## She'll be Right Mate – Inclusivity experiences of Men and Women Working in Projects

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Abstract

Occupational segregation is a major source of labour market rigidity and economic inefficiency due to a waste of human resources. Organisations are repeatedly recognised as gendered constructs exhibiting sustained work segregation, income and status inequality, as well as cultural and individual images of gender, and these are perpetuated through their processes, practices and pressures (Acker, 1990). A large percentage of Australia's workforce is now employed in project-based or project-oriented organisations, leading to the claim that Australia is a project-based economy. For a continued strong performance in this economy, organisations that employ project personnel will need to consider how they address inclusivity and equality in diversity in project based temporary organisations to ensure the supply of high quality project professionals into the future. This paper investigates the inclusion processes experienced and exercised by men and women working in temporary organisations in project situations through a review of reports on the inclusion processes experienced by 60 project managers and project workers in three project based industries in Australia. Results indicate that temporary organisations are not implementing equality and diversity management strategies at the macro level and project workers are accepting this lack of recognition. However inclusivity and equality at the micro level of the team is seen as vital.

Occupational segregation by gender (among other attributes, including race disability and religion etc) remains an important exclusion issue in workplaces across the world as it is linked to the disadvantage women experience in pay, opportunity and benefits. As a result, national and international goals continue to focus on equitable participation across industries, occupations and job levels, as well as differences in equitable conditions of work between women and men, especially issues of equal pay and opportunity. In different countries the implementation of a range of legislative approaches is mandated or enforced to different degrees (Bell, 2007; Kirton and Greene, 2005; Jain *et al.*, 2003; Wirth, 2001).

However little is known about the inclusion situations for women or men who work in temporary organisations such as projects. With the growth in project management as a form of work organisation in many sectors, has come the rise in numbers of people working in temporary project teams (Crawford, French and Lloyd-Walker 2013). This change in work organisation brings issues of equal opportunity and discrimination as people forge careers in dynamic, short-lived and intense situations. One of the major goals of legislation and policies designed to promote equality and inclusion in employment has been the reduction in occupational segregation which is the propensity for women and men to work in different occupations (Blackburn *et al.,* 2002). The heterogeneity of a broad range of equity and diversity management ideologies is supported by an equally broad variety of policies and organisational practices, and as a result organisations today operate and choose their equality, diversity, and inclusivity approaches from this jumble. Yet despite legislation, policies and research in many countries for more than 40 years, the issue remains.

Segregation and Exclusion

Occupational segregation is endemic across all regions worldwide; all economic levels; in all political systems; all religious, social and cultural environments; and is the most enduring aspect of labour markets around the world (Anker, 1998). It is more prevalent, however, in wealthy industrial countries (Blackburn *et al*., 2002). Vertical segregation (women holding lower status and lower pay in organisations) measures the component of inequality, while horizontal segregation is orthogonal to the vertical segregation and measures the extent of difference within occupations (Blackburn *et al*., 2002, p. 514). In countries examined by Blackburn *et al.* (2002), namely the United Kingdom (UK), the United States of America (USA) and Greece, the horizontal component of job segregation (access to different jobs or industries) is greater but both are deemed important and need explanation. The concerns of occupational segregation include equity matters such as pay differentials between women and men and the negative effects of how men view women and how women view themselves (Anker, 1998). Occupational segregation is a major source of labour market rigidity and economic inefficiency due to a waste of human resources. In explaining job segregation's persistence Acker

(2006) identifies "inequality regimes" which are "loosely interrelated practices, processes, actions and meanings that results in and maintains class, gender and racial inequalities within particular organizations" (Acker, 2009, p. 201). These underpin the systemic disparities in organisational outcomes that include (but are not limited to) opportunities of job security, pay and promotion. Organisations are repeatedly recognised as gendered constructs exhibiting sustained work segregation, income and status inequality, as well as cultural and individual images of gender, and these are perpetuated through their processes, practices and pressures (Acker, 1990).

