



**5 - 8 DECEMBER 2022**  
DUBAI WORLD TRADE CENTRE

**How can women add distinguished and unique value to the work environment in the construction industry?**

**Eng. Grace Najjar**

PMI MENA Managing Director



# Gender representation problem

In the energy, resources, and infrastructure (ER&I) sectors.



It is no secret that the construction industry has a gender representation problem. In fact, it spreads across the energy, resources, and infrastructure (ER&I) sectors.

According to the International Labour Organization's (ILO), in MENA, out of 1.3 Million Project Managers, roughly 26% are women.

But why is that? The reasons may vary:

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# Challenges

1. Only 1/3<sup>rd</sup> of entry-level hires are women. [ Low number of existing representation of women in this industry affect # of women entering the industry and the hiring practices that target women candidates. ] According to research from the United Nations Educational, Scientific, and Cultural Organization, 1 in 3 of the UAE's engineers are women.

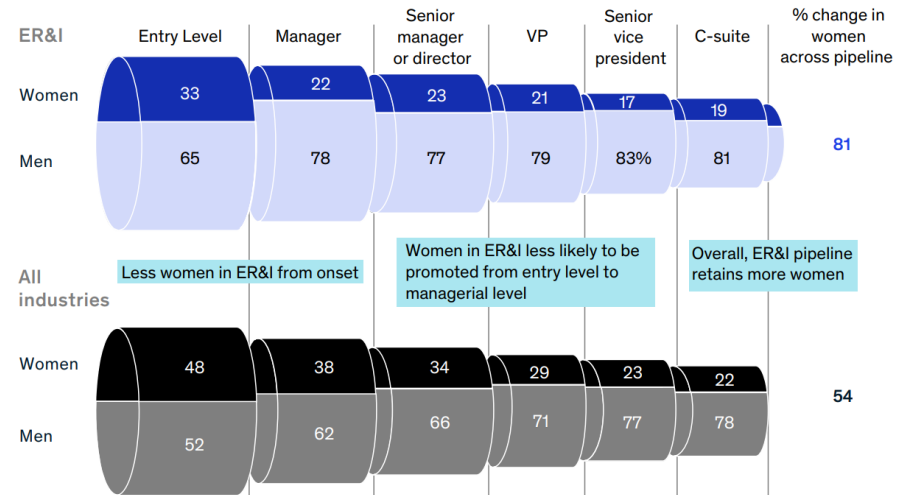
2. There is a low % of women entering the science and engineering workforce fields [ that get them into being employed in those areas at a later stage.]

3. Many women who do study in STEM fields are drawn to other industries, such as healthcare.

Exhibit 1

Women are underrepresented across the pipeline in energy, resources, and infrastructure (ER&I) industries; however, the pipeline is less leaky than other industries.

% employees, 2018



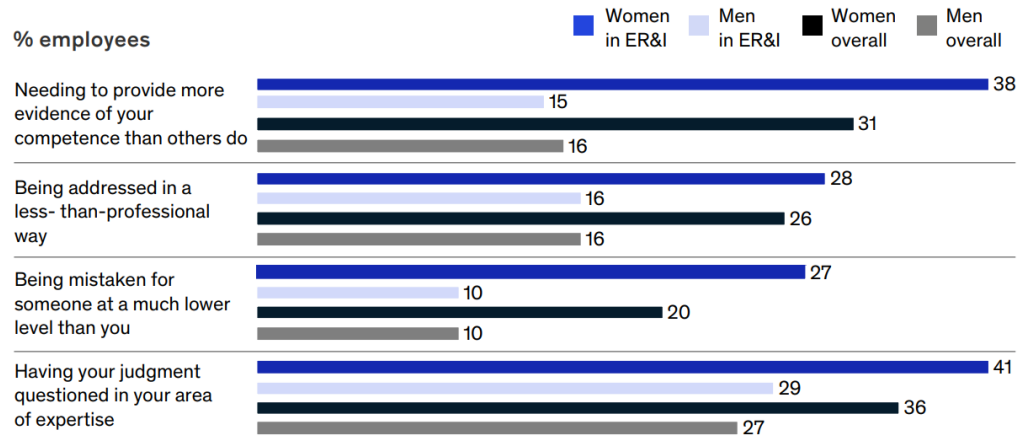
Source: Empowering talent: Women in energy, resources, and infrastructure.  
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# Challenges

4. The common experience of still being the only woman in the room
5. Dealing with rudeness towards them, in the workplace [and that is higher than what other women face in other sectors. ]
6. More women need to provide more evidence of their competence.
7. Women report having their judgment questioned in their area of expertise.

