.7%	12.1%
Disagree	37.3%	29.3%
Strongly Disagree	20.6%	31.0%

3.3. But wait, students had expectations of gender inequity?

The study results indicated a similar result for gender equity perception from the students before they even entered the workplace, as with professionals. The results of Group 1 comparison between professionals and students are shown in Table 5-7 below.

Table 5. Question 1 responses between professionals and students

[Question 1] In your current role, do you feel that men and women are treated equitably (compensation, job advancement, fairness, etc.)?		
	Group 1	
	Professionals	Students
Yes	39.8%	42.9%
Sometimes	37.9%	42.9%
No	22.4%	14.3%

Table 6. Question 9 responses between professionals and students

[Question 9] How much do you agree/disagree with the following statement: There are barriers to women’s professional success at my organization.		
	Group 1	
	Professionals	Students
Strongly Agree	9.3%	9.5%
Agree	31.1%	47.9%
Neutral	28.0%	28.6%
Disagree	22.4%	9.4%
Strongly Disagree	9.3%	4.8%

Table 7. Question 10 responses between students with internship experience, and with no internship experience

[Question 10] Do you foresee women having more, fewer, or the same opportunities to advance professionally as men?		
	Group 5	
	No (No internship experience)	Yes (I have internship experience)
Women have more opportunities than men	0%	9.5%
Women and men have the same opportunities	10%	23.8%
Women have fewer opportunities than men	28.6%	19%

3.4. Are we doing enough? (How effective are organizations in achieving diversity?)

When the participants were asked if their organization is doing enough to increase gender diversity, the statistics answered by the female and male participants were almost flipped. The percentage of female professionals who answered that their organization should be doing more to achieve diversity is almost the same as the percentage of male participants who answered that their organization should continue its current progress (Table 8).

Table 8. Question 7A responses between female and male professionals

[Question 7a] Do you think your organization should be doing more to increase gender diversity, doing less, or is the amount of effort currently being used sufficient?		
	Group 2	
	Female Professionals	Male Professionals
Doing more	59.8%	39.7%
Doing the same	40.2%	58.6%
Doing less	0%	1.7%

Table 9. Question 8 examines professionals who want to see more gender equity programs and are willing to participate in this program

[Question 8] If your organization offers an optional program that encourages gender equity or support for women which meets weekly for 1 hour, would you join?			
	Doing more	Doing the same	Doing less
Yes	81%	48%	0%
No	19%	52%	100%

While the vast majority (81%) of all respondents who believe that their organization should be doing more indicated that they would join, half of the participants who answered doing the same would join, and the other half would not join (Table 9).

3.5. Can we see a positive trend in gender equity?

What is the difference of opinion when Group 4 is examined? Is there a difference between the professionals with 25+ years of experience and the newbies who are brand-new to the work culture (≤5 years). Interestingly, the numbers are very similar between professionals with many years of experience

and those who just entered the workforce.

Table 10. Question 1 responses between professionals with more than 25 years of experience, and professionals with 5 years or less of experience

[Question 1] In your current role, do you feel that men and women are treated equitably (compensation, job advancement, fairness, etc.)?		
	Group 4	
	Professionals (≤5 years)	Professionals 25+ years
Yes	20.6%	21.4%
Sometimes	29.4%	37.1%
No	50.0%	41.4%

Question 1 (Table 10) is combined with question 19. Question 19 asks, “What would most effectively encourage gender equity in your organization?” Over 100 (62%) men and women participants answered the optional question on how gender equity can be done in their organization.

Here is some of the feedback:

- *“Many times, women are part of the team, sometimes the leader sometimes not, but generally the leader is the recognized person, so I think a more team recognition would be appreciated and would show the true value of women contributing regularly”* (Female, ≤5 years of experience) (Answered: “Yes” to question 1)
- *“Increase tuition reimbursement amount for employees to obtain more advanced degrees based on needs of organization”* (Male, ≤5 years of experience) (Answered: “Yes” to question 1)
- *“Offer 30 hour/week full-time positions to parents. That way fathers can have a larger part in taking care of their children and mothers in the fields have more time with their families. That may make it less likely for women to leave the field to raise their families.”* (Female, ≤5 years of experience) (Answered: “Sometimes” to question 1)
- *“Continue finding leadership opportunities for women”* (Male, 25+ years of experience) (Answered: “Sometimes” to question 1)
- *“Honest dialogue.”* (Female, over 25+ years of experience) (Answered: “Sometimes” to question 1)
- *“A cultural shift in our society away from male-dominated ways of doing things.”* (Female, ≤5 years of experience) (Answered: “No” to question 1) *“I think we need to care about gender equity, including persons who do not identify with the traditional male/female gender, as much as we care about racial equity. I also believe it is important to care about equity issues relative to age and disability, which are often not discussed in equity training or equity initiatives.”* (Answered: “No” to question 1)

Common trends in the selected answers above and all responses brought up ideas such as increasing work-life balance flexibility, pay gap statistics, promotion and selection of women in executive-level positions, and placing more women in management roles.