Equality and Inclusion

Research into addressing occupational segregation, suggests two approaches; the multifarious and the homogenous. Due to the array of causes and the burgeoning differential outcomes Anker (1997) suggests multiple policies and programs are needed to address the burden of family responsibilities placed on women, stereotyping and prejudice against women; educational policies to open access to non traditional occupations for both men and women and equal opportunity and affirmative action to open new opportunities for both men and women. Tam (1997) and Tomakovic-Devy and Skaggs (2002) suggest that rather than women's work receiving a direct devaluation of wages, the devaluation process is a factor of the lower training time offered to some work as opposed to others. In the gendering of work it is most often these roles with lower training time that are allocated to women. "Being a woman seems to be a major barrier to on-the-job training. Women with aspirations to high earnings may find they have to follow the education route because of exclusion from more informal training opportunities in many workplaces" (Tomakovic-Devy & Skaggs 2002:123). Greater attention is needed at the organisational level examining how careers are embedded in organisations and according to Browne and Kennedy (1999), how managers and supervisors make the hiring decisions as Perry, Davis-Blake & Kulik (1994) point out that gender-based selection decisions are a necessary condition for gender segregation.

French (2001) reports Australian organisations utilise four approaches to encourage equality and inclusion in the workplace. The first, a traditional approach, values individualism and a free market and encourages individuals to make the changes they require to meet their needs for work. This approach does not encourage organisational policies to address equality or inclusion and does not support legislation to enforce such policies. The second approach is the anti-discrimination approach, based on individual human rights, that encourages equal treatment of all persons in the workplace without regard to race, or gender or other personal attributes. Australia has had anti-discrimination legislation for more than 30 years. The third approach is the equal opportunity approach based on social justice that encourages the development of special measures to address the specific needs of disadvantaged groups in order to encourage equality and inclusion. Australia has equal employment

opportunity legislation requiring private sector organisations over 100 in size to implement policies and practices to address discrimination and disadvantage in their organisations and to report annually on their progress to address any disparity between men and women. The final approach is not legislatively based. Known as Managing diversity it involves the recognition of the value of difference in the workplace and the application of that difference to meet the strategic needs of the organisation. Flexibility in policy development and application is important in dealing with the range of needs of workers. However in four studies between 2001 and 2012, indicators are that few of these approaches actually influence a change in the workplace to the numbers of women employed; the numbers of women in management or the numbers of women in non-traditional work areas (French 2001; French and Strachan 2007; 2009 and 2012).

In exploring whether such policies can be effectively delivered through managerial prerogative or through legislation, Dickens (1999:13) argues that "the market tends to produce discrimination, not equality" and leaving equal opportunity to individual organisations is an insecure foundation for the overall improvement for women or members of minority groups. Noon (2007) elaborates on this "business case" approach by suggesting employers take a short-term focus on equity issues as well as taking a blinkered view of what constitutes a benefit for an organisation.

The numbers of women working in non-traditional areas including management or male dominated industries continues to indicate horizontal and vertical segregation. Fielden, Davidson, Gale and Davey (2001) note that Construction is the most male dominated industry in the UK (an OECD country) with 16% women employed and with 2/3rd of these employed in clerical roles. In Nigeria (a non-OECD country) Adeyemi, Ojo, Aina and Olanipekun (2006) identify that the construction industry is the core of Nigeria's economy and responsible for 70% of the fixed capital formation with more that 3 million workers of which few are women. In Australia the construction industry is the fourth largest contributor to Gross Domestic Product (GDP), and accounted for 6.8% of GDP in 2008-09 and as at May 2009 the construction industry employed 9.1% of the Australian workforce, making it Australia's fourth largest industry. At that time there were 984,100 people employed in the construction industry representing 9.1% of the total workforce making it the fourth largest employing industry (ABS Cat 1350.0 2010). However only 11% of construction industry workers are women indicating a high degree of horizontal segregation. In addition most women are in support roles (ABS Cat 4125.0 2012) with only 15% of managers being women and less than 3% of CEOs are female (EOWA 2012) indicating a high degree of vertical segregation.