Exhibit 3

**Women face more systemic challenges and microaggressions at work.**



*Source: Empowering talent: Women in energy, resources, and infrastructure.  
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# Opportunities

A bright spot: although women are largely outnumbered by men at all levels, a perception of women in construction has improved and a higher proportion of women make it to the top in ER&I than other sectors



33%



Women in construction have ambitions to **reach the top.**

42 %



Women (in the US) **make it to C-suite level** compared with 31 % in other industries

45 %



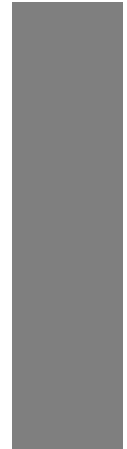
Women in ER&I want to **act as role models** compared to 42 % in other industries

52 %



Women in ER&I want to **influence the workplace** versus 46 % in other industries

62 %



Women in ER&I want to **impact the success of the company** versus 59 % in other industries

# Opportunities

A bright future that the Middle East's building sector can look forward to, despite the big challenges.



Because, at the front of the pipeline, **companies are playing a more active role** by promoting initiatives and efforts that get women and girls to study and pursue engineering careers and provide adequate training for them.

Helping women enter and stay in the construction industry, takes a long-term commitment from individual companies and the industry at large to:

- **Enlarge the entry-level candidate pool**
- **Ensure hiring and promotions are fair**
- **Offer robust networks and support systems.**

More **women** are now being **acknowledged and celebrated for their success** in the construction industry

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# A Case for Diversity

PMI's Pulse of the Profession® In-Depth Report

*Source: PMI's Pulse of the Profession® In-Depth Report*



So why does having more women in the construction industry matter?

In The Project Economy, diversity isn't a nice-to-have, it's what gives companies a competitive edge.

Most gender-diverse companies are 25% more likely to achieve above-average profitability than companies with less diversity.

Companies are now increasingly recognizing the need for diversity in the business world. 57% and 58% of orgs in UAE and KSA respectively, experienced significant changes to DEI INITIATIVES over past year.

# A Case for Diversity

PMI's Pulse of the Profession® In-Depth Report



## The Value of Diversity

Project leaders feel that team diversity increases project value.

Culturally-diverse and gender-diverse teams increase project value



International team members increase project value



■ Agree ■ Disagree

- 88% of project professionals say having diverse project teams increases value.

- True diversity—be it of gender, age, race, experience, nationality or culture, is having truly innovative, collaborative and future-ready teams that deliver powerful outcomes.
- The CEO Action for Diversity & Inclusion initiative now has more than 900 leaders of top companies around the world pledging their commitment to building more diverse workplaces.
- And nearly 7 in 10 project professionals say their organization has a recruiting process in place to develop diversity, according to PMI research.
- 87% of HR leaders rank gender diversity as a top priority at their company (2019 McKinsey survey )

# Gender Balance within PMI

Our commitment to DE&I



PMI has a split of 60/40 leaning female representation. We are proud of this number and are working to do more to support our staff at different levels of the organization by being very intentional with our DE&I & talent enablement efforts so that women have strong representation through our entire organization.”

Membership in 2020: **Female % 40**

Next year, PMI will be launching **Women in Project Management Affinity Group**

The Women in Project Management Working Group brings together women as project professionals to foster inclusive workplaces and teams that generate women leaders and maintain top talent as well as build pathways to bring women into the profession and encourage girls to aspire to join it and thrive. This volunteer group will provide feedback and insight to staff to engage and mobilize women in our community to position PMI as a driver in creating an equitable profession and organization for women project professionals.

# Closing the Skills Gap in Construction

A great time to start a career as a woman in construction.



Nearly every construction-related company is facing the same problem: a **lack of skilled staff** and new workers entering the profession.

Professionals with degrees in construction science, construction management, or civil engineering will see the best job prospects.

This is why now, more than ever before, women play an important role in closing this skills gap.



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# Closing the Skills Gap in Construction

A great time to start a career as a woman in construction.



Not only are there more jobs than ever before for women in construction management, but the jobs available boast impressive compensation.