3.6. How will an improvement of gender equity change our organization or the world in which we live?

Many participants understand that gender equity is based on specific actions and statistics, but the entire goal is dedicated to gender parity. Most females and males agree that an increase of women in the workplace makes business sense because of its investment return. The participants' data show that not everyone believes that this culture of inclusivity is smart for the business. More female participants believe that a higher percentage of women should be included than male participants (Table 11).

Table 11. Question 14 responses between female and male professionals

[Question 14a] How much do you agree/disagree with the following statement: If your organization increases the percentage of women at work and creates a workplace culture that supports both men and women equitably, both employees and the organization will benefit.		
	Group 2	
	Female Professionals	Male Professionals
Strongly Agree	64.7%	48.3%
Agree	22.5%	27.6%
Neutral	10.8%	19%
Disagree	2%	1.7%
Strongly Disagree	0%	3.4%

In contrast, the student group all agreed that the return of investment is related to company diversity, and more male students strongly agreed than female students (Table 12).

Table 12. Question 9 responses between female and male students

[Question 14a] How much do you agree/disagree with the following statement: If your organization increases the percentage of women at work and creates a workplace culture that supports both men and women equitably, both employees and the organization will benefit.		
	Group 3	
	Female Students	Male Students
Strongly Agree	72.7%	90.0%
Agree	27.3%	10.0%
Neutral	0%	0%
Disagree	0%	0%
Strongly Disagree	0%	0%

Here are some of the comments by students:

- *“Toxic masculinity hurts men too. By not supporting women in industry, you lose half the talent that could be making advancements. Gender representation also leads to variety in ideas”* (Female, graduate student ≤2 years)
- *“Good ideas are a byproduct of collaboration between individuals with different backgrounds.”* (Male, undergraduate student)
- *“Increasing diversity in a workplace, especially one that is involved in providing transportation services, will always be a benefit because it brings in more diverse viewpoints and understanding of how people travel and what barriers they face”* (Female, graduate student 2+ years)

There have been many studies on how women and men travel, these studies include identifying travel patterns, and the associated impacts (Whitton, 2019). Of the female professionals, most agreed that a more inclusive passenger-friendly system will be created if women's representation increases and most men fall in the range of disagreeing to strongly agree. Conversely, most both female and male students see a relationship between an inclusive transportation system and women's representation. However, a much higher percentage of male students felt neutral vs female students (Table 13).

Table 13. Question 14A and 16A responses between female and male professionals

[Question 16a] How much do you agree/disagree with the following statement: If a greater percentage of women were in transportation careers, women’s needs and travel patterns would be better represented in how transportation systems are designed, creating a more inclusive and passenger-friendly transportation system.		
	Group 2	
	Female Professionals	Male Professionals
Strongly Agree	43.1%	24.1%
Agree	31.4%	36.2%
Neutral	20.6%	20.7%
Disagree	3.9%	13.8%
Strongly Disagree	1%	5.2%
[Question 16a] – Same as question for professionals above		
	Group 3	
	Female Students	Male Students
Strongly Agree	63.6%	30.0%
Agree	36.4%	40.0%
Neutral	0%	30.0%
Disagree	0%	0%
Strongly Disagree	0%	0%

Here are some of the comments by students:

- *"It is not just more women, but a diversity of women using the modes of transportation. i.e. if you don't ride a bus, you may not have the awareness that lighting, shelter, safety, and comfort are necessary for women and mothers."* (Female, >15 to 25 years) (Answered "Agree" to Question 16a)
- *"It is not rational to think that transportation systems represent any particular gender. The irrationality of this makes me think of describing a "woman travel pattern" as possibly: 1) by color code (pink as an example); 2) travel venues to kid care (not all women have children); 3) slower lanes (if women tend to be more cautious drivers); and 4) direct access to beauty-related shopping and shoe stores."* (Female, ≤5 years) (Answered "Neutral" to Question 16a)
- *"We don't sit around designing new transportation systems. We implement projects based on specs from customers. A track circuit doesn't care if a train is full of men, women, or puppies - it just checks to see if a train is present and sends the information along."* (Male, >5 to 15 years) (Answered "Strongly Disagree" to Question 16a)
- *"Same answer as 14b... things that are known in the literature, for example, that women tend to take more "chained" trips, more trips during the workday, etc. while public transit systems are generally designed to operate best during commute times"* (Female, graduate student 2+ years) (Answered "Strongly Agree" to Question 16a)

The difference in perception of males and females is significant to the conclusion. If males believe that the environment is equitable and the majority of the leadership are males there will be less motivation to do more or change, thus the status quo remains.

