



The STM: Making Way For Women

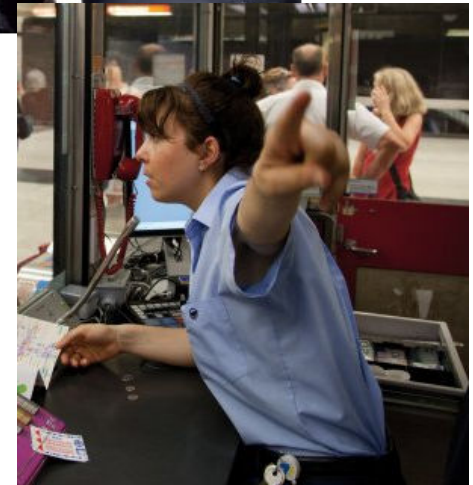
Madame Monica Ricourt

**Councillor – Borough of Montréal-Nord
and member of the STM Board of Directors**



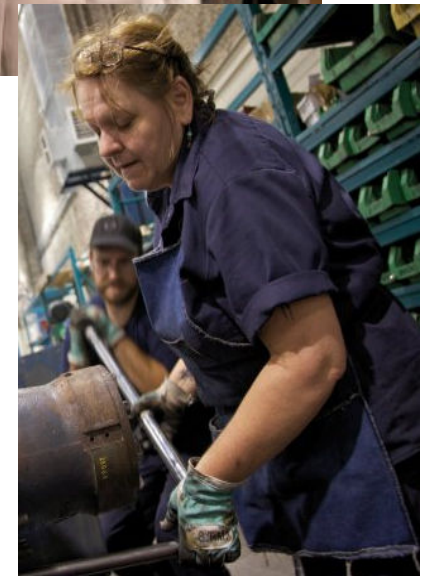
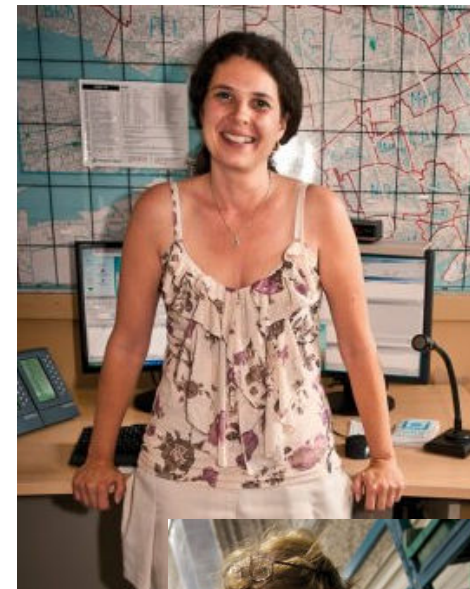
The STM in a few words ...

- Public transit corporation
- Ranked 14th in importance among Québec companies
- Over 9,000 employees
- 56% of its workforce renewed since 2005
- Annual budget of C\$1.2 B

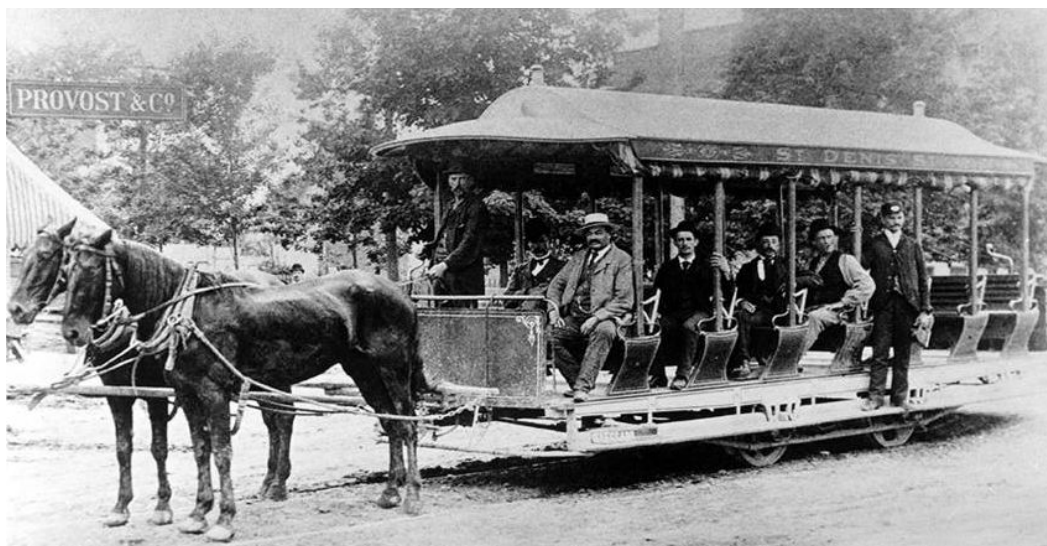


The STM in a few words ...