The rationales for the lack of women in such industries are plentiful. Numerous studies undertaken predominately in the UK indicate that the image and reputation of a male culture; such as in construction has been identified as a primary reason (Cartwright & Gale 1995; Dainty, Bagilhole, and

Neale 2001; Fielden, Davidson, Gale, and Davey 2001; Worral, Harris, Stewart, Thomas and McDermott, 2010). Cartwright and Gale 1995 found that the organisational culture is particularly masculine and that education acts as its gatekeeper, restricting access to that industry by women. This is particularly true for women in project management. Dainty, Baglihole and Neale (2001), in interviewing 82 matched pairs of men and women in construction found that men gain promotion more rapidly than women in construction particularly during their first ten years of their careers and HRM practices that maintain current workplace environments are valued by men to support their careers. While men resist changes to the construction culture women's priorities were to create a change in workplace culture to facilitate their equal participation particularly through access to greater flexibility of work practice. Fielden, Davidson, Gale and Davey 2001 used a series of focus groups from four areas within the construction industry including building contractors, housing associations, construction organisations and one group of EEO change agents to identify poor image and reputation of the construction industry as the primary barrier with limited terms and conditions of employment; lack of training provided by the industry; male networks and word of mouth recruitment; as well as prejudice against all those not fitting the acceptable stereotype of young white, male working full time and the negative attitudes towards women as other barriers to the industry. Worrall, Harris, Stewart, Thomas & McDermott (2010) interviewed more than 230 construction workers and 9 focus groups of women working in the industry and still the male dominated culture and inflexible working practices were identified as the main barriers to women working and being promoted in the industry.

In perpetuating the male dominated culture in the industry Ellison (2001) found the very low representation of women within senior management groups has meant biased decision-making by a male dominated core. Using the findings from 2000 surveys of men and women surveyors, Ellison found that despite men and women having equal education within this sector women remain under promoted in comparison with men, yet women are not physiologically or rationally disinclined to invest time, money or effort into the advancement of their careers in this sector. Adeyemi et. al (2006) identified one perpetuating factor of the male dominated culture in construction, that of women themselves. In interviews with female professionals in the construction industry women view some jobs as suitable to women and some for men. Specifically outside jobs were viewed as male and inside jobs viewed as female. It was determined that this was due to the hot tropical sun in Nigeria.

While women do not participate equally in the construction industry worldwide and those who do work in predominately service roles there are women making inroads into construction. Those who do remain in the industry often occupy special niches to avoid the male culture (Gale 1994) or develop bespoke long-term careers for individuality and to avoid any resistance through the male dominated culture (Dainty, Baglihole & Neale 2001).

Diversity Climate

Building a culture of diversity acceptance within organisations involves addressing affirmative action and equal employment opportunity legislation with appropriate polices but it also involves valuing people as unique individuals rather than the group related issues addressed in this legislation (Jauhari and Singh 2013). A diversity climate is defined as "employee behaviours and attitudes that are grounded in perceptions of the organization context related to women and minorities" (Mor Barak et al 1998:83). The benefits of positive diversity climate are many and varied. In addition to links to employees' organisational loyalty, Jauhari and Singh 2013 diversity climate affects attachment (Gonzalez & DeNisi 2009) job satisfaction (Hofhuis, van der Zee & Otten, 2012) and performance (McKay, Avery, Tonidandel, Morris, Hernandex & Hebl, 2007). While outcomes of diversity climate are important this research explored the lived experience of male and female project managers and project officers in Australian organisations to identify whether they were being supported in equal and inclusive access to the benefits and burdens of work in projects, and if so, which support was most beneficial. Our research aimed to answer the question: Do project organisations offer equality and inclusivity for men and women temporary workers in projects and does this influence workers intention to stay in their industry or in project management? To answer these questions we explored the experience of ongoing employees and contract staff of organisational support mechanisms for inclusivity. Using a semi structured interview format, data was gathered from 60 participants, spread across engineering, construction and business/IT industries. Results of this research will add to current understandings of diversity management as it relates to temporary organisations and it will contribute to the development of inclusivity models particularly for use in temporary organisations and project management.