A National Association of Women in Construction study found that women earn an average of 95.7% of what men earn—one of the smallest wage gaps of any professional industry

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# Skills for Success in Construction Management

The skills needed to pursue a career as a construction manager

## Leadership & Communication

- Directing large teams/ Ability to delegate effectively
- Communicate effectively
- Provide motivational leadership
- Encourage team members to work together effectively.

## Business Acumen/ Sustainability

- Ability to run and manage a business effectively
- Managing budgets
- Optimizing logistics
- Align and focus on sustainability
- Hiring competent employees/minds et.

## Problem-Solving

- Ability to develop in-depth plans that anticipate potential challenges,
- Adeptly responding to unexpected issues as they arise.

## Take Initiatives/Align

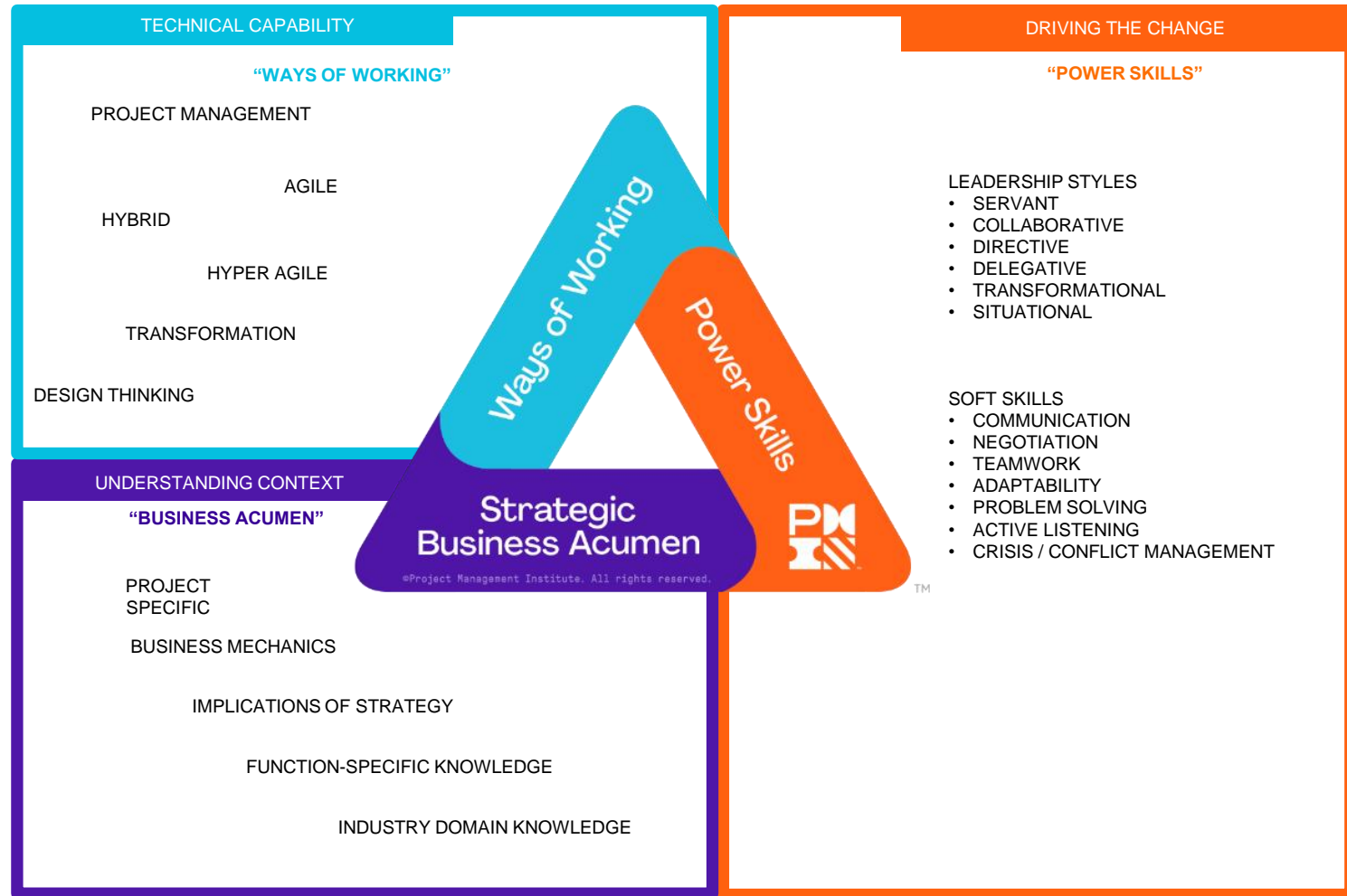
- The construction industry to be one of the fastest-growing industries in 2020.
- Proactive in finding new clients to tap into these impressive opportunities with focus on sustainability and ESG .