- Métro network: 759 cars, 4 lines, 71 km and 68 stations
- Bus network: more than 200 lines, 1,705 buses including 8 hybrids and 129 articulated ones
- 1.2 million passenger rides per day
- Paratransit: 2.7 million trips, 85 minibuses and 14 taxi service providers

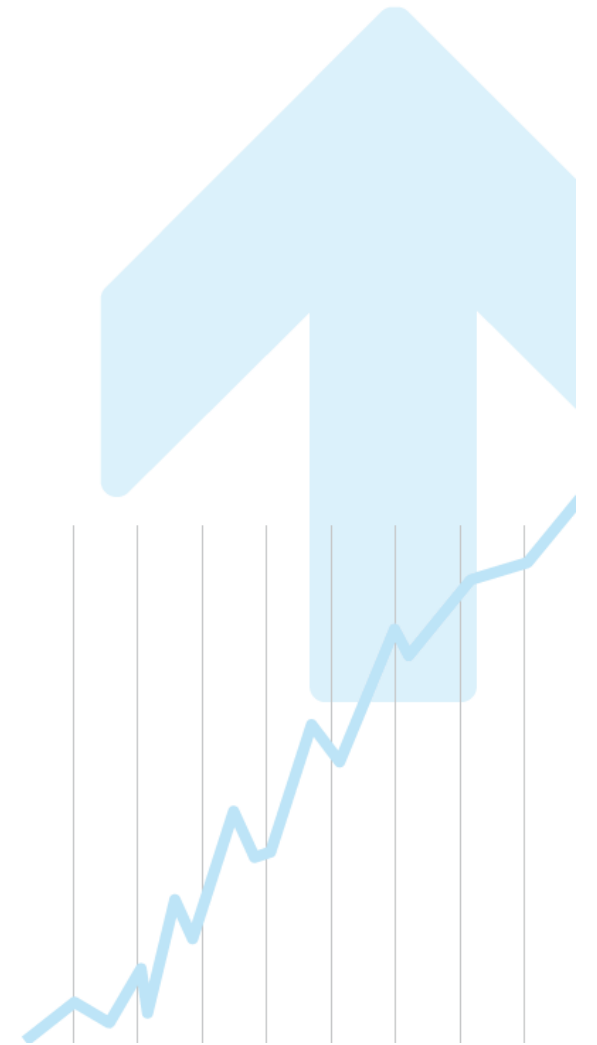


150 YEARS OF PUBLIC TRANSPORTATION

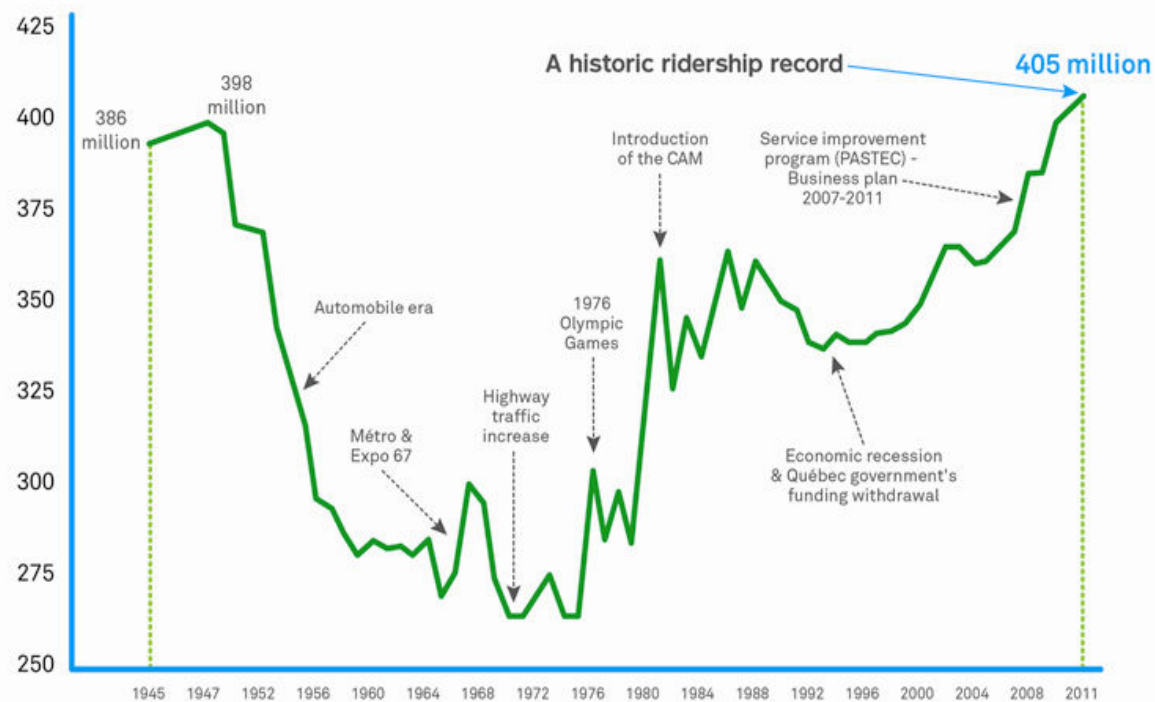


The STM is expanding

- Investments of C\$110 M since 2007
- Service increase of 21.6% since 2006
- An efficient, comfortable, accessible and environmentally beneficial public transit service
- Customer satisfaction level of 87% (in 2010)