**Method**

The exploratory nature of our topic allowed us to investigate the broad issues of career development and planning in Australian project management organisations through a descriptive research design (de Vaus, 2002). We determined to involve project managers from a range of industries including construction; engineering and information technology/business. Our study consisted of depth interviews with project managers and project workers. Depth interviews are relatively unstructured, extensive interviews often used in the primary stages of the research process. Depth interviews differ from traditional interviews in that they encourage discussion on an undisguised subject area without influencing the direction of that discussion except through probe questions intended to encourage further elaboration (Zikmund, 2003). The interviews took place in a face to face location determined by the interviewees or by telephone. Guiding questions were developed through a literature search and interviews were conducted by each of the writers involved in this project with each interview lasting approximately 30-60 minutes. Interviews were recorded and transcribed verbatim.

Participation was voluntary and responses were treated as anonymous and results confidential. A snowball approach to sampling was used. In one case, this began with selection of initial participants from a class of students studying a Project Management Masters. Additional respondents were then obtained through leads provided by initial respondents. In another case, a brainstorming session with practitioners led to identification of potential interviewees selected with a view to diversity in terms of industry and career longevity.

A total of 60 interviews were conducted across the three industry sectors. A distinction was drawn between Engineering and Building Construction due to differences in the culture and practices of heavy engineering and building construction companies in Australia. Engineering organisations tend to have a strong engineering culture. They traditionally employ people with degrees in engineering and are primarily involved in large engineering and infrastructure projects. Construction companies that focus primarily on buildings rather than infrastructure also employ engineers but many of their employees, including senior management, may not have a degree. They may have begun "on the tools" with apprenticeships in areas such as carpentry and joinery. Building construction companies will have a number of employees with degrees in various disciplines such as construction management and quantity surveying. Business and Information Technology were combined as for those involved in projects in the business sector there is often a nexus between the two.

**Table 1: Research participants by industry and gender**

|  | Construction | Engineering | Business / IT | Total | % |
|---|---|---|---|---|---|
| Male | 6 | 15 | 21 | 42 | 70% |
| Female | 5 | 5 | 8 | 18 | 30% |
| Total | 11 | 20 | 29 | 60 | 100% |

To provide a basis for identification of potential generational differences in career paths and expectations, the interviewees were also categorised according to age (Table 2).

**Table 2: Research participants by generation and gender**

|  | Male | Female | Total | % |
|---|---|---|---|---|
| Gen Y | 3 | 3 | 6 | 10% |
| Xers | 22 | 9 | 31 | 52% |
| Boomers | 17 | 6 | 23 | 38% |
| Total | 42 | 18 | 60 | 100% |

This paper explores the answers to six questions regarding organisational support for inclusivity and equal opportunity policies for women and men in project organisations and two questions that asked the respondents to relate an incident where they felt like an outsider at work and an incident where

they felt like part of the team (see Appendix 1). Finally, we explore related behaviours of the respondents through their intention to stay (or not) in the industry and in project management.

**Findings**

1. With regard to the use of EEO programs in project organisations and the influence of such policies or programs on individual careers, findings show that about half the respondents indicated their organisations had some equity policies in some areas but not one male or female respondent indicated that these policies were of any value to them. Rather, as will be seen in the results from further questions the effectiveness of gender inclusion was identified as an individual or team matter.

> "There are no programs for white middle aged Anglo-Saxon men. They have fantastic equity programs. [COMPANY] have the best program I've seen for people with disabilities that come to work. It's amazing and I am very lucky to work with the guy that runs the program. They are many programs for women. The thing with women though, is that some women are dominant in some areas of business and others in other areas of business. The issue is how women get to that next step" (Male Business).

> "None come to mind. They don't run a formal EEO program. There is a policy" (Female Business).

> "We have lots of EEO programs particularly related to indigenous employment" (Male Engineering).