4. ROI

As the benefits to having more women are high for both the organization and the customers and the cost to recruit and retain female employees is comparatively low, the return on investment is particularly interesting.

Indeed, numerous studies show that a homogenous workforce limits the potential of the collective capabilities of the group. Diversity breeds success. A 2015 McKinsey report estimated that closing the gender labor gap could add as much as \$28 trillion, or 26%, to the annual global GDP by 2025. This is based on a "full-potential" scenario where women participate in the economy identically to men (McKinsey & Company, 2015). A 2019 Bloomberg article shows that diversity boosts the share price of listed companies. Annual returns for businesses with a higher percentage of women were higher than firms that are the least diverse (Telling, 2019), and an NRP study shows that gender diversity in the very top ranks of companies leads to a better chance that the company will outperform the industry (Talbot, 2019). Additionally, a PWC study shows that female directors are performing better at reaching corporate goals beyond financial goals such as increasing diversity and inclusion, lowering employee attrition, and lowering environmental impacts (PricewaterhouseCoopers, n.d.). Furthermore, a study from Morgan Stanley has identified five factors that can potentially explain why gender diversity leads to outperformance: higher employee satisfaction, more innovation, appealing to a broader customer base, lower reputational risk, and better recruiting (Trager, 2019). Women leaders have different traits than male leaders. Those traits amongst women CEOs include risk-taking, resilience, agility, and managing teamwork among their employees (Ellingrud, 2019)

While it is hard to find data showing that hiring and including women have negatively affected the company culture and performance, and most studies point to a clear positive return on investment, some companies and leaders do too little to attract, recruit and retain women.

5. Recommendations and conclusion

The cost to attract, recruit and retain more women is minimal. The return of investment to the business entity and the value that it will bring to the employees and its customers is highly beneficial. Proven by the statistics and the real-life experiences of the survey participants, the disparity between the experiences of women and men based on gender is evident. In a world of self-driving cars, artificial intelligence, and smart devices, unequal treatment or perception based on gender is still prevalent and ubiquitous.

Although from the survey responses there are no concerns with work requirements or the work environment that makes it less suitable for women, both the professionals and the student participants feel that there are barriers to women's professional success. The study confirmed that organizations should be doing more to increase gender diversity. Furthermore, most participants feel that both employees and the organization will benefit, and a more inclusive and passenger-friendly transportation system will result from an increased percentage of women as well as being in positions of greater influence in the transportation industry workforce. Future research is being planned to include a question to examine if job type would impact respondents' answers to the survey questions.

It is recommended that companies start from the top-level executives to lead a focused effort on a robust recruitment strategy, conduct more organizational lead discussions regarding and greater awareness of gender biases and the advantages of an inclusive work environment, and promote and embraces a culture of equity in every sense and at all levels of the enterprise. As many survey participants have pointed out, flexible work options that allow employees to work from home, and additional options for taking time off (paid or unpaid). Organizations should evaluate and standardize pay and examine

recruiting strategies from the inside out. A focused effort to recruit, develop, retain, and advance women's strategy or plan should be developed and executed at the top company level.

While cultural change, has taken place even to the point of the introduction of state laws, to advance equitable gender representation, women are still extremely underrepresented in many industries holding leadership positions. Imagine a world where the decision-makers around the room are equally represented and one type of voice is not drowned out by the other. In the transportation industry where the women's representation is low, an increase of input and work from women will impact communities. Positive change will lead to progress toward greater community equity. In the end, this paper is about women, but it is not exclusively for women. This is not only a men's issue as much as it is a women's issue, but a human rights issue that impacts both women and men. Gender diversity is the inclusion of all genders, and not one gender being dominant over another. Inclusion can broaden perspectives to drive better decision-making.

Fueled by the energy and the intellect of many like-minded women and men dedicated to creating greater equity, the best way to predict the future is to create it today. May this decade be the emergence of a major confluence: the overwhelming power of a sustainable collective future of our society over the individual.

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Appendix A: Terms and Definitions

- Bias: prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.
- Diversity: 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.
- Equity: the quality of being fair and impartial.
- Equality: the state of being equal, especially in status, rights, and opportunities.
- Inclusion: the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success.

Appendix B: Survey Links (closed – for reference only)

- Information Sheet: <https://forms.gle/CFsoLF8G2dKBfqQu6>
- Survey for Professionals: <https://forms.gle/yc1q1hQEuXsEagt2A>
- Survey for Students: <https://forms.gle/zS5m7EsLKbMBtM677>