## Customer Service

Women know how to:

- Create positive customer experience
- Develop good working relationships with clients, various stakeholders involved in the construction process.

# The PMI Talent Triangle



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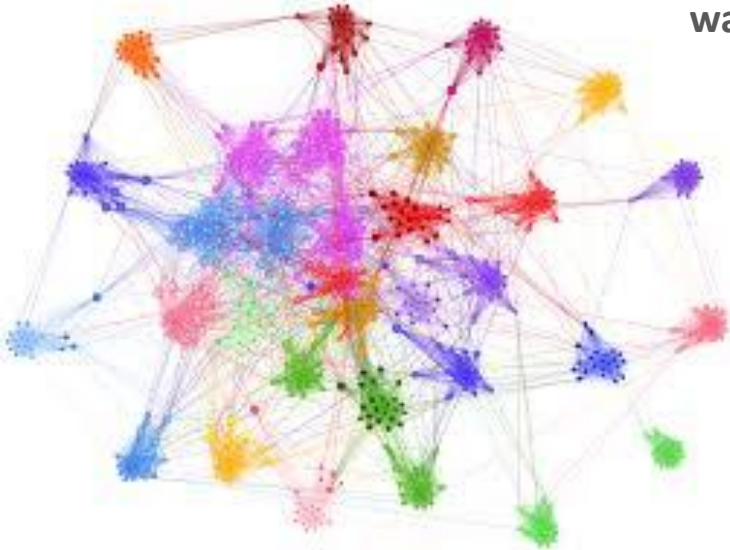


# NEW WAYS OF WORKING AND BEING

CONTINUAL LEARNING, UNLEARNING AND RELEARNING



- Hyper-learning is learning that is over and above what is typical. It is an abundance of continual, high-quality learning.
- Hyper-Learning requires a new way of being and a radical new way of working



How can women maintain project excellence in a world of constant challenges and dynamic knowledge?

How will you reinvent yourself again and again?

Hess, E. D. (2020). Hyper-Learning: How to Adapt to the Speed of Change

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# Transforming the construction industry

Construction Professional in Built Environment Projects (PMI-CP)



**Designed by construction experts for industry experts.**

PMI we have worked with international leading companies, such as Saudi Aramco along with others - to address these pain points and address the key challenges that face the skills shortage for Construction PM through developing innovative learning methods and best practices.

- Includes 7 e-learning courses, 3 of which can earn you micro-credentials, and a capstone exam to earn full PMI-CP certification
- The courses can be taken on your schedule and at your own pace
- Stand out in a competitive, growing industry, set to outpace both manufacturing and service sectors

# Transforming the construction industry

## Construction Professional in Built Environment Projects (PMI-CP)



Whether you're in the front office or overseeing excavation, the PMI-CP certification has something for everyone in the construction industry.



### Project Managers

Understand the principles of effective communication among various stakeholders in large, complex construction projects.



### Engineers

Learn how to design and execute even the most ambitious moon-shot engineering and construction jobs.



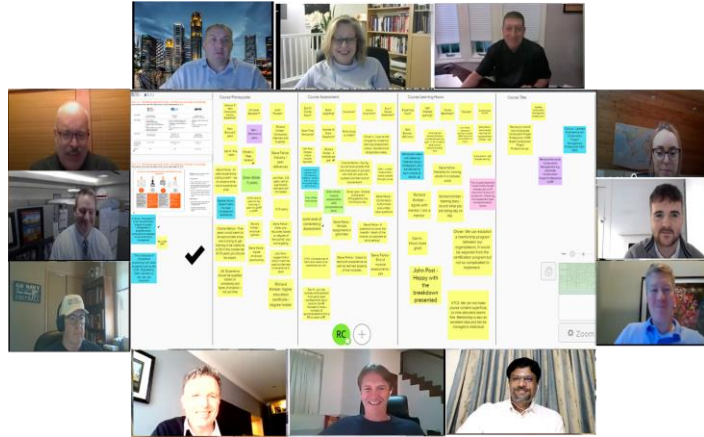
### Executives

Get a handle on minimizing risk and maximizing profitability while leading your team to the successful completion of your organization's project.