> "To be honest I've never really thought it about it that much, and haven't really been involved in anything that had to do with that. If I've applied for a role and I haven't got it, it's always been based on capability rather than someone else has applied for it that got it because he's mates with the boss, or something like that. I've never had a situation where I felt like there is a policy that is specifically supporting my gender, or my age, or anything like that" (Female Construction)

2. Are women treated differently in this industry / in PM, (consider peers, managers and on site/other workers?) Findings indicate that equal numbers of men and women believe women in project management in Australia are treated differently and experience their careers differently from their male counterparts. This is not related to industry type although some of the respondents in business, and information technology presumed that industry differences might be prevalent with their own industries being less discriminatory. Yet respondents, both men and women from these industries, identified differences between men and women in project management as well as those in the engineering and construction industries. Of interest is the fact that equal numbers of men and women across all the industry's sectors we surveyed identified this difference.

> "Certainly not by me, but what I am seeing now at the moment there's not a lot of them [women], so I don't see that they would if there was. I know it's a bit of a boys club especially in mining but there are a hell of a lot of positions that could be held by women that aren't. So I encourage them to get out there and find work, I would hire them in a second if I could find them" (Male Engineering).

"I'd say yes. If you look at the majority of project officer or support roles the majority of the people I have worked with have been women in the project support role and then they progress up through the ranks and become project managers" (Male Business).

"Not better or worse. Less aggression sometimes. Different communication. Generally more social glue, it's a pretty sterile male office here. So I'm strongly in favour of them being here. But ultimately it's got to be results based, I'm not in favour of quotas or any nonsense like that" (Male Business).

"Yes - promoted earlier but still discrimination in engineering" (Male Engineering).

"I believe the gap may be closing but there is still some work to be done. I believe women have to prove themselves and work much harder to succeed. Having said that I'm surrounded by very intelligent women that have made it in the world of project management" (Female Construction).

"I wouldn't know because I don't work with enough of them [women]. I certainly don't treat them differently. If anything, I would treat them more favourably. I actually like the interaction of women because they see things from a different perspective. They see things from a totally different way from how I see them" (Male Engineering).

3. In addition, almost equal numbers of men and women across all those industries surveyed except business/IT believe that women are given different jobs to men in project management. All those in business/IT acknowledge that women and men in information technology work in similar roles. However in construction and engineering the results show that both men and women believe that the distribution of jobs and roles differs on a gender basis. Of interest is the rather traditional way this is still discussed with one respondent blaming the lack of women in the industry rather than the industry's lack of support for women. Still another discussed the value of women as some sort of social control mechanism.

"Yes it's harder for them, I mean there are only two here in PM and it's become a lot more difficult for them to get into those senior ranks. It's hard to say whether it's to do with being a female or not but I'm sure it has a little to do with it. Within the project division here it's a very professional environment. Maybe in a more engineering type environment they would be given different jobs. When you look at the different opportunities presented to males and females I would say definitely" (Female Engineering).

"Yeah, I think so. We're never on site, we're always back office doing a lot more… project management is a lot of admin. Essentially you are an admin assistant who deals with the admin for a particular site. We tend to spend a lot of time assessing things back in the office and doing a lot of variation claims, all of that role. The boys will deal with site issues, or deal with the engineers" (Female Construction).

4. With regard to the question of equal access to opportunities of training or special assignment there was a resounding yes to equal access across all areas and genders except women in construction, who thought that access to training for women was not equitable.

"Yes, it's just whether they take them or not" (Male Business/IT).

"Yes I think they do. It's very much broadcast in the project management world when there are different training and assignments. That's equal" (Female Business/IT).

"No, I don't think so. I don't think that many people have the licencing they need, for a start" (Female Construction).

"No. They talk about having them, but they certainly don't actually put them into practice" (Female Construction).

5. The question of a difference between the pay and rewards for men and women was more difficult for respondents to address. In many cases respondents identified that they are unaware of the pay scales of other project managers. Most male respondents indicated that there would not be any discrimination on pay.