The STM provides 80% of all public transit services in Montréal



A record of 1 million trips was achieved by the Montréal City Passenger Railway Company in 1862-1863.

TIMES ARE CHANGING

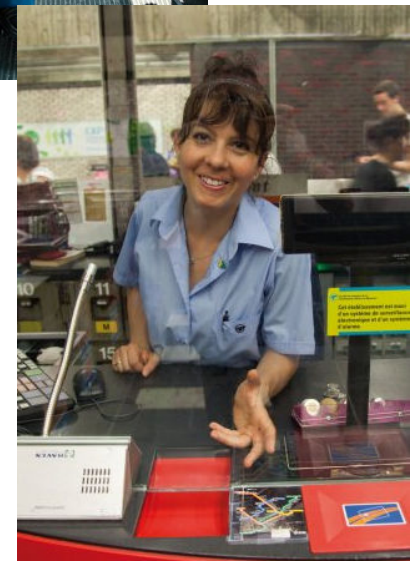
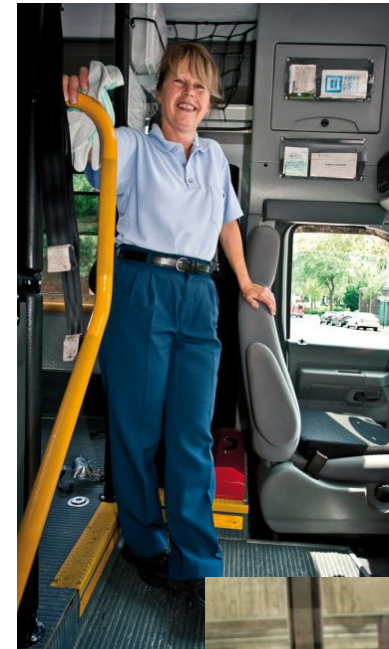


AND SO ARE WE



Women inside the STM

- One out of three Board members is a woman
- One Executive Committee member out of three is a woman
- The director of bus maintenance is a woman
- One driver out of four is a woman
- Since 2011, a woman representing youth interests sits on the Board of Directors
- An voluntary program of Equal access to employment exists since 1987



Women – Strength in Numbers

➤ Women have played a part in the company's growth

Position	Year	N° in 2011
Bus driver	1977	1093
Métro operator	1981	77
Stock keeper	1984	21
Chief Executive Officer	1985	3
Printer	1985	1
Machinist	1988	3
Director, bus garage	1989	1
Chief of operations and station manager	1989	41
Electro mechanical technician	1989	4
Electronic component repairer	1995	4
Forewoman	1996	11
Trackwoman	1998	8

Managing
Committee



Current Representation of Women

Position	2000	2011
3rd and 4th level management	7	18
2nd level management	8	36
1st level management	35	110
Women bus drivers	575	1093
Maintenance employees	91	273

Board of Directors

➤ 3 women

- Monica Ricourt
- Marie Turcotte
- Claudia Lacroix-Perron



Executive Committee

➤ 3 women

- Denise Vaillancourt
- Odile Paradis
- Sylvie Tremblay



The Board of Directors' Commitment to Diversity

- Creation of a Committee for Ethnic and Social Diversity in 2003. Its mandate is to:
 - Better understand the social reality of public transit
 - Promote an open exchange between the STM with women, as employer and service provider, to consider their needs and expectations, those of youth and different ethnic communities

An Innovative Perspective on Diversity

➤ Creation of a new department, Diversity and Respect for Human Dignity, with a focus on four main topics:

- Gender
- Generations
- Origins and cultures
- Disabled persons

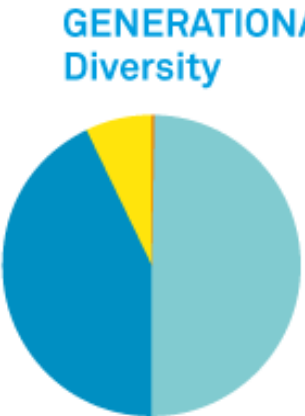


DIRECTION DIVERSITÉ
ET RESPECT DE LA PERSONNE

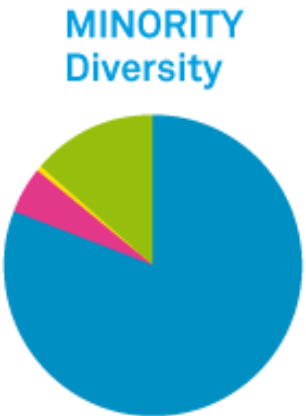
Portrait of STM Diversity



Men 76.0%
Women 24.0%



Boomers 49.5%
X 43.0%
Y 7.0%
Veteran 0.5%



Caucasian 81.0%
Ethnic 5.0%
Aboriginal 0.4%
Visible 13.6%

Average age of women: 43.5 years

Methods of Intervention



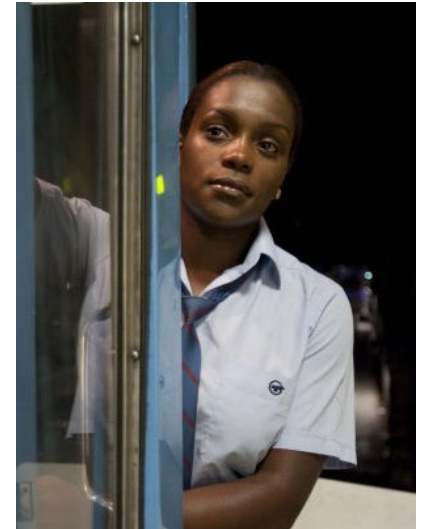
- Hiring strategies
- Awareness
- Development of skills relating to diversity
- Management support and coaching



Hiring Strategies



- To attract female drivers among immigrants, we:
 - Established a partnership with the immigrant women's collective of Quebec and the CAMO (Comité d'adaptation de la main-d'oeuvre – personnes immigrantes)
 - Networked within ethnic communities to recruit candidates
 - Set up information services
 - Organized preparatory workshops with associations



Hiring Strategies



- Results :
 - Increase in the hiring rate among immigrant women
 - Increase in the success rate of the selection process
 - Increase in the visibility of these pioneers and identification with them, and increase in the number of women who are interested in a career as STM drivers
 - Implementation of a network with community groups who know the profile requirements for job applicants

Developing Management Skills



- Co-development group for management
- Mentorship pilot project for women



Co-development Group Managing Diversity



- 1st level managers from different departments within the company
- Meetings every three or four weeks to discuss real situations related to managing diversity issues
- Learning process that allows participants to reflect, share and increase their effectiveness

Mentorship Pilot Project



- *Who is it for?*
 - STM female managers (who are being mentored)
- *Why?*
 - The **STM** is a **traditionally male** company
 - 24% of company employees are women
 - 18% of female employees are managers
- *By whom?*
 - **Female** and male managers (mentors)
- *Period?*
 - **9 months**, from April to December 2011



Mentorship Pilot Project

General Objective



- ▶ Stimulate women's interest in their personal and professional development in their role as managers



Mentorship Pilot Project

Specific Objectives



- Political savvy
- Networking
- Self-confidence
- Knowledge and specific skills
- Sense of belonging
- Breaking the isolation
- State of well-being

Mentorship Pilot Project General Outline



- 8 meetings – 16 participants
 - 1 male and 7 female mentors
 - Different departments
 - Different management levels
 - Different objectives

Mentorship Pilot Project Testimonials



➤ Before the project:

- « *When I began working as a manager, I was the only woman for four years. It wasn't easy.* »
- « *The first year, I was awake nights.* »
- « *We are in 2010, some are still reluctant to accept women.* »

➤ During the project:

- « *It is comforting to know that I'm not the only one, it reassures me.* »
- « *I'm hoping that it won't end in December and that the program will continue. This project must survive.* »



Monitoring



- Follow-up of targets set with the ***Commission des droits de la personne et des droits de la jeunesse*** for the hiring of women, representatives from visible and ethnic minorities, and soon, of the handicapped

Our Awards



Maurice-Pollack Citizenship Award for Equal access to employment program, managing diversity and adapted services, 2004



Award Compétences sans frontières, 2004



Award for Equal access to employment program, 2006, Canadian Urban Transit Association conference (CUTA)



Company of the Year Award as diversity champions by the Réseau des Entrepreneurs et Professionnels Africains (REPAF), 2008



Award for commitment and achievement for Equal access to employment program - Conference on Black history, 2007



Our Awards

- ▶ DIVERSITÉ award
Jeune Chambre de Commerce Haïtienne

GALA
D'EXCELLENCE
2011



2010 Outstanding Public Transport System in North America

« BEST OF THE BEST! » American Public Transportation Association (APTA)



The STM: A Growing Company

- Ambitious projects to continue to provide even more services and increase public transit ridership



Making Way for Women at the STM !





THANK YOU
FOR CHOOSING
PUBLIC
TRANSIT