# Our Partners: Expert Panel Interest



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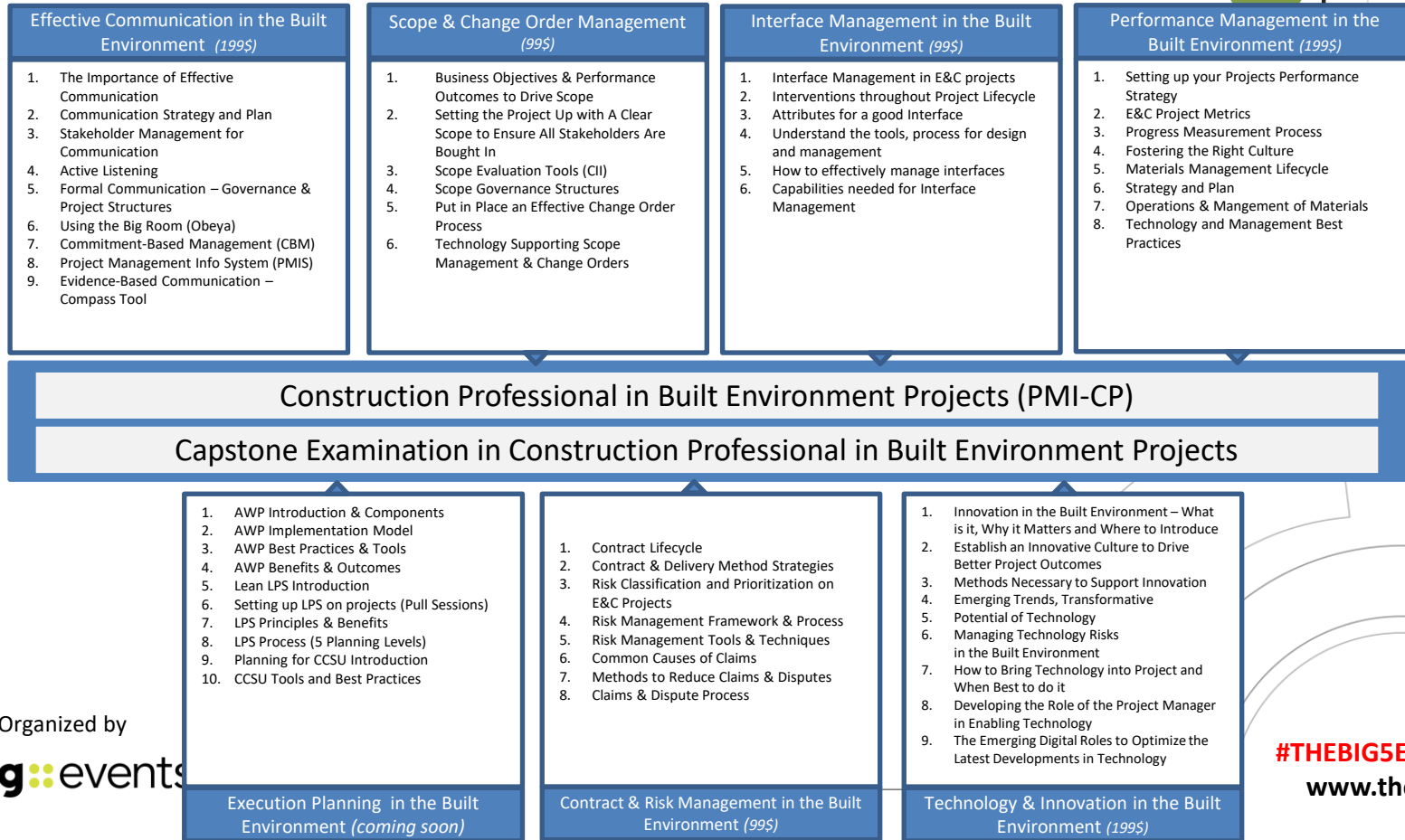


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# High level view on the topics

Talks



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