"No I don't think so, it's all based on skill and your performance" (Male Business/IT).

"I don't know about that. If you type into Seek, I know the pay scales for males differ a lot. It's really hard. With pay I believe there should be a base rate, and people should perform to increase, not just link the time like a lot of companies do. It's not just the contractual side of KPIs but the person themselves and the development they want to do, if other people are doing the same thing but don't do any personal development on the other side, the injustice is for the person trying to better themselves. Pay is a funny issue, and I believe women do probably get paid less than men. There are also men out there getting less than they deserve" (Male Construction).

However four respondents, all women, were able to identify differences in pay while another referred to the differences in rewards which can be more obvious.

"Yes. We're not supposed to talk about employment, but there's a younger project manager, we're about the same - I've probably got a little bit more experience to be honest. He's about seven years younger - I just found out, I don't even get paid the full PM salary, I only get paid 90% of it, and I'm not even the newest promoted PM in this office, but I am the lowest paid" (Female Construction).

"Yes. Men are better negotiators in asking for salaries. My male colleagues have asked for higher rates and they've said to me, 'Why don't you ask for more?' I said that what I'm getting is reasonable, and they said, 'No, you should ask for the maximum" (Female Business/IT)

6. On the question of organisational support for career and competency development there was no difference between men and women. There was however information on what project workers identified as helpful and preferred. Twenty percent of respondents identified that while development opportunities were available participants needed to be proactive in getting access to these opportunities. Respondents discussed networks as being important to get access; good supervision and savvy employees who knew what they wanted and sought ways to get it, were some of the activities. Twenty percent identified that opportunities for training were readily available while less than 15% identified that there was no support for career development.

**Exclusion and Inclusion**

More than half the respondents reported on the specifics of inclusion and exclusion with their project (n=43 and 41).

The greatest proportion of experiences about exclusion by men discussed the differences in roles within teams and within work arrangements. Different roles such as discipline differences within teams or the alliance; contractor or consultant relationship; or, customer/client and contractor differences between teams were the primary reasons behind the exclusion.

"When you are a consultant or in a consulting role you regularly feel like an outsider" (Male, Business/IT)

"I'm a little bit of an outsider when I'm contracting instead of being an employee, that's probably the best example [of exclusion]" (Male Engineering)

"In the [Project] on the first day the guys who were established with the firm felt threatened. Until they got to know us, that's just part of life. A few times in the contract there was a lot of nepotism. I can't change their thinking; I can only deal with it" (Male Construction).

The team/ leadership practices mentioned most were exclusive decision making and non-sharing of communication and individual differences between individuals. Most of these individual differences were discussed with regard to the leader not being inclusive or setting up an inclusive team culture.

"I was working in an organisation working to change some of the things they did. One senior manager came in and said "you're only X and you'll always be that. He was bullying in a position of authority" (Male Business/IT).

"I was presenting at a meeting but people were talking over me. I did not feel that I was part of things or doing a good job. But in reality I think that it was me. I needed to speak up. Demonstrate self esteem and deliver the materials I know so well" (Male Engineering).

For women the greater number of stories was those in relation to the practices of the team rather than the structure and roles of the teams. The practices discussed were also related to team leadership and half of these stories were related to not including women or not listening to them in meetings or appointing them to particular roles or other opportunities. Exclusive decision making and lack of communication were also discussed.

"They invited us along to a meeting where they had already started the meeting half an hour before where they had breakfast and coffee supplied. There were not enough chairs and when we arrived we had to watch them eat breakfast. They talked and we just stood there. It was horrible. If that was their attempt at welcoming us into the team, it was a huge mistake. They did not think how we felt. I doubt they did it on purpose. I think she just didn't have any empathy for how other people felt. It was the problem of the manager of the team" (Female Business).

"I do the kids' pick up and drop off on Wednesdays, Thursdays and Fridays. And there are often meetings set for 8am, and I obviously can't make those because day care doesn't open until 7.30am. And it's always interesting to see people's responses to that. It's the same with meetings set at 5pm. I remember one meeting was set up for 5pm, and I thought stuff it, they can't just expect me to come, and they're not allowed to demand it because of (company) corporate policy. So I declined it and I wrote in reply all, 'Sorry guys I can't make it because I have to get to day care by 5.30pm, please let me know what happens'. And after that, two other women and one guy declined it also…..I felt like I was justifying myself, I felt guilty, and I felt scared. So obviously the culture isn't that accepting. I've seen people decline meetings, and I know why, but I've never seen people write down and clarify why. I felt awkward and embarrassed, and I felt reluctant. I felt like I was letting people down" (Female Business/IT).

"At the time you feel like you've contributed as if you've written a bid and it gets funded, it was kind of a process like that. Generally in reality my experience is, and again the anecdotal experience I've had from talking to other women, we feel like we're always the kid at the back of the class going 'oh pick me" and we're totally overlooked" (Female Engineering).

There was a difference in the discourse of the experiences of inclusion rather than those of exclusion. The respondents discussed team dynamics and effective leadership rather than roles or individual attributes that they discussed when recounting their experiences of exclusion.

The greatest proportion of inclusive experiences discussed by the male respondents involved aspects of individual recognition and reward for jobs well done.

> "Recognition is important, on the last project I did in north Sydney a couple of years ago there were awards where you go up on stage and you are invited to the rewards ceremony awards night. The company went above and beyond to recognise the team and not just the individual. They celebrate in a team way, they get the key people together. They pay for the tables and event…." (Male Engineering)

> "This acting role I did for my boss when she was on leave, that definitely made me feel like part of the organisation and a valued team member and that always feels good when you are part of the team. That shows me that my boss had faith in what I do and my ability as a project manager and a team leader as well" (Male Business/IT).

> "We spent nine months planning this and we had to execute it over four days over the Christmas holidays and it went without a hitch. I wrote up the project and sent it through to the guy who looks after the whole of the services in North America and it ended up being entered into the Global Business Awards. I have just come back from London with my boss and another guy to win that award" (Male Business/IT)

Team dynamics including cohesion, inclusive discussion and strong communication processes within the team were also discussed. There was also acknowledgement of the importance of inclusive leadership.

> "Last week I was part of a finance management group for [Company]. There was good communication in forming a new team and we looked at functions of the group and what the goals of the group were going to be" (Male Business/IT).

The discourse of inclusivity from women respondents was similar with the greatest discussion involving the importance of team dynamics related to forming strong bonds in the beginning; relaxing and celebrating together and recognition of individual effectiveness.

> "We actually have an annual WOW day here. Over a three day period everyone gets half a day to go away from the workplace and do something fun with people from your team and other teams. They try to relate it to our cultural value and corporate values. So they are quite big on living the values here. We have mini team bonding sessions, bare foot bowls and that sort of stuff, quite frequent team bonding and team celebrations when we get a project over the line. We have always had team bonding and team celebrations. I think we are quite lucky we are better off than other operational teams where they don't get to go out and celebrate as much as we do; they have to wait until the annual Christmas party." (Female Business/IT).

> "Working as a project manager when I was first out at (location) definitely did feel like being part of a team. This was by virtue of the fact that we have a very clear task ahead of us and we worked in quite a close environment to achieve that" (Female Engineering).

> "We rolled out a new job costing system and I was the only one that had used it before, so I provide a lot of the training. The finance team refer to me, naturally I got included in that larger big picture, and I think that's one of the reasons that I was down for mentoring. I don't

think it is a female thing either.  I just think it is something that I do, I like helping" (Female Construction).

"It was a very pleasant change.  You actually did feel valued when the once a month drinks on the Friday night came around and you'd get a birthday card with the $20.00 gift voucher and all this kind of stuff.  It's small but it's significant" (Female Business/IT).

Behavioural Intentions

1.  Intention to stay in Project Management.  All respondents discussed staying in project management in one form or another in the short term.   In the longer term 12% discussed non PM type roles in their future.  In these instances they identified PM as a step to Chief Operating Officer or operations or other management and governance roles.
2. Intention to stay in their Industry.  Some of the construction managers discussed their willingness to move to what they perceived to be less stressful industries but still working in PM.  Approximately 10% discussed being open to other industry experiences but most respondents discussed staying in their industry and move into my complex roles or bigger projects in PM within that industry.


## Discussion

Equity and diversity management has become part of the HR lexicon over the past 30 years. However, decisions in equity and diversity management are contextual, contested and temporal (Tatli, Vassilopoulou, Ariss, Ozbilgin 2012).  In such circumstances it is reasonable to believe that very different implementations and outcomes will result across different organisations and in different industries.  In Australia the context is one of legislation in the areas of anti-discrimination legislation and equal opportunity legislation which coerce organisations to implement equality and diversity policies and implement these in strategic ways to realise goals of equity and inclusion.  However these approaches are mitigated by the political nature of equality and diversity management where the causes of any disparity between different groups in the workplace and the remedies advocated to address it are often disputed.  Results from this study indicate that building a diversity climate is not a primary concern in temporary organisations and equality and inclusivity policies not well established or indeed well regarded in temporary organisations with respondents indicating that such policies were of little help or concern to them.  It is also notable that none of the respondents in this study believed that structural and organisational equality and inclusion at the macro level is important to them or their career or to the careers of those around them.  Could it be that Adeyemi et al 2006 are correct in that women themselves are the problem in ensuring gender equality and inclusivity in projects? Without their recognition that equality and inclusivity at the macro level is important, it is not likely that management particularly male dominated management will be inspired to consider the means to address it.

Policy development remains a primary recommendation in the literature. Courts emphasise the importance of equity policies and practice in judgments (Jenero and  Galligano 2003).  However around two-thirds of organisations in Australia (particularly in the private sector) do not have

adequate policies and practices to prevent discrimination and most do not identify their own strategic goals supported by policy implementation (French 2001; French & Strachan 2007; 2009; 2012. Well developed diversity policies linked to organisational goals and strategies are an important part of effective diversity management practice (Mor Barak 2005).

Despite the lack of recognition of the importance of diversity management policies, both women and men in project organisations identified that women are still experiencing both different treatment and different roles within organisations and there is some indication that women are receiving different recognition in terms of pay and rewards. These potentially unfair and discriminatory outcomes for women in temporary organisations may impact on future career development opportunities for women in this sector and given the increasing prominence of work in these industries may be a limiting factor for project management in obtaining and retaining a quality workforce in the future. While equality and inclusivity policies at the macro level were not seen as important in the day to day diversity management by the participants in projects, inclusive practices in team dynamics including individual recognition, communication and knowledge management were recognised as crucial to being included within the project team. In addition project workers discussed the matter of exclusion in project teams, not in terms of equality and diversity policies but in terms of conflict or a lack of cohesion between the different roles and job types in project teams recognising the important of leadership and negotiation processes between different groups in projects. This brings with it new recognitions for the importance of training project leaders, managers and workers in the importance of team dynamics specific to encouraging inclusivity in teams to ensure cohesion in teams. Intention to leave the industry or project management does not appear to be influenced by any organisational support (or lack of it) but rather it is an individual career decision related to where these workers see their career heading. Just one industry, the construction industry, had workers who spoke of the stress of managing in projects as an influencer of future decisions to remain in the industry in the longer term.

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Appendix 1

Can you tell me about any EEO programs that your organisation employs and whether they have been useful to you in your own career?

Are women treated differently in this industry / in PM, (consider peers, managers and on site/other workers?)
Are women given different jobs in this industry/PM?
Do women have similar access to training/special assignments?
Are there differences in pay and rewards?
Do you believe your organisation offers any assistance in your career and competence development?

Can you relate an incident where you were made to feel part of the team/organisation?
Can you relate an incident where the reverse happened - or you were made to feel like an outsider?

Do you plan to stay in this industry sector?  If not, where?  Why?
Do you plan to continue in Project Management?  If not, where?  Why?